September 20, 2017

ATTN: Rory Regan
Division of Purchase and Property
33 West State Street
Trenton, NJ 08625

RE: IEM Team Response for Bid # 18DPP00166: T3086 – Project Management Services
for the RREM and LMI Homeowners Rebuilding Programs: DCA

Dear Mr. Regan,

Innovative Emergency Management, Inc. (IEM) and our Team is pleased to offer project management services for the RREM and LMI homeowners rebuilding programs for the State of New Jersey.

The IEM Team offers New Jersey a team that demonstrates extensive expertise in construction management, disaster recovery programs, CDBG-DR, housing recovery, mitigation, federal compliance, quantitative data analysis, and project design. IEM is committed to helping the State of New Jersey restore housing for the 2,200 homeowners still impacted by Hurricane Sandy through the management of the Homeowners Rebuilding Programs and their components.

As requested in the RFP, IEM designates the following data and materials as exempt from public disclosure under OPRA and/or common law:

Page	Section	Reasoning
N/A	Ownership Disclosure Form	Personal Identity Information
N/A	Disclosure of Investigations	Personal Identity Information
N/A	IEM Financial Statements	Business Sensitive Information

As IEM's Director of Operations, I certify that the information submitted in and with this offer is true and accurate. I am authorized to submit this response on behalf of IEM. If you have any questions, please contact Robert Phoebus at (703) 981-9726 or robert.phoebus@iem.com.

Sincerely yours,

Brad Tiffee
Director of Operations, IEM

I Think ∴ IEM

OFFER AND ACCEPTANCE

Bid Solicitation {RFP} #:	#18DPP00166
Bid Solicitation {RFP} Title:	T3086-Project Management Services for the RREM and LMI Hom +
Blanket P.O. {Contract} Term:	

☐ Open to Cooperative Purchasing

OFFER *(To be completed by the Vendor {Bidder})*

TO THE STATE OF NEW JERSEY:
The Undersigned hereby offers and agrees to furnish the goods, products, or services in compliance with all terms of this Master Blanket Purchase Order (Blanket P.O.) {Contract} as defined in Section 2.0 of the Bid Solicitation {Request for Proposal (RFP)}.

Vendor {Bidder}:	Innovative Emergency Management, Inc.	Title:	Director of Operations
Address:	2801 Slater Road, Suite 110	E-Mail Address:	contracts@iem.com
City, State, ZIP:	Morrisville, NC 27560-8477	Phone Number:	(919) 990-8191
Authorized Signature: (Electronic Signature Acceptable)	*Brad Tiffee (signature)*	Fax Number:	▮▮▮▮▮
Printed Name:	Brad Tiffee	FEIN:	▮▮▮▮▮

Pursuant to P.L. 2017, c. 95, please indicate whether the Vendor {Bidder} identifies as any of the following as defined in N.J.S.A. 52:32-19:

☐ Minority-Owned Business   ☐ Women-Owned Business   ☒ Not Applicable

By signing and submitting this Offer, the Vendor {Bidder} certifies and confirms that:
1. The Vendor {Bidder} has read, understands, and agrees to all terms, conditions, and specifications set forth in the State of New Jersey Standard Terms and Conditions and the provisions set forth in Bid Solicitation {RFP} Section 4.4.1.1.1 (MacBride Principles Certification), Section 4.4.1.1.2 (No Subcontractor Certification), Section 4.4.1.1.3 (Non-Collusion), and Section 4.4.1.1.4 (New Jersey Business Ethics Guide Certification);
2. The Vendor's {Bidder's} failure to meet any terms and conditions of the Blanket P.O. {Contract} as defined in the Bid Solicitation {RFP} shall constitute a breach and may result in suspension or debarment from further State bidding;
3. A defaulting Vendor {Contractor} may also be liable, at the option of the State, for the difference between the Blanket P.O {Contract} price and the price bid by an alternate vendor of the goods or services in addition to other remedies available; and
4. By signing and submitting this Offer, the Vendor {Bidder} consents to receipt of any and all documents related to this Bid Solicitation {RFP} and the resulting Blanket P.O. {Contract} by electronic medium or facsimile.

THIS FORM SHOULD BE SIGNED, COMPLETED AND INCLUDED WITH THE VENDOR'S {BIDDER'S} QUOTE {PROPOSAL}.

ADDITIONAL VENDOR {BIDDER} REQUIREMENTS *(For State Use Only)*

☐ Bid Security	Amount:		☐ Payment Security	Amount:	
☐ Performance Security	Amount:		☐ Retainage	Percentage:	

For set-aside contracts only, a Vendor {Bidder} must be registered with the N.J. Division of Revenue and Enterprise Services, Small Business Registration and M/WBE Certification Services Unit. Please refer to N.J.A.C. 17:13-3.1 & 17:13-3.2 for additional information.

ACCEPTANCE OF OFFER *(For State Use Only)*

The Offer above is hereby accepted and now constitutes a Blanket P.O. {Contract} with the State of New Jersey. The Vendor {Contractor} is now bound to sell the goods, products, or services listed by the attached Blanket P.O. {Contract} as defined by Section 2.0 of the Bid Solicitation {RFP}. The Vendor {Contractor} shall not commence any work or provide any good, product, or service under this Blanket P.O. {Contract} until the Vendor {Contractor} complies with all requirements set forth in the Bid Solicitation {RFP} and receives written notice to proceed.

Blanket P.O. {Contract} Number:	
Blanket P.O. {Contract} Award Date:	Blanket P.O. {Contract} Effective Date:
State of New Jersey Authorized Signature:	

OFFER AND ACCEPTANCE

State of New Jersey
Department of the Treasury
Division of Purchase and Property
33 West State Street, P.O. Box 230
Trenton, New Jersey 08625-0230

Bid Solicitation {RFP} #: | #18DPP00166

Bid Solicitation {RFP} Title: | T3086-Project Management Services for the RREM and LMI Hom

Blanket P.O. {Contract} Term: | 10/12/2017 - 10/11/2019

☐ Open to Cooperative Purchasing

OFFER *(To be completed by the Vendor {Bidder})*

TO THE STATE OF NEW JERSEY:

The Undersigned hereby offers and agrees to furnish the goods, products, or services in compliance with all terms of this Master Blanket Purchase Order (Blanket P.O.) {Contract} as defined in Section 2.0 of the Bid Solicitation {Request for Proposal (RFP)}.

Vendor {Bidder}:	Innovative Emergency Management, Inc.	Title:	Director of Operations
Address:	2801 Slater Road, Suite 110	E-Mail Address:	contracts@iem.com
City, State, ZIP:	Morrisville, NC 27560	Phone Number:	919-990-8191
Authorized Signature: (Electronic Signature Acceptable)	*Brad Tiffee* (signature)	Fax Number:	▇▇▇▇▇
Printed Name:	Brad Tiffee	FEIN:	▇▇▇▇

Pursuant to P.L. 2017, c. 95, please indicate whether the Vendor {Bidder} identifies as any of the following as defined in N.J.S.A. 52:32-19:

☐ Minority-Owned Business   ☐ Women-Owned Business   ☒ Not Applicable

---

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1. The Vendor {Bidder} has read, understands, and agrees to all terms, conditions, and specifications set forth in the State of New Jersey Standard Terms and Conditions and the provisions set forth in Bid Solicitation {RFP} Section 4.4.1.1.1 (MacBride Principles Certification), Section 4.4.1.1.2 (No Subcontractor Certification), Section 4.4.1.1.3 (Non-Collusion), and Section 4.4.1.1.4 (New Jersey Business Ethics Guide Certification);

2. The Vendor's {Bidder's} failure to meet any terms and conditions of the Blanket P.O. {Contract} as defined in the Bid Solicitation {RFP} shall constitute a breach and may result in suspension or debarment from further State bidding;

3. A defaulting Vendor {Contractor} may also be liable, at the option of the State, for the difference between the Blanket P.O {Contract} price and the price bid by an alternate vendor of the goods or services in addition to other remedies available; and

4. By signing and submitting this Offer, the Vendor {Bidder} consents to receipt of any and all documents related to this Bid Solicitation {RFP} and the resulting Blanket P.O. {Contract} by electronic medium or facsimile.

THIS FORM SHOULD BE SIGNED, COMPLETED AND INCLUDED WITH THE VENDOR'S {BIDDER'S} QUOTE {PROPOSAL}.

ADDITIONAL VENDOR {BIDDER} REQUIREMENTS *(For State Use Only)*

☐	Bid Security	Amount:		☐	Payment Security	Amount:
☐	Performance Security	Amount:		☐	Retainage	Percentage:

For set-aside contracts only, a Vendor {Bidder} must be registered with the N.J. Division of Revenue and Enterprise Services, Small Business Registration and M/WBE Certification Services Unit. Please refer to N.J.A.C. 17:13-3.1 & 17:13-3.2 for additional information.

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Blanket P.O. {Contract} Number:

Blanket P.O. {Contract} Award Date: Blanket P.O. {Contract} Effective Date:

State of New Jersey Authorized Signature:

SUBCONTRACTOR UTILIZATION PLAN FORM

BID SOLICITATION #:	18DPP00166
BID SOLICITATION TITLE:	T3086-Project Management Services for the RREM and LMI Homeowners Rebuilding Programs: DCA

VENDOR/BIDDER NAME:	Innovative Emergency Management, Inc.
VENDOR/BIDDER ADDRESS:	2801 Slater Road, Suite 110
	Morrisville, NC 27560
VENDOR/BIDDER PHONE NUMBER:	(919)-990-8191
VENDOR/BIDDER EMAIL:	contracts@iem.com

INSTRUCTIONS: List all businesses to be used as subcontractors.

SUBCONTRACTOR'S NAME:	CORE Construction
SUBCONTRACTOR IS A SMALL BUSINESS:	☐ YES ☒ NO
IF YES, SMALL BUSINESS CATEGORY*:	☐ I ☐ II ☐ III
SUBCONTRACTOR'S ADDRESS:	3131 North I-10 Service Road East, Suite 401
	Metairie, LA 70002
SUBCONTRACTOR PHONE NUMBER:	(504)-733-2212
SUBCONTRACTOR EMAIL:	Bradroberts@COREconstruction.com
SUBCONTRACTOR FEIN:	▆▆▆▆▆▆
TYPE(S) OF SERVICE(S) TO BE PROVIDED:	Construction technical assistance
ESTIMATED VALUE OF SUBCONTRACT:	TBD

SUBCONTRACTOR'S NAME:	Plexos Group
SUBCONTRACTOR IS A SMALL BUSINESS:	☐ YES ☒ NO
IF YES, SMALL BUSINESS CATEGORY*:	☐ I ☐ II ☐ III
SUBCONTRACTOR'S ADDRESS:	1800 City Farm Drive, Building 4, Suite B
	Baton Rogue, LA 70806
SUBCONTRACTOR PHONE NUMBER:	(225)-757-5344
SUBCONTRACTOR EMAIL: EMAIL:	David.odom@plexosgroup.com
SUBCONTRACTOR FEIN:	▆▆▆▆▆▆
TYPE(S) OF SERVICE(S) TO BE PROVIDED:	Policy, PMO Analytics & Reporting, and QA/QC
ESTIMATED VALUE OF SUBCONTRACT:	TBD

Attach Additional Sheets If Necessary

* For those Vendors/Bidders listing Small Business Subcontractors: Attach copies of Division of Revenue - Small Business Enterprise Unit registration for each subcontractor listed. If Vendor/Bidder has not achieved established subcontracting set-aside goals, also attach documentation of good faith effort to do so in the relevant category in accordance with N.J.A.C. 17:13-4 and the Notice to All Vendors/Bidders.

CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor/Bidder, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I hereby certify that this Subcontractor Utilization Plan (Plan) is being submitted in good faith. I certify that each subcontractor has been notified that it has been listed on this Plan and that each subcontractor has consented, in writing, to its name being submitted for this contract. Additionally, I certify that I shall notify each subcontractor listed on the Plan, in writing, if the award is granted to my firm, and I shall make all documentation available to the Division of Purchase and Property upon request. I acknowledge that the State of New Jersey is relying on the information contained herein, and that the Vendor/Bidder is under a continuing obligation from the date of this certification through the completion of any contract(s) with the State to notify the State in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I am subject to criminal prosecution under the law and that it will constitute a material breach of my agreement(s) with the State, permitting the State to declare any contract(s) resulting from this certification void and unenforceable.

_____   09/19/2017
Signature   Date

Brad Tiffee, Director of Operations
Print Name and Title

SUBCONTRACTOR'S NAME:	Solix, Inc.			
SUBCONTRACTOR IS A SMALL BUSINESS:		**YES**		X **NO**
IF YES, SMALL BUSINESS CATEGORY*:		**I**	**II**	**III**
SUBCONTRACTOR'S ADDRESS:	30 Lanidex Plaza			
	Parsippany, NJ 07054			
SUBCONTRACTOR PHONE NUMBER:	(800)-200-0818			
SUBCONTRACTOR EMAIL:	Info@solixinc.com			
SUBCONTRACTOR FEIN:	�causedesignredacted			
TYPE(S) OF SERVICE(S) TO BE PROVIDED:	Recoopment, document management and applications			
ESTIMATED VALUE OF SUBCONTRACT:	TBD			
SUBCONTRACTOR'S NAME:	Gibbons Law			
SUBCONTRACTOR IS A SMALL BUSINESS:		**YES**		X **NO**
IF YES, SMALL BUSINESS CATEGORY*:		**I**	**II**	**III**
SUBCONTRACTOR'S ADDRESS:	One Gateway Center			
	Newark, NJ 07102-5310			
SUBCONTRACTOR PHONE NUMBER:	(973)-596-4783			
SUBCONTRACTOR EMAIL:	Wpalatucci@gibbonslaw.com			
SUBCONTRACTOR FEIN:				
TYPE(S) OF SERVICE(S) TO BE PROVIDED:	Legal Advising Services			
ESTIMATED VALUE OF SUBCONTRACT:	TBD			

Project Management Services for the RREM and LMI Homeowners Rebuilding Programs

A Proposal for the State of New Jersey Department of Community Affairs

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PROJECT MANAGEMENT SERVICES FOR THE RREM AND LMI HOMEOWNERS REBUILDING PROGRAMS

A Proposal for the State of New Jersey
Department of Community Affairs

September 20, 2017

P.O. Box 110265
Research Triangle Park, NC 27709
(919) 990-8191 or (800) 977-8191
www.iem.com

IEM®

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INTRODUCTION/EXECUTIVE SUMMARY

On October 29, 2017, Hurricane Sandy survivors will have been suffering the impacts of the storm for five years. 2,200 homeowners need to return to repaired, safe homes. To achieve the goal of restored housing for these homeowners, the IEM Team will provide efficient and outcome-driven services that demand our accountability. IEM's approach to supporting the New Jersey (NJ) Rehabilitation, Reconstruction, Elevation and Mitigation (RREM) and Low-to-Moderate Income (LMI) Homeowners Rebuilding Programs (referred to collectively here as the "Program") is focused on four outcomes:

1. IEM understands that DCA's principal outcome to achieve is **rapid resolution of the remaining 2,200 applicants,** so they can safely return home.

2. In delivering services to these remaining 2,200 applicants, we understand services must be delivered with **full empathy**.

3. As each of these applicants and their families return home, the applicant file must be rigorously examined to ensure that their documentation supports program actions, and that all items are in compliance with Housing and Urban Development (HUD) Community Development Block Grant–Disaster Recovery (CDBG-DR) and state regulations—that **the files are ready for a compliant closeout**.

4. Finally, all **indications of fraud must be carefully documented and allocated for action** to the New Jersey Attorney General's office for potential legal action.

The IEM Team proffers a smooth, mission-oriented transition, delivered with empathy, for New Jersey homeowners still recovering from the effects of Hurricane Sandy. IEM brings the State of New Jersey and its Department of Community Affairs (DCA) the right team with the right experience to support New Jersey homeowners still making their way through the construction processes. We are equipped and ready to assist New Jersey homeowners, no matter which program pool serves as the beginning of their journey with us.

The IEM Team will deliver engineering and construction management (CM) services to accomplish the goal of restored housing for the remaining Program applicants. What this means for homeowners is that the IEM Team will provide professional advisory services to each homeowner so that they understand the construction processes; the roles and responsibilities of each party; and the next-step requirements needed to move forward. Further, the IEM Team will provide advocacy services and intervention to help homeowners navigate builder relationships and local permitting, zoning, and

code requirements. At the most granular level, this will require—and the IEM Team will deliver—empathetic applicant relations support, reliable call center service, knowledgeable construction managers, and accountable outcomes for DCA. The IEM Team will deliver this program in close coordination with the State Contract Manager (SCM) and DCA while maintaining high standards for quality and compliance.

IEM TEAM MEMBERS OVERVIEW

IEM (PRIME)

Founded in 1985, **IEM is the largest woman-owned disaster management company in the world**, and is certified as a **minority woman–owned business enterprise** (M/WBE) in the State of New Jersey. IEM is a CDBG-DR industry leader, especially in CDBG-DR housing programs. Many companies may claim CDBG-DR housing experience, but there is only one company and its personnel that have successfully delivered three CDBG-DR housing programs launched after catastrophic events, and brought them to completion without a single blemish on their record.

New York State selected IEM as the prime contractor for program management on its $1.2 billion CDBG-DR housing program, to recover operations from a failed contractor, and two years later we had awarded almost $1 billion in CDBG-DR funds and delivered the recovery support for 16% less than the bid price for the services contracted.

Jon Mabry, IEM's Vice President for Disaster Recovery, led the State of Mississippi's $5.4 billion CDBG-DR funded housing programs, achieving unprecedented success in completing housing recovery for over 40,000 homes one year ahead of projections and with an error rate of less than 1/10 of 1%. He is the only contractor executive with the proven experience of restoring 40,000 homes after a major disaster.

According to a senior HUD official, IEM personnel have supported bigger and more innovative projects combining federal and state funds for New York State than has been done in any past disasters. Our philosophy combines deep knowledge of disaster fund requirements with a commitment to find a solution that meets the state or local client's recovery and resiliency needs.

IEM Program Management focuses on understanding how the client defines success and helping the client achieve it collaboratively. Most of our customers are repeat customers, as we have built trust with them through dedication, innovation and accomplishing results.

We continue to raise the bar of excellence in providing faster, more accurate, and more customer-focused solutions. We have recently begun providing CDBG-DR services to the Louisiana Office of Community Development (OCD) and the citizens of Louisiana following the state's extensive 2016 flooding, and there, too, we have made swift progress in ramping up to provide $1.7 billion in funding to homeowners for rebuilding their homes. We will bring the same standard of excellence to the NJ Program and the state's residents still seeking relief nearly five years after Sandy struck.

SUBCONTRACTORS

IEM has selected a team of highly experienced subcontractors to support DCA and the homeowners of New Jersey. We summarize these below, followed by a more detailed discussion fo their experience and role on the project.

The Plexos Group, LLC (Plexos) has extensive experience with HUD CDBG-DR funding, program design, project management, policy development, regulatory assistance, compliance, quality assurance and control, data analytics and reporting, and information technology. Plexos has completed similar work for several municipal, state, and federal agencies. Plexos has been awarded and has managed programs exceeding $10 billion, and our staff, which has more than 100 years of combined experience in managing disaster recovery programs, have successfully managed programs totaling more than $25 billion.

Solix, Inc. (Solix) is a New Jersey–based firm with a solid reputation for delivering business services and solutions. It has extensive experience managing complex programs that require the collection and management of personal information, applicant identity verification, and adherence to strict eligibility rules. They ensure process efficiency and integrity where compliance to industry and government regulations is imperative. Solix quickly ramped up disaster recovery services after Hurricane Sandy for the states of New Jersey and New York, including developing intake processes and financial disbursement models. It has developed automated tools to process eligibility reviews according to client specifications and in compliance with HUD regulations, all while exceeding all goals established for grant agreement preparation.

CORE Construction Services, LLC (CORE) was recently the top-performing housing contractor in the Louisiana Shelter at Home program. Founded in 1937, the company has spent the last 15 years focusing on public-sector construction through negotiated and alternative delivery contracts. This 1,200-person company operates out of 16 offices in eight states, and has over $1 billion in annual revenue. Nationally, CORE completes more than $700M in construction each year and has a bonding capacity of more than $700M.

Gibbons P.C. (Gibbons) Gibbons is a leading law firm in New Jersey, New York, Pennsylvania, and Delaware with more than 200 attorneys,, ranked among the nation's top 200 firms by *The American Lawyer*. The Gibbons Construction Law & Litigation Team works with owners, developers, design professionals, contractors, subcontractors, and material suppliers on a wide range of construction projects, handling contract counseling, public procurement, insurance, and surety issues, among others, as well as all aspects of litigation and dispute resolution.

TEAM EXPERIENCE AND ROLES

The IEM Team has a record of success supporting large-scale disaster recovery efforts funded by HUD CDBG-DR funds. The IEM Team, and specifically the individuals IEM has selected to lead this effort, have been at the forefront of the most successful HUD CDBG-DR programs, including for the states of New Jersey, New York, Mississippi, Texas, and most recently, Louisiana. This Team understands the mission-critical nature of this work, and will quickly assess the status of the applicant population, formulate action plans for each homeowner, and provide the homeowner support necessary to move each construction project forward to completion within the next two years.

We have selected partners who will be able to provide the most beneficial complement of services to DCA and the Program homeowners. Plexos brings experienced and innovative disaster recovery management professionals who have successfully served municipal, state, and federal agencies by providing expert knowledge and solid business management processes. Plexos's range of professional backgrounds and experience on previous disasters yields a deep bench of expertise to support DCA with project infrastructure, policy and procedure, and reporting and projections.

New Jersey–based firm Solix has a reputation for developing cost-efficient and scalable solutions for program delivery. Solix quickly ramped up disaster

recovery services that included financial disbursement models for New Jersey and New York in the wake of Hurricane Sandy. Solix's experienced professionals will support DCA by providing process and document management solutions, technology and systems management, and financial management support for verification and requesting of funds.

CORE's recent successes as one of the top-performing housing contractors in the Louisiana Shelter at Home Program and as a builder for the Restore Louisiana Housing Assistance Program provide a solid foundation for the provision of CDBG-DR–funded housing construction assistance to New Jersey homeowners. CORE is our primary partner for the provision of construction management services, including construction management (CM) Pod Leads and Construction Technical Advisors who will work directly with homeowners.

Gibbons is a New Jersey–based law firm with more than 200 attorneys with expertise across a wide array of legal areas. They have an experienced Construction Law team with expertise in every aspect of the field. More importantly, they reacted to the destruction of Hurricane Sandy by supporting the legal establishment and workings of the Hurricane Sandy New Jersey Relief Fund, a Section 501(c)(3) public charity. This group raised $41 million from more than 35,000 generous donors worldwide, and closed in March 2016 after distributing all of its funds in support of 109 nonprofit organizations. They also made grants to residents participating in the state's RREM program of up to $20,000 to support rebuilding. Gibbons will use its extensive knowledge of construction law and its experience supporting disaster relief efforts to provide expert legal counsel to the IEM Team and DCA as needed.

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1.0 REQUIRED FORMS

As specified in the Bid Solicitation, all required forms have been submitted electronically through NJStart and are not reproduced in this volume.

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2.0 TECHNICAL QUOTE

Approxilately 2,200 homeowners affected by Hurricane Sandy have been waiting for almost five years to return to repaired, safe homes. To achieve the goal of restored housing for these homeowners, the IEM Team will provide efficient and outcome-driven services that demand our accountability. The Team's mission—to meet DCA's need to achieve successful transition and stand-up of the program within 30 days of the Blanket P.O. award, with fully normalized operations ensuing thereafter—will be accomplished through IEM's organizational and management plan. We have targeted our well-defined organizational structure, timeline, and management work plan to ensure that New Jersey receives the highest level of service while we drive construction projects to completion and homeowners to project closeout. Specifically, our approach includes the following key elements:

1. Smooth transition and startup within 30 days of award

2. Timeline-driven management plan

3. Customer-centered focus with empathetic and outcome-driven applicant interactions

4. Results-oriented construction management services

5. Effective quality assurance/quality control (QA/QC) strategies

6. Proven compliance and monitoring protocols

7. Timely and effective issue tracking and anti-fraud, waste, and abuse practices

8. Accurate invoicing and reporting for the Program

IEM's proposal outlines in detail how we will deliver these services within the timeframes we know that New Jersey and DCA want and need.

Effective transition and startup. The IEM Team understands that transition of existing program work share to a new vendor can be a risky process for the State, and for homeowners caught in the transition. Our team of seasoned professionals will begin coordination with the State and its previous vendor within 24 hours of award notification, in order to jump-start the transition plan so that start-up operations are complete within the 30-day start-up period. Our Information Technology (IT) team will establish all system access and connectivity necessary, as well as data transfer protocols required to ensure a secure, functional infrastructure in support of our use of SIROMS.

Grantees have selected IEM to take over and close out programs in the past. Our Team has also executed CDBG-DR contracts that required transition of program activities back to the grantee upon completion of all construction activities. Based on these experiences, we fully understand the hardship that

a program transition can cause for grantee staff and other successors when the transition is not well planned and executed.

Pulling from our experiences in the takeover of projects and successful transition of activities, IEM has thoughtfully crafted a detailed Transition Plan and Transition Training Program to implement a transition that has minimal impact on DCA and the program's homeowners. To accomplish our goal of ensuring that we have provided all possible guidance, training, and access to information necessary to move the program forward, we will complete the activities described in Table 1 below.

Table 1 • Transition Strategies and Tactics. The IEM Team will leverage its experience taking over similar continuing federal grant programs to ensure that the NJ homeowners and DCA enjoy as smooth a transition as possible.

Strategies	Tactics
Organize in advance for a smooth transition	Share lessons learned from past transitions with SCM.
	Produce a detailed Transition Plan.
	Build a supporting Transition Training Program.
Responsive training and acclimation	Provide guidance, training, and access to information for our staff.
	Maintain an information repository for transition focused on policy/procedure history and system workflow evolution.
	Obtain transition program tracking elements such as National Objective compliance, financial expenditures, and construction contractor and vendor lists.
Transition CDBG-DR compliance duties to avoid gap in coverage	Execute transition of supporting data for Request for Funds, Quarterly Progress Reports, HUD 2880, Section 3, and EEOC.
	Schedule transition to avoid disruption of reporting schedules.

Well-defined timeline and management work plan. Our detailed project plan and timeline for accelerated startup of operations are reflected in Section 2.3. Our management approach connects outputs directly generated by our services to the community-wide outcomes desired by the State. More specifically, this means that the IEM Team will establish all necessary program interfaces and program infrastructure concomitantly with the launch of applicant relations and construction management services. This parallel standup and startup allows the IEM Team to confirm homeowner status in construction, formulate construction management plans for each, and support

each homeowner in the completion and closeout of their project while administrative and infrastructure requirements are implemented. This means that homeowners will quickly begin to realize the benefits of the program transition.

Empathetic applicant relations. Understanding that NJ homeowners are in great need of technical and advisory assistance to complete their construction projects, we hone our project delivery by emphasizing customer service through our hiring and training practices. These practices include social and cultural counseling training, applicant relationship building, and strict requirements for customer service response timeframes—we require our staff members to respond to homeowner inquiries within one business day and to stay in contact with homeowners on a regular basis.

The IEM Team has already invested significant resources into developing our RREM and LMI Homeowners Rebuilding Programs customer service materials and training modules necessary to begin staff training. As one of the first mini-projects our applicant relations staff members will work, the IEM Team will confirm homeowner status/progress in construction to ensure that each construction project is triaged into the appropriate construction status pool based on the criteria identified by DCA for each.

Result-Oriented Construction Management (CM). Drawing on published RREM and LMI Homeowners Rebuilding Program resources, and within the first 30 days, the IEM Team will create a step-by-step guide for each of the construction progress pools, to help homeowners understand their construction status and the steps they need to take in order to move forward with their projects. Once we confirm the homeowner's initial pool assignment, IEM's Construction Management Pod Lead (CM Pod Lead) will assign the homeowner to a Construction Technical Advisor (CTA) who will act as the homeowner's construction project manager for the program. Our CTA will immediately schedule an in-person meeting with the homeowner and their builder to establish a baseline of where the project stands, reviewing planned work and status of the project. We will schedule these baseline inspections well within the 60–calendar day allowance, in order to accommodate any homeowner need for rescheduling. Our CTAs will revise and update the homeowner's individual project plan based on the findings of the baseline inspection. We will explain the next steps necessary in the process and move rapidly to resolve issues and respond to requests for inspection. The IEM Team will facilitate movement through the various permitting and inspection processes, as necessary, to move homeowners to project completion. Our CM team will conduct all final inspections within 15 days of homeowner submission of final documentation.

Effective QA/QC Strategies. The IEM Team's Quality Management Plan reflects two basic tenets of effective project delivery—the importance of planning and the value of implementing program tasks with clearly defined

standards. The objectives of the plan include ensuring that all key stakeholders are in agreement on the project mission; owning the goals of the program; understanding factors critical to the projects' completion (tasks); and knowing that our actions achieve the goals and mission of DCA.

Our one-over-one review process, implemented at the task level, instills an audit-like review that demands accuracy and documentation, as well as consistency with program policies and procedures. This approach prepares each document and file for audit-level scrutiny. This quality control (QC) approach requires each document to tell its own story, so that anyone without prior knowledge of the file must be able to verify the work product based solely on the documentation provided. Our review includes accuracy and completeness verifications, as well as quality standards checklists, desk reviews, and field monitoring visits.

Proven Compliance and Monitoring Protocols. Accuracy and compliance are the foundations of the IEM Team solution. Production speed based on rigorous work procedures that encompass highly effective monitoring protocols produce the most efficient and compliant outcomes. The IEM Team will implement our time-tested Compliance and Monitoring Plan that has already been adapted for the RREM and LMI Homeowners Rebuilding Programs. Specifically, IEM proposes a dedicated team for the Compliance and Monitoring functions to support the State and its audit/compliance staff members in monitoring performance of the Blanket P.O. and implementation of the program against program timelines. Meeting these timelines ensures that the goals outlined in the State's Action Plan for recovery are accomplished and completed in a timely and efficient manner.

In addition to contract and performance compliance and monitoring protocols, we monitor our program processes and procedures for HUD and program policy compliance as well. We will work directly with the SCM and DCA to identify process and applicant file improvements that will increase program compliance to the maximum extent possible.

Timely, Compliant Issue Tracking and Fraud, Waste, and Abuse Coordination. Disaster recovery programs, with their wide appeal and large coffers, have historically been victims of high rates of attempted fraud and suspected waste or abuse. Indeed, New Jersey has already experienced how far-reaching this challenge can be, particularly with regard to construction activities. The IEM Team will work to enforce the highest possible standards in fraud prevention, detection, and reporting consistent with the established DCA cross-cutting fraud, waste, and abuse policies and procedures.

Executive Oversight

IEM's Jon Mabry has an unmatched record for CDBG-DR program compliance—an unbeaten 1/10th of 1% record for more than $5.4B in CDBG-DR funds. As IEM's Program Executive, Mr. Mabry will ensure that the right resources are engaged in the project—from our proposed Program Manager to our boots-on-the-ground Construction Technical Advisors and Customer Service Representatives.

We have also developed guidance for homeowners in Louisiana, offering tips on avoiding contractor fraud. We will continue to provide this level of service for our New Jersey homeowners. Our protocols include education of homeowners on the phone, by mail, and by e-mail about their options for reporting fraud, waste, and abuse to DCA; staff investigative and reporting procedures; and training for all IEM Team staff members. Our methods establish an auditable history that protects the state against fraud, waste, and abuse.

Accurate Invoicing and Reporting. Our accounting controls, invoicing, and reporting are all tied to HUD requirements specific to DCA and HUD CDBG-DR grant funds. Our staff will work directly with SRD finance staff and report on expenditures, actuals versus projected, on a quarterly basis. We will submit invoices compliant with the finance department's standards and keep the SCM apprised of expenditures.

Goals flow down to expectations and accountability. Our reporting is oriented to critical outputs of the program, enabling us to spot trends and anticipate next steps. This reporting supports weekly communication to keep the SCM and DCA abreast of what has been accomplished in the previous reporting period, what is planned for the current period, and any anticipated hurdles that may need to be addressed.

2.1 MANAGEMENT OVERVIEW

The IEM Team will start quickly by integrating best practices from our CDBG-DR experience in New York, Mississippi, Texas, and Louisiana. We offer a low-risk, reliable startup approach because our proven startup deliverables

can be adapted to meet the Program's needs. Startup Phase deliverables we will deliver within the first 30 days of the Blanket P.O. award include the following:

- Operational Plan
- Mobilization Plan
- Compliance and Monitoring Plan
- Quality Management Plan
- Communication Plan
- Personnel manual, codes of conduct, conflict of interest, privacy, and ethics policies
- Staff training manuals
- Appointment scheduling methodology
- HUD Section 3 Plan
- Security Plan
- Fraud, waste, and abuse policies and procedures
- Homeowner education manual
- Homeowner next-steps by pool assignment

In addition to IEM's depth of experience successfully delivering mega-scale CDBG-DR disaster housing programs, IEM is a HUD Technical Assistance service provider. This combination of experience and technical service offering provides DCA with additional support resources that are not widely available in a one-stop shop. To prepare for the RREM and LMI Homeowner Rebuilding Programs, IEM has already taken significant steps at its own expense to ensure program success. These measures include substantial hours invested in gaining a thorough understanding of the following reference and guidance documents:

1. PL 113-2 and the Federal Register Notices impacting the NJ Programs
2. New Jersey Action Plan and Action Plan Amendments
3. RREM Quarterly Progress Reports (QPRs) and Quarterly Goals
4. Sandy CDBG-DR Cross-Cutting Policies
5. LMI Policies and Procedures
6. RREM Policies and Procedures and Frequently Asked Questions (FAQs)
7. Records Retention, Fraud, and CDBG-DR requirements
8. RREM Construction Materials

Beyond a thorough study of these materials, IEM has already begun to prepare many of the initial deliverables that will be required to establish the

infrastructure necessary to execute on this award. The plans, policies, and procedures described throughout this proposal are just a small sample of the work we have already done to ensure that we are ready and moving quickly after award.

IEM's organizational structure and management plan methodology are critical success factors for the implementation of the NJ Programs. IEM's Program Manager, Sean Almonte, will ensure that appropriate staff are positioned in New Jersey, along with a deep bench of expert resources that can be accessed from across the country. Mr. Almonte will use his experience working with state and federal agencies to lead our team in the delivery of high-value solutions and desired outcomes. Mr. Almonte will have oversight and expert guidance from Program Executive Jon Mabry, who brings his experience, strategic and tactical innovation capacity, and his great insight in understanding the "art of the possible" from program data analytics. As he has done in other CDBG-DR programs, Mr. Mabry will oversee the IEM Team's efforts to provide the solution sets needed to take the remaining 2,200 New Jersey homeowners back home.

Unmatched Compliance Record

Jon Mabry is the only Program Director in the industry who has the experience of supporting recovery for more than 40,000 homes using CDBG-DR funds. Mr. Mabry's compliance record is unmatched—an unbeatable 1/10th of 1% error record for over $5.4B in CDBG-DR funds. He is the source of delivery innovations like unit and accountable pricing methodologies. He is a master at the use of data analytics to drive efficiency and high workflow production to meet aggressive yet achievable recovery timelines. Mr. Mabry has the trust of senior HUD officials. As a former audit director and part of the team that discovered the WorldCom fraud, he has impeccable ethics and understands how to design an effective system of internal controls to prevent fraud, waste, and abuse.

To deliver our solutions on the outcomes we have identified, Program Executive Jon Mabry has thoughtfully selected the individuals proposed for key management personnel positions and the teaming partners we bring to DCA. He made these selections of the most well qualified individuals and firms to support each project task needed to complete recovery for New Jersey's communities.

IEM has chosen a matrix management model for providing Program support, similar to IEM's organizational matrix model, in order to match the best resources of our firm and our partners to the functional areas of our proposed management model. This hybrid divisional-functional model provides the benefit of specialized, knowledgeable talent within each Program functional area, while allowing Program needs to be met rapidly and maintaining communication across the

organization. This model breaks up silos of information, ensuring cross-functional understanding of the program and cross-training of staff members. Our management team focus is to support our employees in accomplishing the mission of the RREM and LMI Programs. We focus on pushing decision-making authority down to the levels where it is needed. We present our mobilization plan in Section 2.3.2 and our management structure and team in Section 3.1.

This management structure will support the IEM Team's mission to resolve homeowner construction challenges with the urgency needed by New Jersey residents. Our critical-path management plan is our means of execution.

Critical path planning is an industry-standard project and construction management model that provides DCA with a step-by-step view of the interconnected critical and non-critical tasks necessary to accomplish the IEM Team's proposed Program delivery, and the timeframe that we estimate will be needed. It is a flexible management technique that our project managers use to understand where potential challenges will arise so that mitigating measures, such as compressing the schedule of other tasks, can be developed early.

Though there are multiple software platforms that support resource and cost loading, IEM has chosen the more accessible MS Project as our critical path scheduling and performance management tool. Our initial proposed schedule, based on our current understanding of DCA's needs, is presented in Section 2.3.1. We will use this schedule as a basis for initial discussions at our kick-off meeting with the State and adjust it based on the communicated outcomes desired by the State's program management team. Our ability to adaptively manage the program schedule and report on potential changes gives DCA the assurances needed to establish a trusted relationship between the IEM Team and DCA. We will remain in constant communication about the substantial accomplishments achieved and any critical issues that may arise

Modeling Recovery

IEM views the project schedule as a model, with the correct inputs adjusted for real life project experience, maintenance of the project schedule can deliver an accurate understanding of project goals and expected timelines. One of IEM's lauded areas of accomplishment within the disaster recovery community is our modeling capability. We were instrumental in the pre-Katrina Hurricane Pam simulation in which our modeling activities predicted with more than 80% accuracy the emergency response needs and results that unfolded post-Katrina. We take great pride in our ability to analyze risk, create mitigating solutions, and model the outcomes that can be expected. We propose the same level of schedule modeling for NJ RREM, so that both community and state stakeholders can understand project progress, as well as targets.

Drawing on our recent experiences in the states of New York and Louisiana, IEM will adapt its successful "Pod" management model, shown in Figure 1, for implementation on RREM and the LMI Homeowner Rebuilding Programs. A Construction Management (CM) Pod Lead will manage 10 CTAs. The CTA is

the homeowner's program representative, acting in the capacity of construction manager. Each homeowner will be assigned a CTA, with no single CTA managing more than 20 active construction projects at a time. Each group of 11 individuals (one CM Pod Lead and 10 CTAs) constitutes one Construction Pod. IEM will deploy these Construction Pods geographically in order to best assist homeowners.
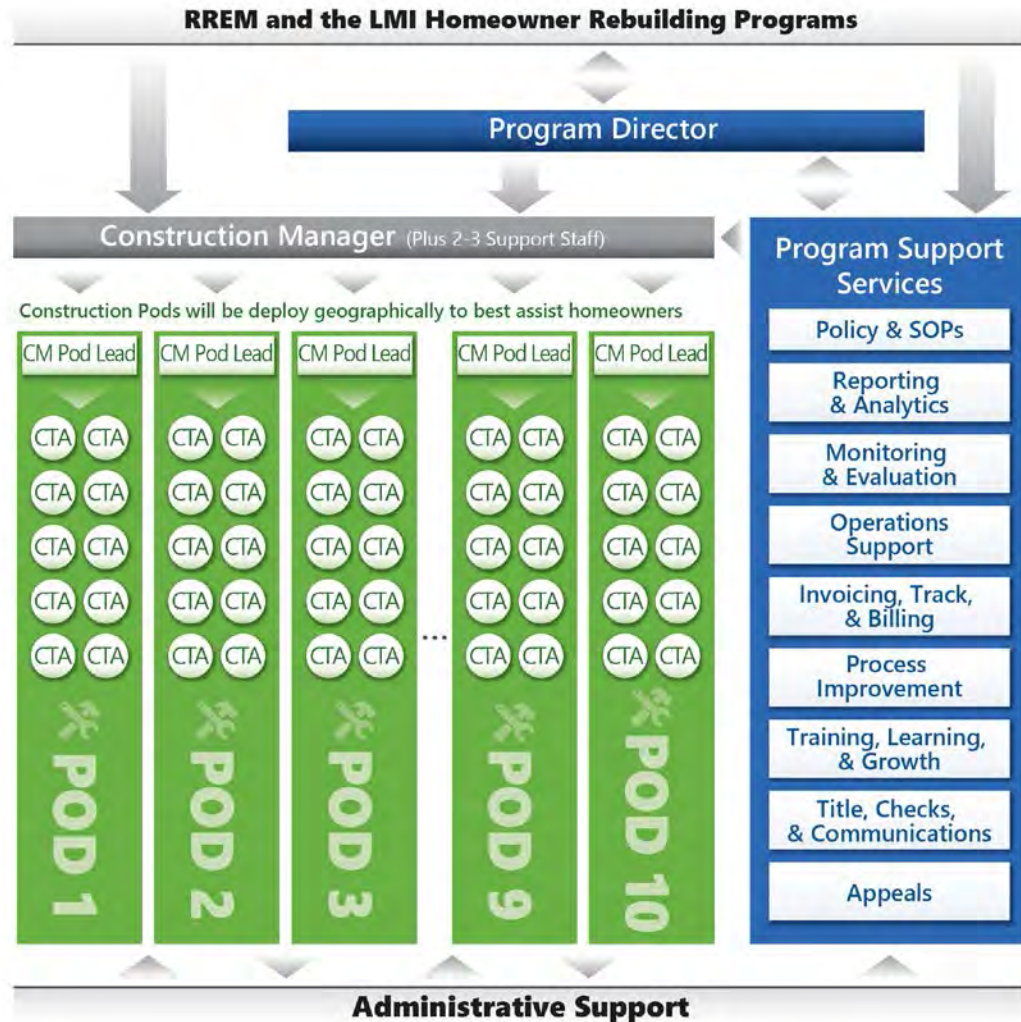
Figure 1 • Construction Management Pods. One CM and 10 CTAs constitutes one Construction Pod. This structure makes it possible to distribute homeowner projects across small, highly accountable teams.

Our construction management structure provides for a distribution of homeowner projects across small, highly accountable teams. This management concept allows us scale our staffing levels easily across geographies and to both ramp up and ramp down operations efficiently.

2.1.1 CORE SERVICES

Our detailed technical approach has been provided in the following sections in a narrative format, following the Statement of Work (SOW) Program

Management elements. This discussion naturally leads into discussing many of the Core Services that are also listed in the SOW. To avoid repetition, the Core Services have been addressed as they arise throughout the Program Management technical approach sections that follow. We have flagged discussion of the Core Services as they appear throughout, using the following icons:

Core Services	Icon
A. Provide construction-related guidance to the applicant throughout the construction process, including technical assistance, and act as a liaison with the builder to assist inensure project completion. This includes, but is not limited to: 1. Assisting applicants in understanding their roles and responsibilities for the successful completion of their project 1.2. Interfacing with the applicant's builder to translate construction related terms and answer the applicant's questions related to construction.	CORE SERVICE CONSTRUCTION-RELATED GUIDANCE
B. Act as a liaison with municipalities on behalf of the applicant for permitting, zoning, and inspection inquiries.	CORE SERVICE LIAISON WITH MUNICIPALITIES
C. Review and submit applicant Funds Requests to DCA for approval.	CORE SERVICE APPLICANT FUNDS REQUESTS
D. Review and revise, as appropriate, an applicant's Project Plan using Xactimate if there is an unmet need of greater than $15,000.	CORE SERVICE REVIEW PROJECT PLANS
E. Complete all required and/or State-requested site inspections to confirm that a project meets Program requirements and standards set forth in this Bid Solicitation and included in the Program policies and procedures. The Vendor shall re-inspect sites as needed to determine construction requirements in the case of builder fraud or changes in Project Plan scope.	CORE SERVICE SITE INSPECTIONS

Core Services	Icon
F. Establish interface with SIROMS within 30 days of Blanket P.O. award, in order to be able to upload all applicant-related documentation as it is received by the Vendor. This includes, at a minimum, entering all applicant activity and interactions, including comprehensive case notes, and submitting all completed files via iDone interface.	CORE SERVICE SIROMS INTERACTIONS
G. Respond to all requests from applicants and the State within the timeframes outlined herein.	CORE SERVICE RESPOND TO REQUESTS
H. Ensure that Program assistance is provided to applicants in a manner that is fair, transparent, and expeditious.	CORE SERVICE FAIR, TRANSPARENT, EXPEDITIOUS

The IEM Team recognizes that DCA may adjust or expand the Core Services in accordance with modifications to Program policies and regulations, as approved by the Division. The IEM Team will provide these services as required by the State in order to meet Program policies and regulations, as long as the additional services required are within the project's Scope of Work.

2.1.2 BLANKET P.O. STARTUP

As shown in Figure 2 below, to ensure that the Program transition occurs rapidly and that the Program is ready to move forward within 30 days of the Blanket P.O. award, the IEM Team will use the project kick-off meeting with the SCM as our opportunity to align our understanding of the program intent and scope with that of DCA and the SCM. We will discuss our preliminary Operational Plan and adjust it according to the expectations and requirements of the SCM, submitting the final version within 30 days of award. We will use this meeting as an opportunity to understand the SCM's needs related to communication, reporting, transfer of files and data, and SIROMS connectivity. We will schedule the in-person project kick-off meeting to take place within five days of the award.

Figure 2 • Project Startup Timeline. The IEM Team will align startup operations, staffing, and logistics to ensure that the project is operational within 30 calendar days from the date of Blanket P.O. award.

Proficient in Software/Web- and Cloud-Based Systems. IEM Team CTAs and CM Pod Leads are proficient in the software, web, and cloud-based systems necessary to execute the Program. This includes WorlTrac and Xactimate. Both systems are tools for property assessment and claims adjusting. WorlTrac is a proprietary software of Worley Catastrophe Services, LLC. Current IEM employees include former Worley employees who are thoroughly familiar with this product. Xactimate has become the industry standard after its successful adaptation to the world of disaster recovery in Mississippi in 2010. Members of the IEM Team were among the first to apply this insurance-industry software package in the realm of disaster recovery, the first to design parameters for its implementation, and the first to work with HUD to gain acceptance of this methodology.

Call Center. The IEM Team's call center will be fully functional within 30 days of Blanket P.O. award. The IEM Team will provide call center services, including all necessary equipment such as computer terminals and hardware, phone systems, wireless and wired networking systems, office equipment, and supplies. The call center will operate each week between 8:00 a.m. and 5:00 p.m. EST, Monday through Wednesday, and on Friday. The call center will provide extended hours on Thursdays, from 8:00 a.m. to 7:00 p.m. EST. The Program call center will be closed on all New Jersey state holidays.

Call Center Customer Service. The IEM Team will continuously monitor call center statistics regarding the number of inbound calls, average length of calls, abandon call rates, average speed of answer, and hold times. We will use advanced data analytics to evaluate the needs of the call center, ensure accurate staffing levels, and limit hold times so that homeowners never experience hold times that meet or exceed 15 minutes. We will monitor

Customer Service Representative communications to ensure consistent, accurate messaging and courteous service.

We train our Customer Service Representatives (CSRs) to answer applicant questions about all facets of the construction program. This is a complement to the more case-specific CTA communication. **Our CSRs will be able to assist applicants with gathering documentation, scheduling appointments, understanding program guidelines, obtaining status updates, and filing complaints (if necessary).** We provide our CSRs with a monitored goal to attempt to stay in touch with applicants regularly, building a relationship with each. This means that our team members, including our CSRs, will have meaningful contact with each applicant at least once within each 30-day period.

We will attempt to resolve issues brought by the homeowner at the level of the CSR first. We anticipate that issues will range from basic information requests to requests for progress status to issues with their builders or local municipalities. If the homeowner issue is not resolvable to their satisfaction at that level, the CSR will escalate to the applicant's CTA, as shown in Figure 3 on the following page. If we cannot resolve the issue at the CTA level, it will be elevated to the CTA's CM Pod Lead. In selected cases, we will assign a Manager to work one-on-one with the homeowner, since that management staff has reach across our organizational functions and specialized customer service skills. We will document these elevated cases through our formal complaint and appeals process, and we maintain these records in SIROMS.
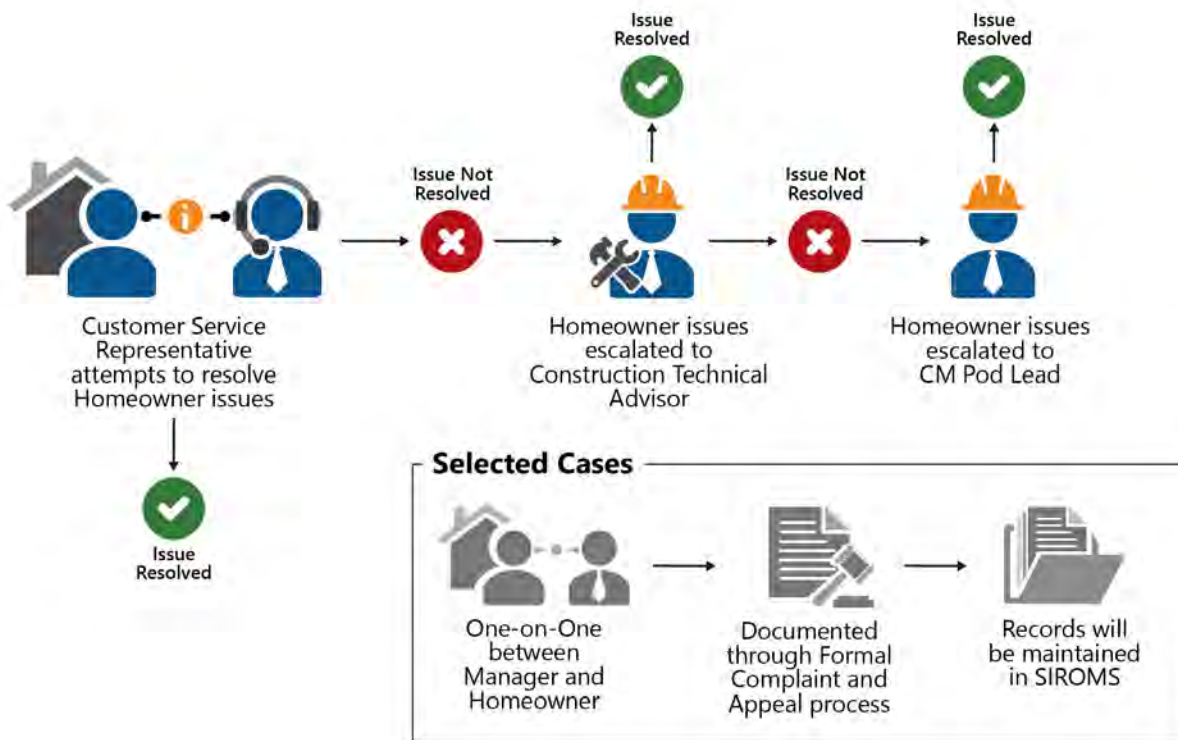
Figure 3 • Issue Resolution Process. The IEM Team will strive to resolve homeowner issues at the lowest level possible, to increase customer satisfaction. However, each level will readily escalate the issue if it cannot be resolved, to ensure that it does not become stalled.

Escalation and Resolution Protocol. As a key component of the management of program operations to the benefit and satisfaction of homeowners and DCA, we will provide complaint escalation and resolution protocols for review and approval by the SCM. We will deliver our escalation and resolution plan to DCA at project kick-off, including our formal complaint and appeals process. Our protocols will address several critical aspects of a productive complaints system:

1. Ensuring that individual complaints or homeowner issues are received, logged, and escalated within 24 hours of receipt, and that the issue is resolved quickly.

2. Engaging in a root-cause analysis to assess any doctrine, training, or resourcing changes that may be indicated, as well as compiling issues and applying aggregate analysis to identify patterns that call for changes at the process or managerial level.

3. Providing both fraud- and complaint-reporting mechanisms to homeowners, with awareness of these mechanisms reinforced through multiple channels (hand-outs, attached to grant documentation, online, and in public outreach campaigns).

4. Informing DCA about individual complaints (and their resolution), as well as patterns identified and the doctrine, training, or resourcing changes that we recommend to address the underlying cause.

Assignment of Applicant Files. The IEM Team will assign applicant files to our CTAs, who will act as an applicant's project manager. Our CTAs will research each file and review any existing project plan, or note that a project plan needs to be developed if upon initial file review no project plan is included. Within 30 calendar days of file assignment/project initiation, the CTA will introduce himself or herself to the homeowner's DCA housing advisor and consult on the status and needs of the homeowner. The CTA will schedule a meeting at the homeowner's property within 60 days of file assignment to meet with the applicant and their selected builder. This meeting is intended for review of the site-specific project plan and assessment of the current status of the homeowner's construction project. We will use an IEM-developed and DCA-approved site inspection form to document the meeting in the field and substantiate the homeowner's project plan. The result of this meeting will be documented in a detailed project plan update that our CTA will submit to the SCM within 15 days of the on-site applicant meeting. If a project plan needs to be created, rather than updated or revised, our CTA will create and submit the initial plan within 15 days of the on-site meeting.

Site Inspection Form. The IEM Team will develop and submit a proposed site inspection form to DCA for approval. We will deliver the draft site inspection form to the SCM for review within 30 days of the Blanket P.O. award. Upon approval of the site inspection form, the IEM Team will implement the form for inspections in the field, and we will document its use in our standard operating procedures. We will include each completed site inspection form in the appropriate applicant file on SIROMS.

Operational Plan

IEM has developed a draft Operational Plan that will be updated and modified based on the outcomes of the project kick-off meeting. We will finalize this plan after communication with the SCM and DCA, to ensure consistency with state objectives and requirements. The IEM Team will deliver the final plan to DCA within 30 days of Blanket P.O. award.

Currently, our Operational Plan is composed of our Mobilization/Staffing Plan, Contingency Plan, Proposed Schedule and Budget, and Section 3 Hiring Plan. Each component will be critical to the successful implementation of the Program. Our Operational Plan outlines how we will implement and complete the tasks described in the Bid Solicitation, and will incorporate our Program Policies and Operating Procedures upon completion of these deliverables. Our Mobilization Plan includes our key proposed staff, proposed staffing levels, and staff locations and availability during the mobilization period. Our

Contingency Plan includes emergency operation procedures, as well as our Security Plan with our measures for physical, system, data, and personnel security. IEM's Proposed Schedule and Budget outlines our projected milestones and costs. Finally, our Section 3 Hiring Plan describes the actions IEM will take to achieve HUD Section 3 hiring goals.

IEM is proud of its tradition of boosting opportunities for both small business enterprises (SBEs) and local businesses, as well as our ability to develop opportunities for local resident labor. Below, we provide insight into our strategy for both.

NJSBE and M/WBE Participation. The IEM Team makes every effort to provide the maximum practical opportunities for NJ SBE subcontractors to participate on our projects. Subcontractors closest to project sites often offer the best options due to their proximity, providing local knowledge and cost-effective solutions.

While preparing our response to support the NJ Program opportunity, IEM reviewed the requirements and determined that portions of the construction scope could be fulfilled by small businesses. IEM used the extensive database of small business contractors available through NJStart to find contractors with the applicable NGIP code for general construction. This list garnered 23 contractors that fit the federal size standard for small business, and 68 that fit the size standard for the State of New Jersey. To emphasize our commitment to employ NJSBEs, we began extensive research into each of the 68 companies identified through NJStart. The research efforts were geared toward identifying which companies had prior recovery experience. Our research included reviewing websites, customer reviews, sam.gov, and other available open-source data. This filtering process also eliminated contractors that focus primarily on large commercial construction efforts. Our research efforts are documented in Table 2.

Table 2 • IEM Research to Identify Potential NJSBEs. IEM has made a good-faith effort to meet the targets of the set-aside subcontracting requirement, and has identified several potential future subcontractors to support on-the-ground efforts.

Action Taken	Number of Companies
Queried small businesses in NJStart	91
Conducted targeted research	68
Contacted by IEM	30
Identified as interested in supporting project	7

To properly track our research, we created a comprehensive database of small businesses that we will update throughout the life of the Blanket P.O. This will enable us to quickly find a small business potentially capable of fulfilling a future need of the Blanket P.O. The database includes a rating

system, signifying the strength and match of the contractor to fulfill the needs of the IEM Team. Also important to our database is which New Jersey counties they can support. Location of the company, its familiarity with residential housing, and experience in recovery work all determine whether they will add value to the IEM Team. Our efforts filtered the list down to those companies that we reached out to for more information.

Prior to contacting the companies, we created a request for capabilities through which we asked each company to further assess their fit for the project and the IEM Team. We then contacted the filtered list of companies and gave the request for capabilities to those that were interested in being considered for the Team.

The IEM Team will retain the interested companies as first-consideration contractors throughout the life of the Blanket P.O. IEM will provide our lead construction management partner, CORE, with our database and the commitments from the identified small businesses. As work is assigned and our CM Pods are given assignments, CORE will reach out to these small businesses for assignments under the project.

If further needs arise, the IEM Team will **actively encourage NJSBE and M/WBE interest and participation** by taking the following actions:

CORE has an **excellent track record for small business, M/WBE, and disadvantaged business enterprise (DBE) participation** on all of its projects. As part for the Rebuilding Program for the Louisiana Recovery School District, CORE was awarded a total of 13 projects worth over $350 million in construction contracts. On each one of these projects, CORE surpassed the client's DBE participation goal, which ranged from 25% to 35%. CORE averaged 30% participation across these 13 contracts, resulting in **over $100 million in contracts going to over 100 DBE subcontractors** throughout Louisiana.

- Contacting specific businesses directly to generate interest in projects and recording/reviewing their responses to determine appropriate levels of involvement.

- Adding to and enhancing our database of qualified companies to streamline the selection process.

- Making public notices, personal contacts, solicitations, and further contacts to ensure NJSBEs and M/WBEs are provided with the maximum opportunity for participation.

- Holding local subcontractor fairs to encourage businesses to meet our staff and discuss projects, and advertising them with print advertisements, press releases, direct e-mails, and invitations.

- Requiring that our purchasing and contracting staff adhere to practices that ensure that all requirements maximize local Equal Employment Opportunity and MBE participation.

Local Resident Labor. The IEM Team has made arrangements to lease an office facility in Oceanport, NJ. We understand the importance of hiring local personnel and subcontractors, especially following major disasters. We will

hire many people to fully staff the Construction Management team. We are committed to meeting the HUD Section 3 requirements through local hiring as well as by bringing on small business subcontractors.

Program Budget and Cash Flow Projections. IEM has developed a proprietary Homeowner Flow Model that incorporates layers of data consisting of applicant pool assignments, project timelines, and estimated resource/staffing load that yields results that can be used to support the Program budget and cash flow projections. "Budget" specifically references the project costs that are expected to be expended for program delivery; due to the project's unit pricing, these quarterly costs depend heavily on where applicants are in the process. "Cash flow" specifically references the expected outlay of award funds to applicants through construction payment disbursements, which of course depends on applicant progress through the grant process. Our Homeowner Flow Model is further detailed in Section 2.3.1. The IEM Team will deliver a Program budget and cash flow projections to DCA as part of the final Operational Plan. Our Plan, including quarterly budgets and cash flow, will be delivered to DCA within 30 days of award.

2.1.3 APPLICANT INTERACTION

Communication. Our experience shows that regular, clear, and accurate communication about program processes and applicant status generate positive applicant interactions. We train our staff members to communicate effectively and empathetically with disaster-affected homeowners. **We require our staff to return voicemail and e-mail communications from applicants within one business day.** IEM commits to providing expedited service to homeowners. We will document all communication in SIROMS.

Our goal of providing the highest level of meaningful service to homeowners at all times directs our applicant interaction approach. This means that whether we are merely collecting documents or we are fully assisting a homeowner with their builder interaction, we treat every homeowner with dignity and respect while providing the most accurate program information available. Our applicant-facing communications regarding policy and procedure are standardized and routinely updated as new program policies and decisions are implemented. We communicate any policy change and its impacts on a homeowner through updates to the applicant's individualized management plan and through our staff members.

The IEM Team is acutely aware of the challenges New Jersey faces in balancing individual homeowner concerns with the need for swift action and the need for clear communication to the public at every step of the recovery process. **The IEM Team's model for applicant communication includes a specialized group of program professionals whose full-time mission is to address homeowner inquiries and concerns: Constituent Services.** This team is a complement to the call center function and ensures synchronized program

Figure 4 • Lee and Irene Flooding. IEM helped stakeholders from dozens of communities in upstate and central NY with their HMGP project applications following the extensive flooding from TS Lee and Hurricane Irene.

messaging. Their process includes a communications protocol to help communities understand the progress being made in the recovery process.

Our Applicant Interaction Team is responsible for working with DCA to develop and implement a Communication Plan for IEM's portion of the Program consistent with established program communication plans. **The IEM Team's Applicant Communication Plan (ACP) details our communication methods, protocols, content, timelines, and accountability for maintaining applicant communication that meets or exceeds the minimum 30-day threshold established by DCA.**

Construction Management Team. We know that the Pareto rule applies to homebuilding: about 80% of homeowner construction projects proceed with few or no issues, and the other 20% are burdened by a variety of challenges. The 80% of RREM and LMI Program applicants with fewer issues have progressed to completion and are home. The remaining 2,200 applicants have progressively more challenging projects. Applicant projects will need to be continually monitored and assessed in order to move each of the projects to completion. Our CM Pod Leads and CTAs will work together to identify issues, and work as champions and advocates for these New Jersey homeowners to resolve issues.

IEM Team personnel will assist homeowners throughout the construction process, no matter in which construction pool the homeowner begins his or her journey. We are committed to maintaining client communication while observing and documenting project activities associated with the project's

construction. The IEM Team will document and monitor the project scope, schedule, budget, progress, and quality. Our staff members maintain communication logs with each homeowner to provide frequent and continuing assistance.

Our Construction Management Team includes experienced construction professionals who will act on behalf of their assigned applicants. We will work with local municipalities and their zoning, permitting, and inspection departments when homeowners require such assistance. We will work to obtain or supply any necessary documentation required by a homeowner's builder or local government entities to keep applicant projects moving forward.

We are proud of our history of responsiveness to homeowner requests throughout our past CDBG-DR housing programs. We will continue to build on our good reputation by responding promptly to all homeowner requests for construction services, whether for inspection or assistance with builders or local municipalities, well within 15 days of any request for assistance.

Early Contact. The IEM Team understands that all applicants are not the same. We are determined to provide a customized, positive experience for each applicant during their tenure in the program. After applicant pool assignment, applicants will be assigned to a CTA through an algorithm that analyzes the applicant's location, CTA active case file loads, and linguistic services. Within 24 hours of assignment, CTAs will be required to attempt contact with applicants to introduce themselves and answer program questions. The CTA is responsible for maintaining contact with applicants through construction completion and closeout, providing applicant status updates and assisting homeowners throughout each step of the process.

Why Pods Work

We implemented the pod concept for case management in response to a challenge we encountered when IEM took over the New York Rising housing program contract. Prior to IEM's intervention, there were more than 400 case management staff dispersed across five different locations, with an inadequate management structure.

Upon observing the challenges with the pre-existing case management structure, we reorganized our team into groups with a smaller ratio of case managers to pod leads (10:1), with two QC staff members and two Construction Technical Assistants in each pod. We have successfully transferred this concept to construction management services we are currently providing for Louisiana.

By creating smaller teams with increased accountability, we were able to standardize messaging, increase efficiency, manage caseloads more effectively, and monitor performance metrics.

Communication Due Diligence. As we have with all of our successful CDBG-DR program management work, IEM will institute a documentable communication due diligence procedure consistent with DCA's requirements. We will document all attempted communication within SIROMS. If a homeowner is unresponsive to three attempted communication attempts and 30 days pass between the last applicant contact with the program, the IEM Team will document the communication lapse and forward to the SCM within two business days of the close of the 30-day calendar period.

> The State has created a tiered pool of applicants based on status of current construction progress. This is a critical message requiring a complete understanding of the issue. It also requires a keen ability to facilitate homeowner participation. IEM's ability to handle this message accurately, sensitively, and effectively will be driven by a multi-pronged delivery approach including program materials and next-step guides, as well as one-on-one personalized assistance to homeowners.

Personally Identifiable Information (PII). The IEM Team will follow existing DCA and Program practices to protect PII of program beneficiaries. All PII collection shall be conducted, to the extent applicable, in compliance with the Privacy Act (5 U.S.C. 552a) and all other federal, state, and local law.

The IEM Team will handle all files containing PII in a secure manner. To protect PII, files will be maintained in an electronic format and paper copies will be destroyed, unless they are required to be retained. The IEM Team will back up files on a routine basis. Required reports to stakeholders may include applicant names, but will not include unique identifiers such as home addresses, Social Security number, date of birth, etc.

All IEM Team staff will receive training on the protection of PII, including the fraudulent procurement or use of PII from homeowner files, as well as how to maintain sanitized workspaces to prevent unintentional release of applicant PII. The IEM Team will work with homeowners and builders to educate them on the necessity to protect PII and shield such information from release.

Applicant Initial Meeting. Our CM Pod Leads will work hand-in-hand with our Customer Service Representatives (CSRs), ensuring that their assigned CTAs are accurately logged as the applicant's primary point of contact in SIROMS. CSRs will work directly with CM Pod Leads to thoroughly research each assigned applicant file and ensure that CTAs have access to any existing project plans. Our CSRs and CTAs will introduce themselves to the applicant's DCA housing advisor within 30 calendar days of project initiation. To efficiently carry out this function, we will attempt to aggregate all applicant cases assigned to the DCA housing advisor in a manner that expedites meeting and review of case files.

Our CTAs will meet with the applicant and builder for a baseline inspection using our Site Inspection Form, to review the applicant's project plan and

status. We will deliver a report that includes our Site Inspection Form, documentation photos, and any other collected documentation to return an updated, detailed project plan to the SCM within 15 calendar days of the applicant-builder meeting.

Applicant File Documentation. The IEM Team understands that a complete, organized, and accurate applicant file is the cornerstone of providing homeowners with the highest level of transparent, fair, and expeditious service. To that end, all applicant communication will be documented within SIROMS. Our goal is to update and log these interactions contemporaneously with the communication event, but in no case will the file update occur more than one business day after the interaction. Similarly, documentation we gather from the homeowner will be uploaded and cataloged in SIROMS. Our document management protocol also operates with the goal of loading applicant documentation contemporaneously with receipt of the documentation. In some cases, this may not be possible; but in all cases, documentation from homeowners will be uploaded to SIROMS within two business days of receipt.

Closeout. The IEM Team will perform individual applicant file closeout on a rolling and continual basis as each applicant completes the program, with final QC performed within 30 days after final site visit and final disbursement. We are able to make and deliver on this promise due to our comprehensive methodology that requires us to start each program activity with compliance and closeout procedures as the foundation of applicant file management.

It is our job to make sure that the program closeout occurs as efficiently and smoothly as possible. The IEM Team will implement closeout procedures through quality review at each step of the process for each program applicant, in order to ensure that applicant files are complete when an applicant completes program requirements. This process will facilitate a rapid review of the file at our final closeout QC review and ensure that there is no latent information that must be tracked down after the activity is complete. We use data analytics to check exceptions in order to ensure that all data for a complete and compliant file is being collected for final closeout and transfer to DCA via the iDone interface with SIROMS.

The IEM Team begins every program and each project within that program with closeout in mind. In order for the CDBG-DR housing program to officially request closeout from HUD, each individual applicant file must be closed out to document that each activity met a National Objective and LMI requirements; that funds were expended on eligible activities; that program data is ready for Disaster Recovery Grant Reporting; and that any special conditions have been met. Further, monitoring findings and audits, if applicable, must be documented as addressed and closed. Financial analyses and records documenting that all funds have been expended within the grant term must be

complete. All certifications, required checklists, and construction documentation must be completed and submitted.

IEM Uses Data Analytics to Precisely Manage Closeouts

There is enormous pressure in Disaster Recovery housing programs to close out homeowners and report this metric to the media, especially at various milestones such as a disaster anniversary. This was the case for the New York Rising Program. Some New York Rising contractors erroneously projected very high closeout rates—unsustainable numbers on which they could not deliver. IEM used data analytics to examine the velocity at which the program was being delivered at that time to right-size closeout numbers, and effectively delivered against these numbers.

IEM also uses data analytics to forecast and successfully reach milestones for the Restore Louisiana program. Within four months of program start-up, IEM successfully awarded $15 million to eligible homeowners. This is an unmatched record in delivery of CDBG-DR housing recovery programs.

Information Sessions. IEM Team staff will attend information sessions as requested by DCA.

2.1.4 CONSTRUCTION MANAGEMENT

The IEM Team understands the critical need for homeowners to recover from disaster and, in particular, the hardship that New Jersey residents are still experiencing so many years after Hurricane Sandy. We also understand that the landscape for services has recently changed. With mass-scale disasters recently occurring throughout the United States, construction resources from across the country are being drawn away from communities still recovering from disasters that struck years ago. Drawing from our past CDBG-DR delivery work on homeowner-managed programs, IEM offers a number of **innovative solutions to mitigate known risks** such as contractor fraud, homeowner confusion on building requirements, stalled construction, and projects not being completed on schedule or at all. Our services will be tailored to the applicant project pool in which a homeowner begins their construction journey with the IEM Team, understanding that homeowners in applicant pools 1A–1C will require the heaviest lift, and those in Pool 4 have the shortest distance to the finish line.

Construction Project Management. To provide the core services under this Blanket P.O., the IEM Team will assign each homeowner a construction manager, or CTA. In addition to providing technical guidance, the CTAs will act as liaisons between the homeowner and their builders, and with local municipalities for permitting, zoning, and inspection inquiries as necessary. Our CTAs will work with homeowners to review and

submit Funds Requests to DCA. Using Xactimate, our CTAs will review and revise homeowner Project Plans when there is an identified unmet need greater than $15,000. Our Team will perform site inspections—and re-inspections, when necessary—to confirm that each project meets Program requirements and standards, and that each transaction is handled within the scope of the Program policies and procedures. We will work with homeowners to ensure that the process is clear, understood, transparent, and expedited. To this end, our Team will be responsive to homeowner inquiries and requests within the timeframes expected by DCA.

Our model for construction management includes a "pod" concept, where smaller teams of CTAs act as individual homeowner project managers. Each CTA will have a case load of no more than 20 active construction projects. CTAs work in small groups of 10 who report to one Construction Management (CM) Pod Lead.

Our CTAs operate as a bridge between homeowners, their housing advisors, and their construction contractors. CTAs facilitate greater understanding of program goals and rules related to construction activities, while maintaining a view into homeowner progress toward each construction milestone.

The essential functions of our CTAs are two-fold: 1.) help the homeowner's Housing Advisor understand the status and scope of the homeowner's repair or reconstruction needs, and 2.) help homeowners who are managing their own construction contractor to understand Program rules while facilitating construction contractor solutions by helping them remove roadblocks for stalled projects and supporting the completion of required milestones.

While performing tasks that support these essential functions, CTAs become familiar with homeowner needs and provide critical information back to the project related to applicant progress toward closeout. Our CTAs also provide another avenue for issue resolution by providing industry professionals who are experts in construction matters. More specifically, our CTAs ensure that construction plans complies with federal standards, and they review and approve payment requests for funding. Our CTAs meet with their assigned homeowners in person and maintain ongoing communication by telephone.

Contractor Vetting. Construction TA services will vary depending on the assigned construction pool in which an applicant enters the construction process. Though all homeowners in the program are responsible for procuring and managing their own construction projects, homeowners in pools 1A–C are at the earliest program entry point for construction. For those who have not already chosen a contractor that has been successfully vetted by the program, the IEM Team will conduct validation of the homeowner's selected builder within five business days of notification of builder selection. Furthermore, the IEM Team

will upload documentation supporting the validation to SIROMS within two business days of validation completion.

In all cases, contractors must be licensed to perform the work for which they are contracted, insured, and in good standing with the State of New Jersey and the federal government. Though the applicant will contract directly with the contractors, the IEM Team will verify the license, insurance, and standing of the contractor.

We will obtain information from and process the homeowner's "Contractor Validation & Construction Advance Payment Form." Upon the successful validation of a selected contractor and the homeowner's provision of their executed construction contract that includes an executed RREM Program Contractor Addendum (ensuring awareness of program construction requirements), homeowners may request a construction advance of 50% of their remaining grant award. IEM Team CTAs will review and submit the advance payment Fund Request to DCA within 10 business days of receipt and approval.

Initial Homeowner Meeting and Project Work Plan Creation/Revision.
Within 60 days of file transfer from DCA to the IEM Team, we will discuss the
remaining construction needs with the homeowner and their builder. The outcome of this meeting is the creation or review and revision of the site-specific project plan. Our CTAs have Xactimate-based estimating backgrounds and will work to validate existing line item scope and make any adjustments necessary based on the program's allowable eligible costs that are "reasonable" and "necessary."

We create the project plan for each homeowner using Xactimate to reflect the minimum requirements needed to repair the homeowner's property to a safe, livable standard. As these are the minimum requirements, it is imperative that all scope items listed in the project plan are completed. We make sure that our CTAs explain to the homeowner that if they do not complete all listed scope items, then they risk potential negative impacts to their grant award or ability to close out their project.

During this initial meeting, our CTAs also explain how a homeowner and their builder can address unforeseen conditions or additional unmet needs that may add to the scope necessary to complete their project. This will require substantiation of the new scope through supporting documentation. Once substantiated, the project plan can and will be updated by the homeowner's designated CTA. We will explain that such modification is reserved for "eligible," "necessary," and "reasonable" costs, and that the program cannot provide any additional funding for the installation of enhancements or upgrades. Any identified unmet need greater than $15,000 will require Xactimate work plan revision and submission to the SCM with justification.

Additionally, during the initial homeowner meeting, our CTAs provide information about the state and federal requirements and regulations that can affect construction activities and the need to comply with these requirements. Specifically, we address the applicability of Minimum Housing Rehabilitation Standards and Green Building Standards, as well as Energy Star, elevation, and environmental hazard mitigation requirements. Finally, we will review the payment process with the homeowner and their builder to facilitate the quality submission of invoice and payment requests.

Ongoing Support during Construction Activities. Monitoring applicant progress for homeowner-managed construction projects has been a historical challenge for CDBG-DR grantee programs. The mitigating measure for this challenge outlined in the Bid Solicitation is a site inspection schedule with a frequency of every 45 days. IEM employed a similar strategy for the New York Governor's Office of Storm Recovery. Conducting progress status inspections that were not tied to applicant payment resulted in a better understanding of homeowner progress and clearer visibility to project homeowner completion.

IEM Team CTAs will conduct progress inspections for each homeowner every 45 days, as required to ensure that construction activities are moving forward. We will encourage the builder to be on site and available during each site inspection. We will document the site inspection using the DCA-approved Site Inspection Form and collect information and progress and status reports from the homeowner and their builder. We will upload all of this documentation into SIROMS. Through early intervention and active monitoring, rather than waiting on applicant self-reporting, the IEM Team will move projects toward closeout more effectively.

During construction, our CTAs maintain communication with homeowners to verify that construction is progressing and that activities remain in compliance with program requirements. We provide construction-related guidance to homeowners and builders and answer technical questions related to scope and program compliance. We will respond to any homeowner or builder request for technical or general guidance within two business days of receipt of the request.

If, during construction, unforeseen conditions require a re-evaluation of the work plan, our CTAs will review substantiating documentation for the requested change order and update the work plan with any approved changes. There also may be instances where local town or municipality requirements result in the need for project plan modification. The IEM Team will notify DCA within five business days when a revision to the project plan is necessary, complete with a detailed analysis of the proposed change and justification for same.

Throughout the construction process, IEM Team CTAs collect documentation from the homeowners and their builders to document program compliance requirements. CTAs will upload any collected documentation into SIROMS within two business days of receipt.

Though it is IEM's intent to provide a single project manager for each homeowner for the duration of each homeowner's tenure in the program, need will arise to reassign homeowners to a new CTA from time to time. Should the homeowner's CTA change during the construction period, the IEM Team will notify the homeowner of the change within two days of the occurrence.

Applicant Fund Request Processing. When a homeowner is ready to submit proof of incurred construction costs and access payment from their award, he or she may require help understanding the supporting documentation requirements. IEM Team CTAs will help homeowners understand these requirements and how to meet them.

Once an applicant homeowner has submitted their supporting documentation, the IEM Team will review and submit a Fund Request to DCA. If the Fund Request is properly executed and includes all necessary documentation, the IEM Team will submit the request to DCA within 10 business days of receipt for approval. Should the Fund Request be insufficient to justify the payment requested, our CTAs will return the request to the homeowner and provide a detailed explanation of the deficiencies in the request.

Final Inspection and Project Closeout. The final inspection is part of the close-out process. Within 15 days of homeowner submission of documentation and notification that all construction activities are complete, IEM Team CTAs will conduct a final site inspection. Prior to scheduling the final inspection, the CTA will verify that key documentation for the project is in place, including the Certificate of Occupancy from the municipality; Final Elevation Certificate (if applicable); Lead Paint Clearance Report (if applicable); Asbestos Manifest (if applicable); completed Energy Star Plan Review Checklist (if reconstruction); a completed HUD Green Building Checklist (if rehabilitation); and a comparison of the homeowner's project plan to their contractor's actual scope of work.

Upon completion of construction activities, the homeowner must notify their CTA to schedule a final walk-through of the home. This walk-through will include a thorough review of each item in the project plan for completeness. Any deficiencies will be noted and initialed by all parties. The IEM Team will determine the final punch list items and request that the homeowner have the deficiencies corrected. IEM CTAs will conduct a re-inspection once the punch-list items have been completed.

If no punch list is necessary or the punch list has been completed, we propose to have the homeowner sign off on the final Site Inspection Form. Our CTAs will photograph the completed work and document the applicant file in SIROMS. These photographs will serve as evidence of proper expenditures and will aid the State during appeals or audit processes. Our CTAs will reconcile the applicant homeowner's project plan, if necessary, and work with each homeowner and their builder to collect all remaining documentation necessary for project closeout.

Once all information has been collected, verified, and entered into SIROMS, the IEM Team will use project closeout checklists to ensure that files are accurately documented and complete. We will include all documentation for construction requirements, environmental mitigation verification, energy efficiency and building standards checklists, site drawings, inspection forms, photo documentation, contractor invoices, and DCA Fund Request approvals in each file for submission to the iDone system. We perform this closeout check after final inspection to ensure that complete and accurate files are submitted via iDone within 15 calendar days of successful final inspection.

The IEM Team will constantly monitor and project completion for the applicant population. During the final year of the Blanket P.O. term, we will identify and provide the SCM with a summary of those construction projects that are highly unlikely to move to completion within six months of the Blanket P.O expiration. The summary will include documentation of the reasons we believe the project will not be completed within the timeframe, and any supporting evidence that we are able to obtain.

Effectiveness of IEM Team's Support of Homeowner-Managed Construction. We understand that Program construction is significantly different than private market home-building in that there is far more emphasis on compliance, reporting, scheduling, documentation, and contractor capacity. We also understand that this difference is often challenging for both homeowners and their selected private-market homebuilding contractors to understand and adjust to. This is why our smaller teams of accountable CTAs managed by the most senior CM Pod Leads sets up an effective infrastructure for homeowner and builder support. The concentration of resources on smaller numbers of projects allows us to provide the individualized attention homeowners in recovery programs require.

IEM successfully moved more than 8,500 homeowners through the New York Rising homeowner-manager construction program within a two-year period. By providing an intensive front-end case management and construction support technical assistance program, more homeowners moved to closeout each year of IEM's two-year tenure than in the previous two years combined under a different service provider. Furthermore, in Louisiana, IEM is implementing a program similar in scope to the New Jersey Program. In the

short four months that this contract has been in place, we have efficiently moved homeowners through the front-end eligibility processes and are providing construction management services for several hundred homeowners who are ready to begin the management of their own construction process. We are currently providing CTAs to provide homeowners with construction expertise and resources to facilitate understanding of scope of work, program allowances, and requirements, and to provide assistance on technical questions. We have found that applicants who accept this assistance have construction projects that stay on schedule and move to closeout as planned.

2.1.5 QUALITY ASSURANCE/QUALITY CONTROL

Quality control is an essential component of Program execution, and there is a cost associated with its implementation. The IEM Team approach is systematically designed to ensure coordination and efficiency through status reporting and meetings, peer reviews and thorough documentation. The cost of implementing our QC system is minimal compared to the costs associated with non-compliance, re-work, and potential claims that can result from inaccurate or improperly documented delivery.

The IEM Team will provide written reports of our QA/QC activities on the program to ensure that all work is being performed to the established program standards. We will use program policies and procedures to develop and implement operational processes and procedures that will meet or exceed both State and HUD standards. We use both preventive and detective controls in our workflows and systems to maintain compliance on all tasks. Based on HUD-tested best practices and HUD monitoring protocols, IEM implements a systematic checklist, field, and desk review process to ensure compliance and inform process/procedure modification when necessary. We will keep the SCM and DCA informed throughout these processes regarding findings and recommendations for improvement.

We review all IEM Team deliverables for completeness and accuracy prior to submission. This includes peer review of task deliverables. Our peer review process is conducted at the task level. We refer to this as a one-over-one review. It ensures that a team lead who was not responsible for the original production of the work product serves as the final check for accuracy and completeness before submission of the deliverable to the SCM, DCA, SIROMS, or iDone.

We also evaluate applications at the whole-population level through the use of data analytics. Our data analysis parameters for CDBG-DR and State compliance are targeted to identify trends and anomalies that require further investigation through desk reviews or site visits. This helps us to identify files that are non-compliant with Program policy, DCA requirements, or CDBG-DR regulations and guidance. Once identified, these files are isolated for correction. The population-level investigation allows us to test for indicia of

fraud, waste, or abuse. Should such indicia be uncovered, we will work closely with the SCM and DCA to refer cases for investigation. Our methodology for issue tracking and fraud, waste, and abuse is further discussed in Section 2.1.6.

The IEM Team will work with DCA to ensure that our standard checklists for routine quality checks of each workflow component are consistent with State expectations. We developed our monitoring checklists by modeling HUD's Disaster Recovery Monitoring Checklists and using the existing RREM and LMI Homeowners Rebuilding Programs policies and procedures. Results of the quality checks will be aggregated and reported to DCA in approved standardized formats. The results of these quality checks will inform process- and procedure-strengthening measures. Furthermore, we will implement process and procedure modification to eliminate any potential problems of inefficiencies about which the SCM has concerns.

Minimal Error Rates

IEM employs many of the staff members responsible for the successful implementation and delivery of Mississippi's $5.4 billion in CDBG-DR funds, who did so with an error rate of one-tenth of 1%. **In New York, IEM replaced an emergency contractor who distributed funds for their housing program without performing eligibility for months.** Even with the repair of these applicant files, the overall accuracy of IEM's efforts for New York Rising was 98.7%.

Final File Validation. Understanding that any outstanding issues related to the delivery of a homeowner's project and documentation of their Program file will delay closure, IEM institutes closeout procedures to prevent the realization of such delay. Once we have completed all activities on an applicant file and we commence our final file closeout procedures, we engage in a final review and verification to ensure that all issues have been resolved (i.e., no issue remains open). We verify that all documentation is included in the file and is accurate and complete. Should DCA require, we provide additional file research and documentation.

2.1.6 COMPLIANCE AND MONITORING

Speed and capacity are not the only criteria for success. For CDBG-DR programs, a compliant program that results in **clean audit reports, no/low fraud, and little recapture** is a key metric. Our internal control framework for the NJ Program is modeled after IEM Team–designed recovery programs that have achieved highly auded performance outcomes for accuracy and compliance. At this time, IEM is proud to say that we have had NO negative findings on programs we have delivered that have required payback of funds to HUD.

Accuracy and compliance are the foundation of the IEM Team solution. Mirroring New Jersey's concept of the "Accountability Officer," IEM will appointed a Compliance Officer who will be the point person for internal monitoring and compliance. The Compliance Officer will be available to work

with the SCM and DCA compliance monitoring staff on a daily basis. The IEM Team's Compliance Officer will be supported by investigative and administrative staff. This team will monitor Bid Solicitation and Blanket P.O. contractual obligations and performance; monitor administrative, financial, and project record-keeping standards; and evaluate program processes for conformity with federal regulations and program guidance/procedure. Evaluations will be conducted using desk reviews, site visits, and monitoring checklists that we have modeled after HUD's Disaster Recovery Monitoring Checklists and existing RREM monitoring guidance.

On the project management side, the IEM Team will perform QA/QC by periodically reviewing project deliverables for progress and consistency with Program goals. We will also meet with DCA, in person or by phone, at least quarterly to discuss ways to improve processes and identify and mitigate project risks.

In addition to our internal-facing monitoring and compliance, the IEM Team stands ready to support DCA's Accountability Officer in demonstrating project compliance with state and federal requirements and QA/QC standards. Though the Superstorm Sandy Housing Incentive Program (SSHIP) contractor is primarily responsible for applicant eligibility and environmental compliance documentation, there is cross-over between the SSHIP responsibilities and those of the construction management firm. We stand ready to support DCA and the SSHIP contractor to provide documentation demonstrating that each funded project is in compliance with the state's grant agreement and all assurances with HUD, should DCA deem this service necessary. The IEM Team will ensure that policies and procedures are consistent with those employed by HUD to monitor state-administered programs.

2.1.7 ISSUE TRACKING AND FRAUD/WASTE AND ABUSE COORDINATION

Our approach to fraud is focused on prevention and deterrence, monitoring through the use of data analytics, and continuous improvement of existing anti-fraud controls. We have worked closely with federal and state investigators, including state auditors, HUD Office of Inspector General (OIG), the FBI, state attorneys general, and U.S. attorneys to execute successful fraud prosecutions and protect taxpayer funds. In addition, the IEM Team includes Gibbons P.C., a New Jersey–based law firm. Its attorneys with fraud investigation and prosecution backgrounds will be available to provide DCA with expert legal guidance regarding the RREM and the LMI Programs.

Program Executive Jon Mabry was on the WorldCom Internal Audit team that **uncovered the largest fraud in corporate history**.

IEM trains its recovery staff members in program policies and procedures for preventing fraud, waste, and abuse, and provides hotline numbers to staff and applicants, including the toll free 1-855-OSC-TIPS and 1-855-SANDY39 lines. We also train our staff members to encourage homeowners to contact DCA to investigate whether their homebuilding or elevation contractors are registered to do business in the state and are in good standing by providing homeowners with the DCA toll free line at (800) 242-5846, the NJConsumerAffairs.gov website, and the AskConsumerAffairs@dca.lps.state.nj.us e-mail address. Furthermore, we make the DCA-approved "Avoid Home Repair Scams" tip sheet available to our homeowners.

All IEM Team staff members are responsible for reporting any evidence of fraud if they observe it. We will provide fraud training and hotlines for reporting. The IEM Team will report any evidence of fraud or potential criminal activity to the State as soon as possible, but no later than two work days from discovery. The IEM Team will support investigations that are opened as a result of fraud/potential fraud referrals through the provision of all relevant documentation, including any written reports that the IEM Team has collected. We will also make reporting staff members available for interviews.

CDBG-DR disaster recovery housing programs, particularly those where homeowners will manage their own construction projects, have a history fraught with construction fraud and unethical construction practices. Program design is part of combatting this issue, and this is why photo documentation, materials documentation, and routine inspections can impede the ability of contractors to defraud applicants and the program.

The IEM Team will work with the SCM, DCA, and other NJ law enforcement agencies on any decision to prosecute, litigate, and recover assets. We will support the SCM with responses to Open Public Records Act (OPRA) and Freedom of Information Act (FOIA) requests, subpoenas, and prosecutorial requests, ensuring that any requests sent directly to the IEM Team are first referred to the SCM.

2.1.8 DOCUMENT MANAGEMENT AND RECORDS RETENTION

Accurate record-keeping is an essential function of successful CDBG-DR housing disaster recovery programs. Federal funding sources demand it, and the public deserves it. The IEM Team's record-keeping and documentation protocols adhere to HUD's golden rule—each applicant file must "tell the story." This means that each file must be complete and accurate and provide a reviewer with the ability to understand comprehensively what has happened with the applicant during their tenure with the program. The IEM Team will record all applicant interactions and applicant documentation in SIROMS and submit completed

applications through DCA's iDONE interface with SIROMS. Our document management process is illustrated in Figure 5 below.

Figure 5 • Document Management Process. The IEM Team's process uses SharePoint as an initial staging area for documentation, which will be uploaded to SIROMS for permanent storage after it has been organized and verified.

HUD regularly monitors its grantees to ensure that activities are carried out consistent with the State's Action Plan and Disaster Recovery Grant Reporting (DRGR) reports. HUD OIG monitors to ensure that taxpayer funds are spent in accordance with HUD guidance, federal regulations, federal cost principles, and according to the stated program design. State auditors will review project files for deficiencies in the application of program standards as well. The results of monitoring visits have serious and real consequences for programs when findings result in a demand for return of funds that have already been spent.

The IEM Team will create and maintain records on behalf of DCA, sufficient to enable HUD to make any applicable determinations described at 24 CFR 570.493; make compliance determinations for activities carried out on the State's behalf; and show how activities funded are consistent with the activities proposed for funding in the State's Action Plan and within DRGR. All applicant documentation will be stored in SIROMS, and any physical applicant files will follow HUD's left-side right-side file organization protocol for ease of indexing. Any physical files will be secured in locked storage at the IEM Team's facility.

To support DCA's record-keeping obligations, the IEM Team will create and maintain files consistent with HUD requirements for record-keeping. We organize our files into three categories: general administrative record-keeping, financial record-keeping, and project/activity record-keeping. The latter type is project-specific, related to an individual homeowner's construction project, and will be housed in physical files when necessary, but primarily will be documented within SIROMS. The IEM Team will support all requests for records subject to OPRA, and will document all such requests and responses for the SCM.

Document processing is also a vital function that the IEM Team understands. The IEM Team will process all program documentation in accordance with the

standards and timeframes established by Program policies and procedures. Our implementation procedures will incorporate existing program policy and procedure, but will specifically address indexing, classification, and naming conventions. All incoming applicant documents will be categorized and named appropriately, then uploaded to SIROMS. As part of our project plan delivered after the program kick-off meeting, the IEM Team will provide a data and file security plan consistent with DCA requirements that includes our file backup protocols and document destruction prevention strategies.

The IEM Team will institute a missing documents protocol for file review and reach out to homeowners to obtain any additional documentation needed to complete the file. Further, we will investigate any homeowner claim that documents they have already provided are missing from their file.

At the conclusion of the term of our contract, the IEM Team will transfer all files, data, documentation, plans, and storage devices to DCA, with the understanding that DCA is the owner of these materials. We will transfer both physical files and electronic data, in the form and format requested by the State.

Disaster Recovery Plan. In order to prevent the destruction of files from natural disasters, flood, fire, sabotage, or theft, the IEM Team will develop and submit a Disaster Recovery Plan to the SCM for review and approval.

2.1.9 ACCOUNTING AND REPORTING

IEM's documented fiscal policies and procedures include delegation of authority and proper segregation of duties in accounting for funds, which includes custody, authorization, reporting, and reconciliation. This prevents a single person from having control over the cash process; this ensures that financial duties are distributed among multiple employees to ensure protection from fraud and error.

To ensure that the fiscal controls are operating as designed, we perform periodic internal audits to test the effectiveness of the fiscal controls through sampling and observation/inquiry. Our procedure requires that our risk assessment be updated quarterly and as changes in the design of the homeowners program occur.

Quality Checks and Reporting. Our QA/QC methodology is more fully detailed in Section 2.1.4, but this section addresses IEM's accounting- and reporting-specific quality processes. Data validation controls will be used to authenticate information related to the applicant and application prior to transaction approval. Implementation of data validation and reporting controls at this stage will help maximize efficiency, minimize processing errors and costs, and increase customer satisfaction through timely application processing and review.

We will produce weekly and monthly activity reports. We will provide a **budget versus actuals report for project expenditures** that provides full transparency on dollars awarded, program dollars disbursed, and dollars remaining to support management of the program and billing. Our reporting and data analysts use a variety of data reporting tools, processes, technology, and data analytics to address risk indicators and assist stakeholders with real-time decision-making. They have worked with HUD and with state monitoring/auditing processes on past disaster housing programs, and understand how to prepare reports that meet the needs of Sandy Recovery Division (SRD) Finance staff, SCM, and DCA.

IEM will meet with SCM, at SCM's convenience, to discuss the status of Program deliverables, accomplishments of the past reporting period, and goals for the next reporting period. Meetings may occur in person or via teleconference, depending on SCM's schedule and availability.

Applicant Funds Requests. The IEM Team will complete and submit applicant Funds Requests within the timelines provided in the Bid Solicitation. Our process for handling Funds Requests is more fully described in Section 2.1.3; however, at the highest level, we review these requests for completeness and accuracy prior to submission to DCA for approval. Working with DCA, the SCM, and SRD Finance staff, we will implement Program-compliant payment processing methods to facilitate speedy and accurate verification of applicant Funds Requests.

Accounting. IEM has a full-time, in-house professional accounting staff with nearly 300 years of combined accounting experience, including three CPAs. IEM is supported by Team member Solix, a New Jersey–based, proven accounting and consulting firm with more than 800 employees and contractors, providing a combined 100 years of corporate accounting experience. Both IEM and Solix have significant experience in disaster recovery and housing assistance programs gained over years of service, including our recent CDBG housing program management support to the State of New York Governor's Office of Storm Recovery (GOSR) following Hurricane Sandy and the New York City Build It Back Program.

IEM's financial management policies and procedures conform to Generally Accepted Accounting Principles (GAAP) and industry best practices, are consistent with state and federal requirements for financial management and financial management system architecture, and are 100% compliant with HUD requirements. IEM retains an external professional accounting firm to provide annual audit functions, and we have received an unqualified audit opinion every year and have never had to restate our financial statements

IEM adheres to all general state and federal financial management requirements, as well as CDBG-specific financial management requirements. This allows IEM to maintain rigorous internal controls and all required source documentation for all costs incurred; to manage reporting and tracking systems to provide accurate, complete, and auditable transactions; and to perform monthly reconciliations. All documentation associated with Program requirements will be electronic, providing the required audit trail in an efficient and streamlined way. IEM believes these practices are extremely important to ensure proper stewardship over Program funds.

Reporting and Invoice Transparency

For IEM's CDBG program management support to the State of New York following Hurricane Sandy, IEM's accounting staff quickly adjusted to changes in reporting requirements, providing dynamic reporting with real-time data and customizing report to customer requirements. Summary and detailed data provided from these reports provided complete transparency for each invoice submitted to the State.

IEM uses Deltek®, a proven automated cost accounting system that allows electronic timekeeping for all personnel, performs cost accounting functions, and provides reports and invoicing. This system is an integral element of IEM's program management processes, and it is responsive to both program and customer needs. IEM's accounting systems and controls have been audited and validated by the Defense Contract Audit Agency (DCAA) since 1992, providing an additional layer of scrutiny on IEM's costs.

Management Reporting and Data Analytics. IEM's management focus on daily reporting and production data analytics supported our successful accountable pricing and applicant case management outcomes in the delivery of the NY Housing Assistance and the Restore Louisiana Housing Assistance programs. Using detailed analytics and automated reporting allowed us to provide the State with an iron-clad auditable record for tens of thousands of units of case management production. On the production side, we took the product of the analytics steps further to create prioritization tools that were used in our Housing Assistance Centers to focus work on applicants. We were able to identify stalled applicants to drive immediate outreach to get them moving again.

We bring IEM Team staff who have supported Mississippi, New York, Texas, and Louisiana program delivery—experienced production leads and our principle data analytics resource from that engagement to leverage the lessons learned and extend the management reporting and analytics-driven production techniques to get the best program outcomes for DCA. Our subcontractors are also well versed in driving output and successful outcomes in a report-driven operational environment. Combining this wealth of experience with the State's own innovations over time will create a culture of continuous improvement on our Team to raise the production and accountability bar to the highest level yet.

Our Data Analytics Lead, Pratyush Kumar, has extensive experience managing production for large-scale programs. A team of data and GIS analysts will support him in this function. Mr. Kumar will use a data analytics approach to drive daily operations, reviewing performance data to identify bottlenecks and queues. He will integrate granular knowledge of operations coming from field operations (e.g., CSRs, CTAs, inspectors, etc.) to understand the actual conditions on the ground. Both the data retrieved from SIROMS and the ground truth will allow Program Manager Sean Almonte and his team to control and manage daily operations.

Monthly Project Management Summary

Monthly contract status report. The IEM Team's monthly contract status report is our contract management vehicle that presents a clear and concise picture of the technical, financial, and administrative activity status of the project. This monthly report will identify the prior month's work completed, current work activities, and next month's projected activities while identifying program delivery risks. With regard to the financial health of the project, the monthly status report will provide cumulative Blanket P.O. financial metrics broken down monthly and demonstrae Blanket P.O. burn rates, costs incurred to date, costs of the previous month, amount invoiced, and amount paid. The report enables clear understanding of past, current, and proposed technical activities, and the corresponding costs to support those activities.

The IEM Team is intimately familiar with the CDBG-DR housing reports needed to track performance of the production system and monitor the status of homeowners by displaying data through pipeline reports (by total program, phase, funding allocations, program solutions, etc.), geographic reports and maps (status by disaster, parish, precincts, etc.), budgets, burn rates, and risk analysis. We will also report staffing levels (current and forecast FTEs, cases per case manager, applicants per CTA, etc.) and inventory levels. We bring a wealth of potential reporting formats from our experiences with other housing programs. We will tailor reports to DCA needs, creating standardized weekly, monthly, quarterly, and program-to-date reports, as well as *ad-hoc* custom reports.

IEM's management focus on daily reporting and production data analytics supported our successful accountable pricing and applicant outcomes in the New York Housing Assistance delivery. Using detailed analytics and automated reporting allowed us to provide the State with an iron-clad auditable record for tens of thousands of units of case management production. On the production side, we took the product of the analytics steps further to create prioritization tools to focus work on applicants in various stages of construction completion. We were able to identify stalled applicants to drive immediate outreach to get them moving again. Combining this wealth of experience with the State's own innovations over time will create a culture

of continuous improvement on our Team to raise the production and accountability bar to the highest level yet.

2.1.10 PERSONNEL REQUIREMENTS

Training. All too often in large disaster recovery programs, management structures tend to result in silos of information and work. Though a silo can be a great tool to get specialized or specific tasks done *en masse*, production can come to a quick and grinding halt the second a new or unanticipated issue arises. Having been in the emergency management and disaster recovery industry for the past 32 years, we also know that applicants are individuals, with individualized situations that often challenge standardized procedures within silos. IEM's training philosophy is geared toward bridging the silos—making sure that anyone functioning in a particular task understands the context of their work, how it fits in with the tasks before and after them, what the inputs to each task are, and the ultimate goal of each task. This training philosophy, along with our cross-training requirements, helps to minimize the silo effect.

Our Training Lead and our Policies and Procedures Lead will work hand-in-hand to develop and administer our training program. We will deploy updated training modules within 24 hours of a policy change where training on the update is required.

We will maintain a centralized library of training materials, video, and print resources (electronic and hard copy). It will include training records, historical policies, procedures, system design training materials and release notes, and all administrative documentation regarding policy updates and training.

Subcontractor Management Responsibility. As the prime contractor, IEM is responsible for all work conducted by both our employees and our subcontractors. All IEM Team members understand that participation is based on qualifications, technical merit, efficiency, and cost-effectiveness. In addition, a reputation for quality was a critical criterion in their selection for the IEM Team.

We have structured the management of the IEM Team to be led by IEM or one of our highly capable subcontractors, giving us the depth of additional capacity support when needed. Our proven success as a lead integrator will allow our Team to function seamlessly as a cohesive group. Our staff will work collaboratively to meet the needs of each task area, guided by IEM's proven success, guidance, management, direction, and innovation. Using tested processes, industry best practices, and innovation, the IEM Team will be able to execute the Program with speed and accuracy, while providing exceptional customer services to homeowners and reducing the cost to the State.

**Rapid Response to
Subcontracting Needs**

NY Housing Assistance

- Brought 14 new subcontractors on board within seven days after contract signature, with zero lapse in service.

- Later identified potential bottleneck in obtaining title reports; brought in five new subcontractors within 72 hours.

Army Maneuver Support Center

- Managed 21 subcontractors of all sizes.

- Frequently executed subcontracts with multiple companies for multiple simultaneous task orders within 5–10 days.

Subcontracting Arrangements. IEM executed Teaming Agreements with all proposed subcontractors proposed on this effort. The specific requirements in the Bid Solicitation allowed IEM to refine and finalize the specific scope of services for every subcontractor on our Team. The due diligence IEM performed will mitigate any risk of our subcontractors not understanding exactly what is expected of them at Blanket P.O. start, and will thus prevent delays in finalizing subcontracts and in monitoring progress against expectations.

IEM employs a full-time, dedicated Contracts Management staff headed by our Director of Operations. The addition of project subcontracts management staff and IEM Executive Operations facilitation at start-up will give IEM six full-time, experienced contract management professionals to ensure that **all subcontracts are executed within 10 days of IEM Blanket P.O. execution with DCA**. IEM will have all subcontracts drafted to present to subcontractors on day one. Flow-downs from the DCA contract will be incorporated into subcontracts by reference to speed the process further. IEM anticipates zero delay in establishing all contractual vehicles necessary to bring this project to fruition.

IEM already has all Teaming Agreements in place, and will have all subcontracts drafted to present to subcontractors on day one.

Recruiting and Hiring Subcontractors. IEM has assembled a Team of companies that allows us to perform against every requirement in the Bid Solicitation. We have planned with our Team to identify unforeseen or unspecified requirements and added companies to our Team to fill potential gaps. Our teaming approach will minimize the need for recruiting additional performers at Blanket P.O. start. This will allow us to focus our full attention to the significant operational demands of keeping the Programs running through the vendor transition.

Our Team attempted to forecast the needs for skill sets and services at a very granular level. In the risk analysis we conducted on the program delivery, we anticipated specific functions where we might see challenges despite our Team's significant capacity. The risk analysis process will not end at Blanket P.O. award. The IEM Team will continue to analyze service needs over the life of the Blanket P.O. As needed or directed, IEM can add subcontractors to the Team expeditiously.

Work Integration and Communication. IEM will coordinate the work of all subcontractors to ensure that the efforts of the entire IEM Team are integrated into a cohesive whole. The Program's master schedule will establish schedule constraints and identify contractual and significant internal milestones. Each subcontractor will have a single point of contact with IEM for contractual matters, and a single point of contact for technical matters to ensure efficient and clear communication channels within the IEM Team.

Quality Assurance and Resolving Deficiencies. On a regular basis and at key contractual milestones, IEM will conduct a formal review of subcontractor progress, including reviews of work quality, schedule adherence, personnel effectiveness, management, cooperation, professional behavior, and cost control. This review involves discussions with the subcontractor's leadership to facilitate progress and to remove any roadblocks to success, as well as to identify corrective actions taken to resolve deficiencies. Results from these assessments will also identify any additional resources or skill requirements for the IEM Team. IEM will also conduct regular customer feedback evaluations with the State to determine the quality and adequacy of services provided. Records of discrepancies and corrective actions will be maintained and reviewed by the BMO and with each subcontractor's management.

Safety. For all construction work, each subcontractor will be required to provide proof of necessary safety training for all personnel; to perform safety hazard assessments prior to work beginning; report all injuries, spills, and property damage incidents; and to comply with all required safety rules and regulations. Safety records will be maintained by both the subcontractor and IEM.

2.1.11 PUNCH LIST

Upon completion of construction activities and prior to final acceptance of the work on an applicant property, the IEM Team will conduct an inspection. IEM Team schedulers will coordinate a final walk-through to include the homeowner, construction contractor, and the Inspector. This walk-through will include a thorough review of each item in the project plan for completeness and quality. Any deficiencies will be noted on our Site Inspection Checklist and initialed by all parties. Each punch list item will denote the responsible subcontractor, justification for the listed item, and timeframe for allowed completion. Where feasible, the IEM Team will use photo-documentation to justify punch list items. The IEM Team will provide the task cost quote including labor, materials, and the not-to exceed total cost based on State-approved pricing, as derived from Xactimate cost estimating tools.

If no deficiencies are noted, no punch list will be required. However, the homeowner will receive an acknowledgment form indicating that the final inspection has taken place and all work is complete. Photographs of the

completed work will be taken and documented in the applicant file. These photographs will serve as evidence of proper expenditures and may aid the State during the appeals /or audit processes.

Public Works Contractor Registration Act

IEM possesses a valid Public Works Certificate (Certificate #716842) issued by the NJ Department of Labor and Workforce Development, and will maintain it for the duration of the Blanket P.O. CORE also possesses a valid Public Works Certificate (Certificate #717071), and will maintain it for the duration of the Blanket P.O. All other IEM subcontractors have applied for this certification and anticipate the issuance of the certification before contract award. Copies of current certifications have been provided with the IEM Team forms as required.

Certified Payroll Records

IEM will submit certified payroll records for IEM and subcontractors to DCA for each employee on the project within 10 days of the payment of wages.

Prevailing Wage

IEM will abide by New Jersey's State Prevailing Wage Act and pay prevailing wage amounts compliant with the geographical standards listed in the Act. IEM will adhere to the requirements of the Fair Labor Standards Act (FLSA) for the duration of this Blanket P.O. and any contract extensions. IEM will enforce compliance with both the State Prevailing Wage Act and the FLSA through contract provisions in our subcontracts with all subcontractors.

2.1.12 PAYMENT

IEM understands that project invoicing is allowed within strict parameters, with 30% of the firm fixed unit price paid upon approval of the applicant/homeowner project plan by DCA, followed by 40% payment upon successful submission of the Certificate of Occupancy for each project, and the remaining 30% once each applicant file has been submitted through iDone and obtained a Final Closeout status. IEM further understands the applicant withdrawal provisions and the negative impact such withdrawal will have on the payment for work performed, but not completed, due to applicant withdrawal. Finally, we understand that the firm fixed unit price for any given applicant is established by the categorization of the applicant into one of the Project Pools, as defined by DCA, and that DCA may reclassify homeowners with notice to IEM.

2.1.13 TECHNICAL ENVIRONMENT

Extranet Plan

The IEM Team possesses the capability to acquire and configure high-speed communication links through both Multiprotocol Label Switching (MPLS) for a cloud solution, and through Internet Protocol Security (IPsec) tunnel over the Internet. Although both options are available and have been configured for IEM Team clients, MPLS is preferred by the IEM Team as it will provide slightly more dedicated access than IPsec tunneling. The IEM Team will work with the State to determine the best and final configuration and setup.

Two extranet communication MPLS links will be provided into the State, with Link 1 as the primary to the Office of Information Technology (OIT) Hub. Link 2 will be established to the State's SAC Data Center. Both connections will have fail-over capability to the other and will complete configuration and testing with OIT.

The IEM Team will follow the requirements of the NJ OIT Business Entity, IT Services and Extranet policy (09-11-NJOIT) with the sponsoring agency, DCA. The IEM Team will complete with DCA the following items: the application forms, Memorandum of Understanding (MOU), operational form, and security controls assessment checklist. Additionally, the IEM Team will ensure constant security monitoring, conduct monthly internal audits for compliance, and provide updates during the periodic project progress meetings.

The IEM Team has significant experience working with U.S. federal and state agencies with Enterprise IT certifications for both operations and security. We follow the Risk Management Framework (RMF) and National Institute of Standards and Technology (NIST) 800 Series Security Standards as one of our industry best practices. The IEM Team will work with OIT Network and Security Groups for coordinated protocol and firewall configurations, testing, and certification as required.

Transmission of Files

The IEM Team recognizes that data security is priority for the State, whether data is in motion, in transit, or at rest. Data security is of course of utmost importance to the IEM Team as well. Today we use Secure File Transfer Protocol (SFTP) for most of our client programs for a variety of data types, including print, customer information files, and Portable Document Format (PDF) encrypted images. These data transfers occur daily, successfully and securely. The IEM Team proposes to use SFTP as the standard for data transfer via the extranet for NJ Program support.

This method will allow for secure data sharing, with access based on unique usernames and passwords to a secure SFTP encrypted site. User logon process documentation and training will be provided to all users. If, during

configuration and testing, we determine that we must also include either a new or an additional form of synchronous (FTPS-SSL or Direct Secure ++) or asynchronous (DataMotion or DataMotion-DataBridge) data transfers, the IEM Team will conform to all testing, fielding, and security validations prior to full implementation.

2.2 BLANKET P.O. MANAGEMENT

Drawing on our Team's extensive expertise in long-term disaster recovery, the private sector, and other federally funded initiatives, IEM guides its Team to use tried-and-true project control and quality control protocols that will meet or exceed all contract objectives and requirements. IEM knows that successful program administration/project coordination is not something that just happens; it requires planning and implementation with the appropriate levels of management, oversight, and control. IEM's management tools create the framework for program-wide schedules, cost and quality control, and facilitating highly efficient team communications—harnessing the knowledge and talent of all program participants.

We coordinate reporting and status updates at the micro-level for tasks, as well as at the mid-team level and ultimately at the macro or program level. We issue weekly status reports on program production and coordinate regular status meetings with the SCM to keep DCA apprised of progress toward milestones. As the program ramps up, we suggest a more frequent weekly schedule for coordinated meetings with the SCM, but anticipate that frequency may decrease as DCA's comfort level with our progress increases.

We use program management tools to monitor and adjust plans frequently. By doing this, we are able to effectively mitigate challenges and keep the program moving forward to completion. We use planning tools such as MS Project, operational planning workshops, root-cause analysis, and adaptive management protocols to achieve success. These tools allow us to effectively communicate scope, schedule, and budgetary status to DCA and the SCM on any frequency basis deemed necessary. However, frequent and continued communication, particularly during the startup and ramp-up of the program, will be critical to the successful launch and delivery of services for New Jersey homeowners.

Though our program organization is more fully described in Section 3.0, an overview of our structure provides insight into our plan for the management of this Blanket P.O. Our Team is defined in a way that maximizes the accountability of smaller teams that fit within the larger framework of program delivery. Each task has a task lead accountable to a team lead who is ultimately accountable to the Program Manager.

2.3 BLANKET P.O. SCHEDULE AND PLANS

2.3.1 BLANKET P.O. SCHEDULE

The IEM Team's draft contract schedule is presented on the following pages, followed by a discussion of the Homeowner Flow Model that will be used to support further refinement of the project schedule. The schedule will be adjusted and baselined following the contract kick-off meeting. We have developed the Project Plan in Microsoft® Project. We present here only the operational task list with start and end dates and the slightly condensed Gantt chart, pulled from our MS Project file, for inclusiong within the proposal format. The full Gantt chart schedule will be provided at project kick-off, and the final schedule will be included in our final Operational Plan, delivered within 30 days of award. For this schedule, we assume that award execution, and thus the start of sanctioned project activities commences October 12, 2017.

During the mobilization phase, Team leadership will use project management techniques to keep progress on track. These techniques largely consist of schedule performance reviews (as defined in the Project Management Book of Knowledge [PMBOK]) to compare progress against the baseline and to perform schedule risk management. Resource balancing will be used to address any concerns.

During program steady-state operations, Team leadership will use process management techniques to maintain progress. The responsibility for this oversight will be vested in the Program Management Office (PMO). The predominant techniques to be used are anticipated to be time-in-process metrics for components of the applicant life cycle (measures of central tendancy and variance in time to move from one milestone to another), and queue analysis (size of queue, time in queue). Our Team will apply the successful data analytics methods honed in the recent delivery of New York Rising program management services. If schedule risks are identified, they will be addressed by examining potential changes to policy, procedure, training, organization, or material resources (to include job aids and other tools), as appropriate.

To complement this Project Plan, the IEM Team will develop and deliver a comprehensive set of operating procedures supporting compliance with program policies and procedures. The timeline for operating procedure development is noted within the Project Plan. We will refine our Project Plan, monthly production projections, budget, and full-time employee (FTE) counts in consultation with DCA, and submit them for final approval within 30 days of Blanket P.O. award.

Figure 6 • IEM Team Project Schedule, Page 1. We present here only the operational task list with start and end dates and the slightly condensed Gantt chart, pulled from our MS Project file, for inclusiong within the proposal format. The final schedule will be included in our final Operational Plan, delivered within 30 days of award.
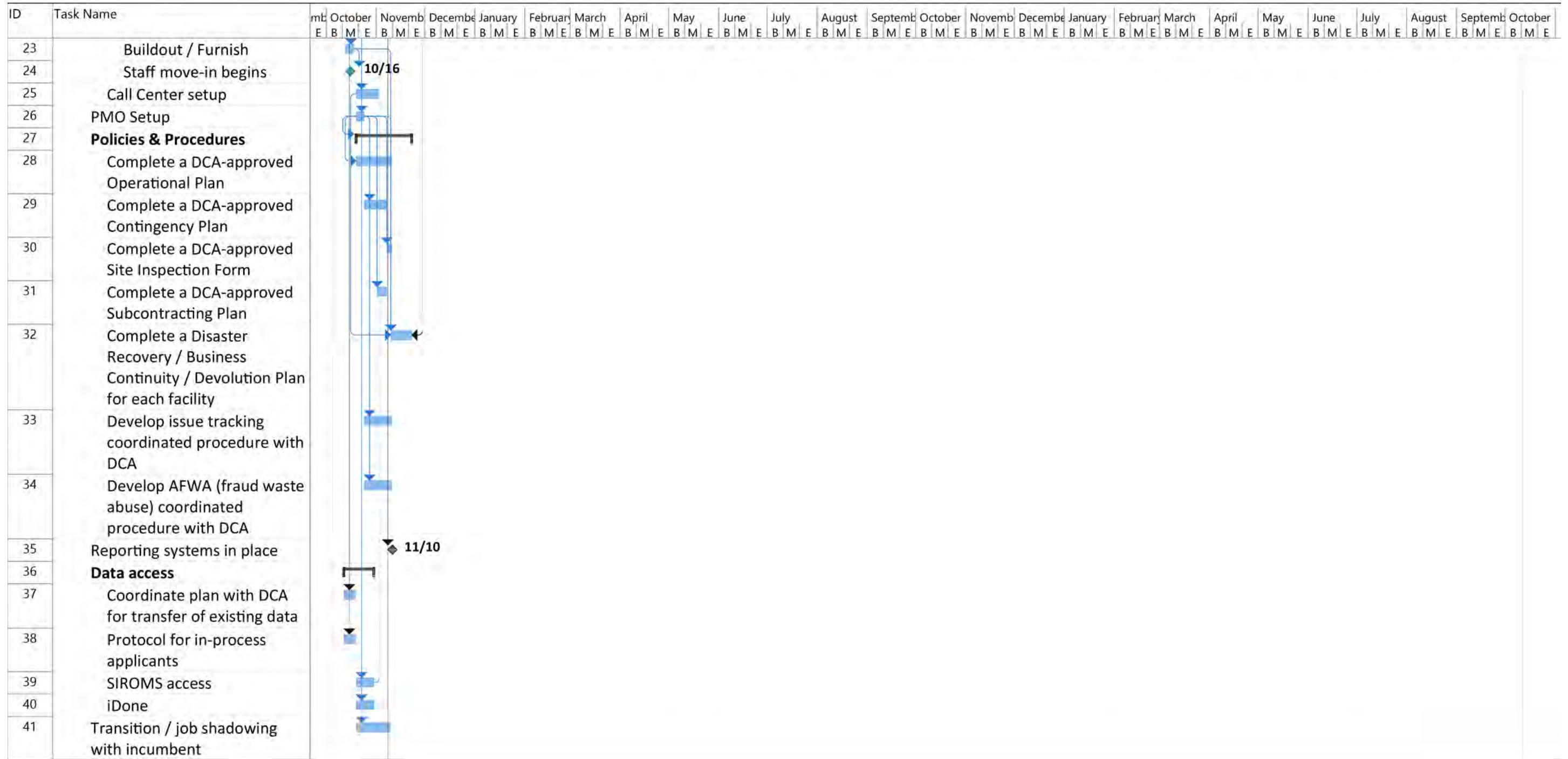
Figure 7 • IEM Team Project Schedule, Page 2. We present here only the operational task list with start and end dates and the slightly condensed Gantt chart, pulled from our MS Project file, for inclusiong within the proposal format. The final schedule will be included in our final Operational Plan, delivered within 30 days of award.
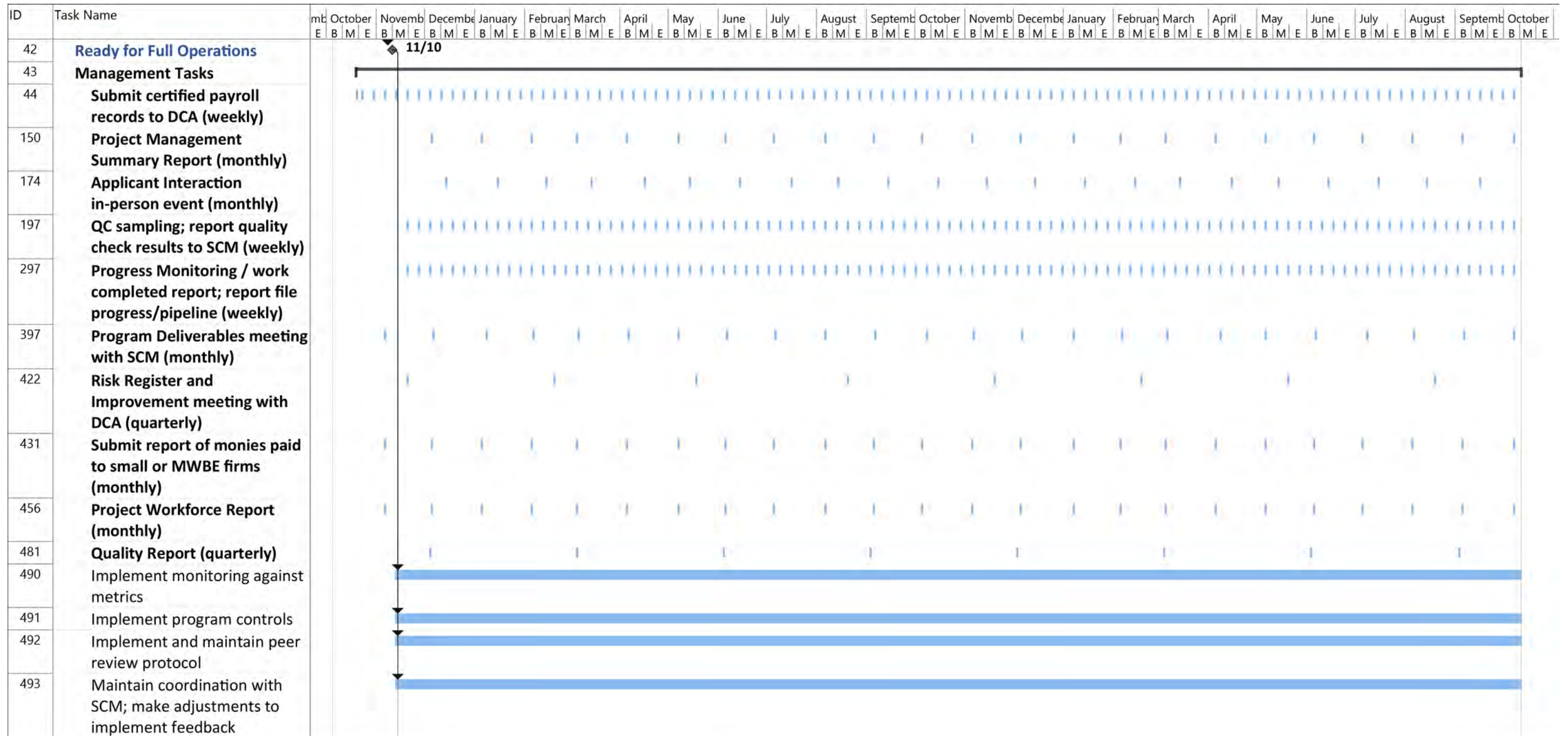
Figure 8 • IEM Team Project Schedule, Page 3. We present here only the operational task list with start and end dates and the slightly condensed Gantt chart, pulled from our MS Project file, for inclusiong within the proposal format. The final schedule will be included in our final Operational Plan, delivered within 30 days of award.

ID	Task Name
494	Operate program for annual security and confidentiality training
495	**TASKS PER APPLICANT (NOTIONAL DATES)**
496	Applicant file progressed to IEM by DCA
497	Assign Applicant file to Project Manager (PM)
498	PM researches file; reviews Project Plan
499	PM introduces self to Applicant's DCA housing advisor and to Applicant (phone)
500	PM meets with Applicant and Builder to review Project Plan, status of construction, schedule forward
501	PM builds out Workflow Plan and submits to SCM
502	DCA reviews and approves or comments on Workflow Plan
503	**Regular Contact (check-ins) with Applicant**
512	Submit written notice to SCM if unable to contact Applicant
513	Document Applicant interactions in SIROMS
514	Gather documentation from Applicant as needed
515	PM uploads gathered documentation into SIROMS
516	Applicant notifies PM that Builder is selected

Figure 9 • IEM Team Project Schedule, Page 4. We present here only the operational task list with start and end dates and the slightly condensed Gantt chart, pulled from our MS Project file, for inclusiong within the proposal format. The final schedule will be included in our final Operational Plan, delivered within 30 days of award.
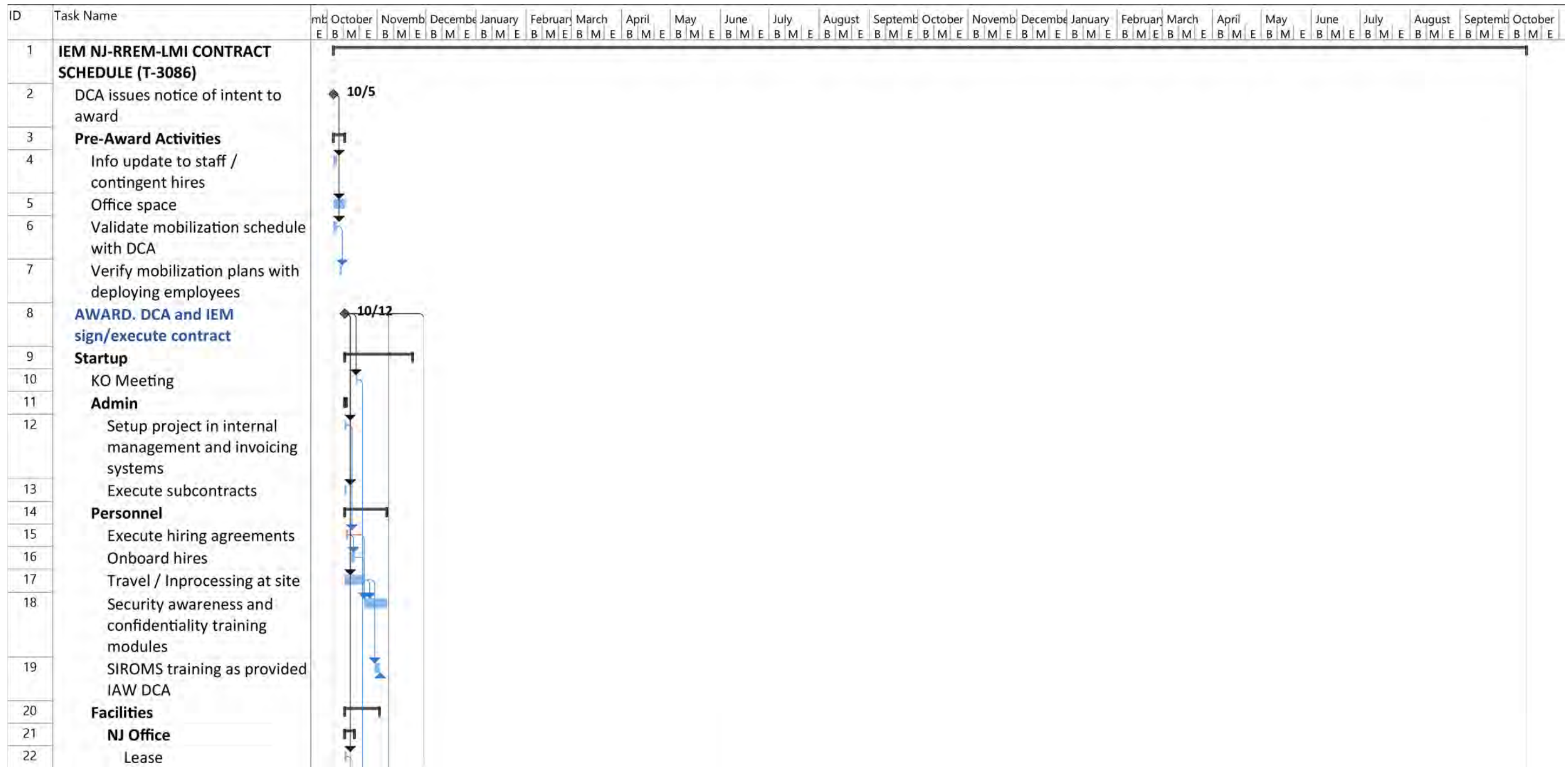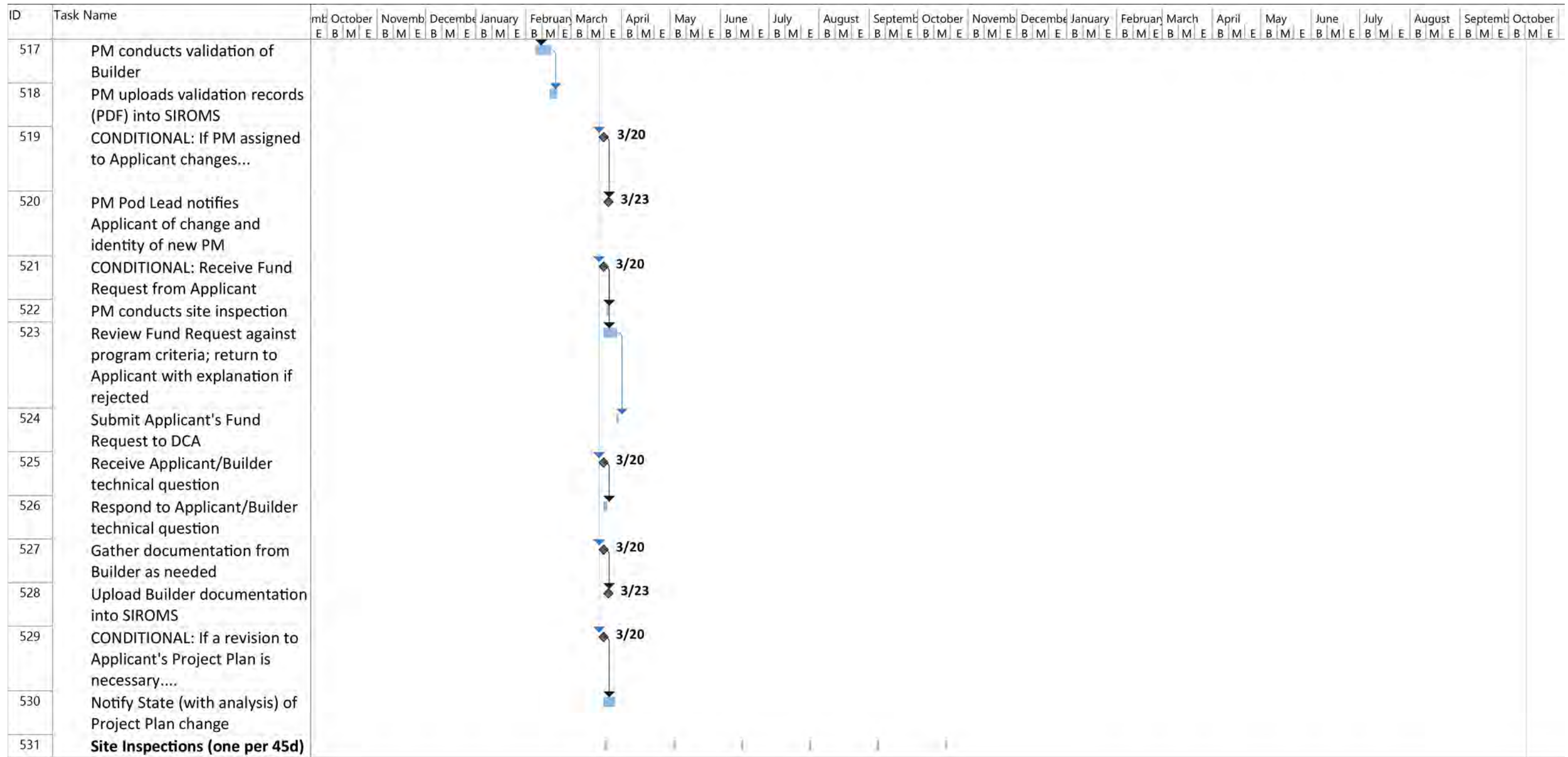
Figure 10 • IEM Team Project Schedule, Page 5. We present here only the operational task list with start and end dates and the slightly condensed Gantt chart, pulled from our MS Project file, for inclusiong within the proposal format. The final schedule will be included in our final Operational Plan, delivered within 30 days of award.

Figure 11 • IEM Team Project Schedule, Page 6. We present here only the operational task list with start and end dates and the slightly condensed Gantt chart, pulled from our MS Project file, for inclusiong within the proposal format. The final schedule will be included in our final Operational Plan, delivered within 30 days of award.
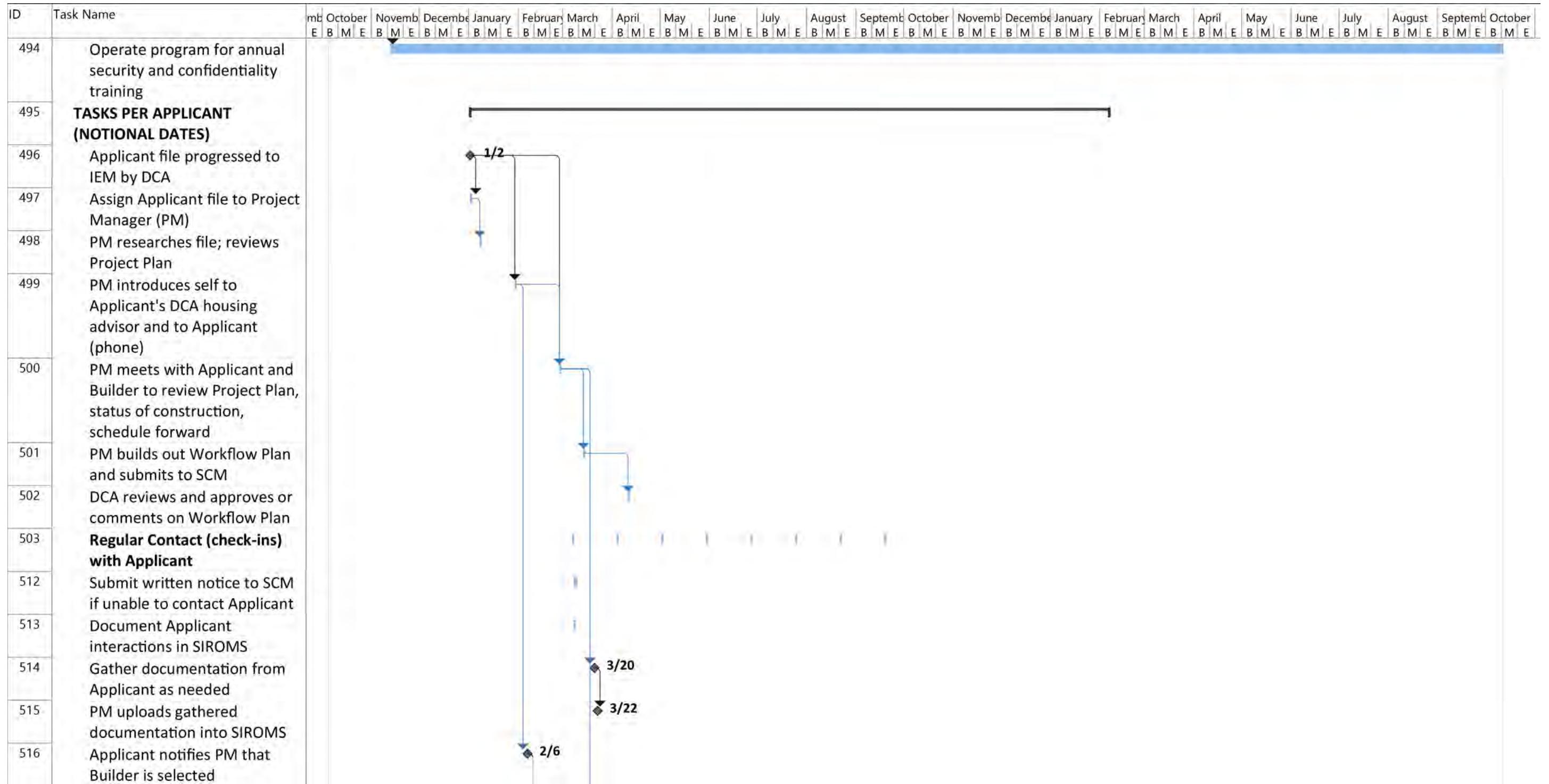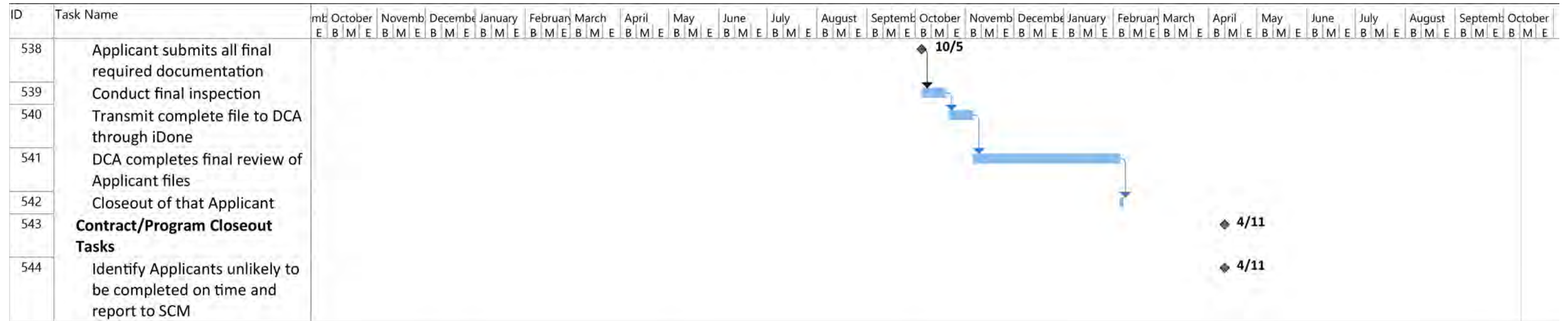
We modeled the workflows of our past disaster recovery housing programs using a sophisticated **Homeowner Flow Model**, which we intend to adapt and implement as an additional management tool to project program timelines, resource load, budget, and cash flow. We will finalize this model upon further coordination with DCA after project kick-off, and deliver final budgets and cash flows within our Operational Plan due to DCA within 30 days of Blanket P.O. award.

This model estimates the flow of homeowners through the Program, and yields key insights into optimal staffing of personnel, expected production outputs, and milestone achievements. As DCA is no doubt aware, production and staffing are inextricably linked—people accomplish the major milestones, but staffing is what largely drives delivery costs. We designed this model to provide a benchmark of expected workload for planning and staffing purposes, and it can be used as a benchmarking tool for performance monitoring.

The Homeowner Flow Model takes the total expected number of homeowners and allocates them across the construction status pools. The model flows homeowners through the Program steps at rates of productivity derived from the IEM Team's past performance, available data from the current RREM and LMI Program contracts, and improved by the many innovative solutions we bring DCA.

A unique feature of the IEM Homeowner Flow Model is a model of the potential queues of applicants that can build within program tasks. **We have designed our staffing to minimize these queues, as capacity constraints not only frustrate homeowners, but also reduce overall staff productivity and reduce homeowner flow from entry to completion.** Queues also cause homeowners to get frustrated and leave the program, raising the overall percentage tied up in delivery costs versus funds provided to homeowners.

Program Manager Sean Almonte and his team have sized the IEM Team delivery to eliminate traditional capacity constraints and bottlenecks for the major workflows in a CDBG-DR housing program. The Homeowner Flow Model assists him in modelling the effects of homeowner actions and their resulting impacts on demands for various services, queue formation, and productivity and outputs.

2.3.2 MOBILIZATION PLAN

The IEM Team will meet the requirements of the Operational Plan by leveraging member experience with doing similar types of work for other states and municipalities. This experience provides us with tried, proven methods for implemening the Core Services identified in Section 2.1.1; operating procedures used in other disaster recovery grant work, which can

serve as a starting point for development of New Jersey–specific procedures; recruiting tools and approaches honed in the search for hundreds of staff to support these projects, which will support development of the HUD Section 3 Plan; processes for developing, monitoring, and adjusting Program budgets; and the IEM Homeowner Flow Model, which will help to determine cash flow projections for the Program.

The IEM Team assumes, for the purpose of our mobilization plan timetable, that project activities commence with the execution of the Blanket P.O. award. To model our mobilization plan, we assumed that award execution would occur on or about October 12, 2017, and the mobilization period will end on November 11, 2017, 30 calendar days later. **Table 3** below demonstrates how the IEM Team will stand up the personnel and equipment required to begin work on the Blanket P.O.

Table 3 • Mobilization Timetable. The timetable extends from the date of notification of award to 30 calendar days after contract start. The mobilization schedule has been adjusted to end on a weekday (Friday, Novermber 10, 2017 instead of Saturday, November 11).

Task Name	Start	Finish	Associated Deliverable
IEM NJ-RREM-LMI Contract Schedule (T-3086)	**Thu 10/5/17**	**Fri 10/11/19**	
AWARD. DCA and IEM sign/execute contract	**Thu 10/12/17**	**Thu 10/12/17**	**Executed Contract**
Startup	**Thu 10/12/17**	**Wed 11/22/17**	
Kick-Off Meeting	Thu 10/19/17	Thu 10/19/17	Scheduled Kickoff Meeting Calendar Invite
Admin	**Thu 10/12/17**	**Thu 10/12/17**	
Personnel	**Thu 10/12/17**	**Mon 11/6/17**	
Execute hiring agreements	Fri 10/13/17	Fri 10/13/17	Executed Hiring Agreements
Onboard hires	Mon 10/16/17	Tue 10/17/17	HR Documentation
Travel/Inprocessing at site	Thu 10/12/17	Mon 10/23/17	
Security awareness and confidentiality training modules	Tue 10/24/17	Mon 11/6/17	Training decks and sign-in sheets
SIROMS training as provided IAW DCA	Mon 10/30/17	Thu 11/2/17	Training decks and sign-in sheets

Task Name	Start	Finish	Associated Deliverable
Facilities	**Thu 10/12/17**	**Thu 11/2/17**	
NJ Office	**Thu 10/12/17**	**Tue 10/17/17**	
Lease	Thu 10/12/17	Thu 10/12/17	
Buildout/Furnish	Fri 10/13/17	Tue 10/17/17	
Staff move-in begins	Mon 10/16/17	Mon 10/16/17	
Call center setup	Thu 10/19/17	Thu 11/2/17	
PMO setup	Thu 10/19/17	Tue 10/24/17	
Policies & Procedures	**Thu 10/19/17**	**Sat 11/11/17**	**Operational and Program Policies & Procedures documents**
Complete a DCA-approved Operational Plan	Thu 10/19/17	Fri 11/10/17	Delivery of final Operational Plan
Complete a DCA-approved Contingency Plan	Tue 10/24/17	Tue 11/7/17	Delivery of final Contingency Plan
Complete a DCA-approved Subcontracting Plan	Wed 11/1/17	Tue 11/7/17	Delivery of final Subcontracting Plan
Complete a Disaster Recovery/ Business Continuity/ Devolution Plan for each facility	Thu 10/19/17	Sat 11/11/17	Delivery of final Site Security Plan
Develop issue tracking coordinated procedure with DCA	Tue 10/24/17	Fri 11/10/17	Delivery of final issue tracking procedure
Develop AFWA (fraud waste abuse) coordinated procedure with DCA	Tue 10/24/17	Fri 11/10/17	Delivery of final fraud, waste, and abuse procedure
Complete a DCA-approved Site Inspection Form	Tue 11/7/17	Fri 11/10/17	Delivery of final site inspection form
Reporting systems in place	Fri 11/10/17	Fri 11/10/17	Verification of testing report
Data access	**Thu 10/12/17**	**Mon 10/30/17**	
Coordinate plan with DCA for transfer of existing data	Thu 10/12/17	Wed 10/18/17	Delivery of final data transfer plan
Protocol for in-process applicants	Thu 10/12/17	Wed 10/18/17	Delivery of final data transfer plan

Task Name	Start	Finish	Associated Deliverable
SIROMS access	Thu 10/19/17	Mon 10/30/17	Report: Verification of successful connectivity testing
iDone	Thu 10/19/17	Mon 10/30/17	Report: Verification of successful connectivity testing
Transition/job shadowing with incumbent	Thu 10/19/17	Thu 11/9/17	Action, not deliverable
Ready for Full Operations	**Fri 11/10/17**	**Fri 11/10/17**	

IEM is committed to the mobilization of the project team within the initial 30 days of project startup to establish the coordination and infrastructure necessary to stand up the Program. IEM's advance team of **all key staff members** identified in this proposal (See Section 3.4 on page 72) will be present on site for project kick-off and remain on site to make all startup arrangements. All key staff are anticipated to provide project support throughout the life of the project; none will be assigned solely during the mobilization period.

Recruitment and Staffing Plans. Central to the startup process is the prompt establishment of a hiring infrastructure to staff key startup operations and long-term project initiatives. The IEM Team staffing strategy combines a cadre of experienced professionals (many of whom have local background and experience) to serve in management roles with a local and regional hiring strategy to fill staff positions. We will build a diverse workplace that reflects the applicant population that the RREM and LMI Homeowners Rebuilding Programs serve.

Though IEM and our current teaming partners will have the core and key staff members in place and ready to serve DCA at project kick-off, additional local hiring to fill out the staff roster will be necessary, particularly to fully staff the CTA roles at the level these programs require. It is our intention to make offers to experienced Program staff from the predecessor contracts in order to maintain institutional knowledge and minimize transition learning curves.

At project kick-off, we will present the state with a customized HUD Section 3 Hiring Plan. Our plan will be based on best practices gleaned from our previous experience in designing approved plans in Mississippi, Texas, New York, and Louisiana.

Our Section 3 Plan makes the most of our ties to neighborhood and community organizations to disseminate employment opportunity notices to potential hires. The strategy includes posting to local newspapers and local

and popular online job sites, in addition to sending employment opportunity information to local colleges, trade schools, and universities. Finally, to complement the recruiting campaign, we capitalize on social media forums to publicize job openings. IEM effectively initiated this process with our housing program management work for the States of New York in 2014 and Louisiana in 2017. We have applied lessons learned from both of these previous efforts to provide a quality hiring strategy to New Jersey.

Equipment. For all durable equipment purchased with Program funds or provided by the State, the IEM Team will perform an initial inventory and bar-code it, track it at each change of disposition (such as when assigned to an employee), and periodically verify its status through regular inventory audits. The IEM Team will apply the same mature processes for this task that we have developed in our many years of implementing public contracts that included government-furnished equipment and rigorous disposition controls—including for clients at the Department of Defense and Department of Homeland Security.

If the State provides consumable supplies to the Program, we will inventory them upon initial arrival and monitor and report on supply levels on a regular basis to support efficient operation of the program. We will avoid excessive stockpiling of supplies, while also avoiding the risk of affecting program operations by running short of some needed resource.

2.3.3 CONTINGENCY PLAN

Security Plan

IEM has provided its draft Security Plan as Appendix A, due to its length and stand-alone nature.

Potential Problems

The IEM Team has successfully delivered similar solutions for multiple disaster-stricken states and cities. We have proven techniques to mitigate issues that may arise in the management of these large federal grant programs. Table 4 below presents common difficulties we have successfully resolved in our implementations.

Table 4 • Challenges and Solutions. Every project includes potential challenges that must be mitigated by a careful, experienced approach. The IEM Team has the experience both to recognize these challenges and to approach the work in a way that prevents undesirable outcomes.

Potential Problem	Proposed Solution
Managing Requirements Across All Stakeholders	
Achieving buy-in and managing conflicting requirements from different stakeholders can lead to a misunderstanding of program goals and timelines.	• Define goals, develop a shared program vision at the start of the implementation, and re-enforce those goals throughout the project. • Facilitate kick-off and visioning workshops with stakeholders to develop and refine project plans and timelines, which will set the pace and tone for the upcoming initiative. • Empower staff members to make decisions by providing options based on our vast business and technical expertise. • Identify weekly measurable goals (performance targets) and develop an overall project plan and roadmap for the engagement.
Frequent policy change impacting process flow and task implementation can lead to stalled projects and homeowner frustration.	• Work with DCA and the SCM at program outset to review and refine any areas of policy that are under consideration for revision or adoption. • Implement a policy change management process to catalog policy change requests and decisions. • Establish a dissemination process to communicate policy changes to all IEM Team personnel, incorporate into job aids and materials, and disseminate to external stakeholders, including homeowners. • Maintain a document repository and document management system that reliably places accurate, correct versions of program materials at the fingertips of our CSRs, CM Pod Leads, and CTAs, based on their roles. This repository will also index all previous versions, allowing us to maintain the historical records of the program.
Poor communication and expectation management can lead to homeowner frustration, complaint, and negative program perception.	• Implement a solid communication strategy that is backed by program policy and procedure, system knowledge, and a sense of urgency. • Maintain a single point of contact for each homeowner related to their construction work plan. • Cross-train CSRs, CM Pod Leads, and CTAs on systems, policies, procedures, and messaging to provide the most accurate and consistent information possible.
Excess homeowner wait times for call center customer service can result in lost calls, frustration for homeowners, and	• Monitor call center statistics for numbers of inbound and outbound calls, average handle times, average hold times, and abandoned call rates.

Potential Problem	Proposed Solution
negative public perceptions of the program.	• Adaptively manage the call center based on daily call center statistical reports to appropriately staff up and down to handle anticipated call volume. • Staff the call center at levels that keep the average call hold time well below the noted maximum hold time of 15 minutes stated in the Bid Solicitation.
Data and Systems	
Multiple data hand-offs can result in delay and non-compliance.	• Standardize processes for data capture and transfer. • Perform routine data integrity monitoring. • Perform system and data transfer quality checks. • Coordinate closely with DCA and the SCM regarding outcomes of quality reviews and monitoring. • Implement process improvement protocols to rectify any data or data transfer challenges.
Problems with data migration integrity can result in applicant file corruption and non-compliance.	• Data migration complexity depends on the source system's configuration and state, data quality, existing vs. new data processes, and configuration of a destination system. Understanding SIROMS' configuration and functionality will allow us to map any necessary data transfers accurately. • Allocate sufficient time and resources to ensure a successful data migration initiative, based on our vast experience migrating data, whether from millions of records in legacy systems or from tens of thousands of records in Excel spreadsheets and Access databases.
Staffing	
Storms on the Gulf Coast will draw construction resources away from New Jersey.	• Offer competitive compensation to retain talent and hire locally. • Hire from the existing RREM and LMI Homeowner Rebuilding Program staff to retain talent already in place. • Actively manage resource availability, load, and schedules to make sure that Blanket P.O. deliverables are completed on time.
Loss of institutional knowledge of program evolution and culture can result in delay and program setbacks.	• Hire from the existing RREM and LMI Homeowner Rebuilding Program staff to retain talent already in place. • Employ recruited former RREM and LMI Homeowner Rebuilding Program staff.
Non-Compliance	
Non-compliance with HUD rules and regulations, cross-cutting federal requirements, and program policy can result in	• IEM's experience in CDBG-DR program design and implementation provides significant resources to DCA for monitoring the program for HUD compliance.

Potential Problem	Proposed Solution
findings and potential claw-back of federal funds by the funding agency.	• IEM's experience as a HUD Technical Assistance service provider provides DCA with the added benefit of reachback to HUD resources to maintain compliance. • Our past successful performance with staff who have worked multiple CDBG-DR–funded disasters yields significant capability for compliant issue resolution.
Non-compliance in construction related to local requirements, elevation, and mitigation can stall or stop homeowner rehabilitation projects.	• IEM's construction management team is experienced in working with local authorities to meet building requirements. • Coordinate closely with local building departments to facilitate the movement of permitting and inspection when needed.
Homeowner Participation	
Homeowner inaction on construction projects may result in removal from program and, potentially, the need to recapture funding.	• Assign CTAs with the oversight of CM Pod Leads to ensure that homeowner progress is monitored. • Work with homeowners to facilitate resolution to barriers to construction progress. • Work to educate homeowners regarding the outcomes of their individual situations and the impacts of their program choices. • Our program management staff members have supported recapture protocols in past disaster recovery efforts.
Homeowners may need assistance outside of standard operational hours.	• Monitor homeowner participation and recommend piloting extended hours should it become evident that such action may benefit homeowners. • IEM has seen a 20% increase in homeowner participation when we implemented alternative or extended hours of operation in other disaster recovery programs.
Construction Management	
Exceeding project timelines costs the program money.	• Effectively manage individual homeowner projects and budgets to keep homeowners moving toward the goal of home completion. • Manage the overall program timeline and budget to recommend concurrent activities, where possible, and compressed delivery schedules when necessary.
Homeowner projects will run into unforeseen construction obstacles, resulting in delay and the need for change orders.	• Work with each homeowner and their builder to thoroughly review the project plan and update or revise as necessary. • Institute a change order management system compliant with program policies and procedures, including thorough documentation of additional unmet needs.
Safety standards must be in place to safeguard homeowners and the program.	• We are responsible for the Safety and Health Standards for Federal Service Contracts as outlined in the Secretary of Labor 29 CFR Part 1925 Regulations, including compliance

Potential Problem	Proposed Solution
	with the specific standards in 41 CFR 50-204 and the record-keeping requirements of 29 CFR Part 1904
	• Plan and manage for our daily goal of sending everyone home safely.
	• Develop a safety culture within our projects.
	• Consider implementation of a Daily Activity Hazard Analysis (DAHA), which breaks down each task, considers potential hazards, and develops a plan to mitigate any hazards in order to perform the job safely. We have used this in past projects and propose a similar standard for DCA.

3.0 ORGANIZATIONAL SUPPORT AND EXPERIENCE

3.1 IEM TEAM ORGANIZATION

The IEM Team consists of professionals who have not just worked on disaster recovery, but have also produced great outcomes—programs that have **delivered quickly**, in **full compliance** with HUD and state rules, and have **pushed the envelope in efficiency of delivery and cost management**. Our Team is composed of many veterans of successful disaster recovery deliveries who understand how to build large CDBG-DR housing programs to produce results. Figure 12 on page 71 shows the IEM Team organization.

IEM's Program Executive, Jon Mabry, has the responsibility of ensuring that DCA has the right program operational team serving the needs of New Jersey homeowners. Our Program Manager Sean Almonte will have the overall responsibility for contract performance and will be the key point of contact for SCM and DCA. Mr. Almonte will confer and meet regularly with other department contract personnel, project managers, and support staff to maintain direct and continuous communication. He will be responsible for planning and execution of Blanket P.O. work while leading the team to successful delivery of the program. Oversight of the construction management services is the responsibility of Kristine Sinkez. Ms. Sinkez will provide unity of command and consistency across construction management services for homeowners, regardless of their starting pool.

Sean Almonte, Program Manager

Sean Almonte has nearly 10 years of experience with CDBG-DR and other planning and recovery programs. In only four short years, he moved from Project Manager to Deputy Director and finally Director of the **NYC Multifamily Storm Recovery & Resiliency Lending Program**. As Director, he managed a **$476 million CDBG-DR allocation** with the NYC Department of Housing Preservation and Development for post-Hurricane Sandy redevelopments. This included funds administration, budget forecasting, reporting, reporting, implementation planning, and compliance. As a **former HUD employee**, Mr. Almonte has special insight into the mission, workings, and intricacies of its programs.

The IEM Team has the "Best of the Best" personnel—professionals with a passion for excellence and a proven record of successful performance in large CDBG-DR housing programs, serving from 10,000+ to over 40,000 homeowners.

3.1.1 INVOICING AND REPORTING TEAM

The Invoicing and Reporting team includes project accountants responsible for project invoicing and financial accountability, as well as our processors for applicant fund requests. These team members will coordinate closely with DCA, SCM, and SRD finance staff. This team reports directly to Program Manager Sean Almonte.

3.1.2 BUSINESS MANAGEMENT & PROGRAM MANAGEMENT OFFICES

IEM will establish a Business Management Office (BMO) and a Program Management Office (PMO) that report directly to Sean Almonte. These offices will efficiently and effectively assist with the delivery of the Programs. This will require the management of multiple initiatives and activities simultaneously, using delivery systems that provide for transparency, program development, financial controls, and compliance with HUD regulation.

While IEM's Program Manager Sean Almonte is ultimately responsible for the Program, he will be supported in day-to-day management of subcontractor performance by the BMO, specifically IEM's dedicated subcontractor administrator, Jeannine Williams. Ms. Williams will oversee work order assignment, performance monitoring, and collection and submission of all required reports and data. All contracting and subcontracting activities will be managed using IEM's in-house contract management system, with a focus on ensuring that all procured resources support program goals and meet appropriate needs in an economical manner. IEM's management team will also ensure that Program procurement regulations are adhered to completely.

Within the BMO, IEM manages the program's IT needs, subcontracts, human resources, and recruiting. Our Documents Management and Records Retention staff members report to the BMO, so that we can ensure contractual compliance for this important function.

Our Program Management Office is the hub for policy, training, and data analytics, the drivers for production, applicant relations, and construction management. The PMO is the nerve center that ensures that all program operations are in place and operating efficiently. It is the vehicle through which we provide our core services to New Jersey homeowners. We develop the framework and infrastructure for program execution through our PMO.

The organizational chart shown in shows our organization and depth of management talent in support of the NJ RREM and LMI Homeowners Rebuilding Programs.

3.2 LOCATION

The responsibility for managing the Blanket P.O. will take place in IEM's North Carolina office until a fully functioning office has been set up in New Jersey. The address of this responsible office is given below:

IEM
2801 Slater Road, Suite 110
Morrisville, NC 27560

However, the majority of work will performed on site within the state of New Jersey. Immediately upon Blanket P.O. award, IEM will open an office within the state of New Jersey in a location that is convenient to the areas of greatest damage. A contingent lease agreement has already been made to ensure that this location will be up and running well before the mobilization period ends at 30 days after P.O. award. After the mobilization period has ended (30 days after award), the responsible office will become the New Jersey office. This facility will have the following address:

IEM
Building A, Monmouth Park Corp Center
2 Crescent Place
Oceanport, NJ 07757

This location has ample space to accommodate all likely staff. CTAs will frequently work in the field, traveling to meet with homeowners in various locations as needed, but will use the office as a base of operations.

The individual Point of Contact (POC) for this Blanket P.O. will be Jeannine Williams. She can be reached at (225) 952-8285, or by e-mail at jeannine.williams@iem.com.

3.3 ORGANIZATIONAL CHARTS

Organizational charts for this project and for IEM generally are provided in the following two sections. As prime contractor, IEM has put together a highly experienced team of qualified professionals to support the important work of managing the grant funding process for the remaining New Jersey homeowners affected by Hurricane Sandy.

3.3.1 BLANKET P.O.-SPECIFIC CHART

Figure 12 on the following page presents the organization of the project's management, supervisory, and other key personnel. Detailed resumes of key staff are provided in Section 3.4.
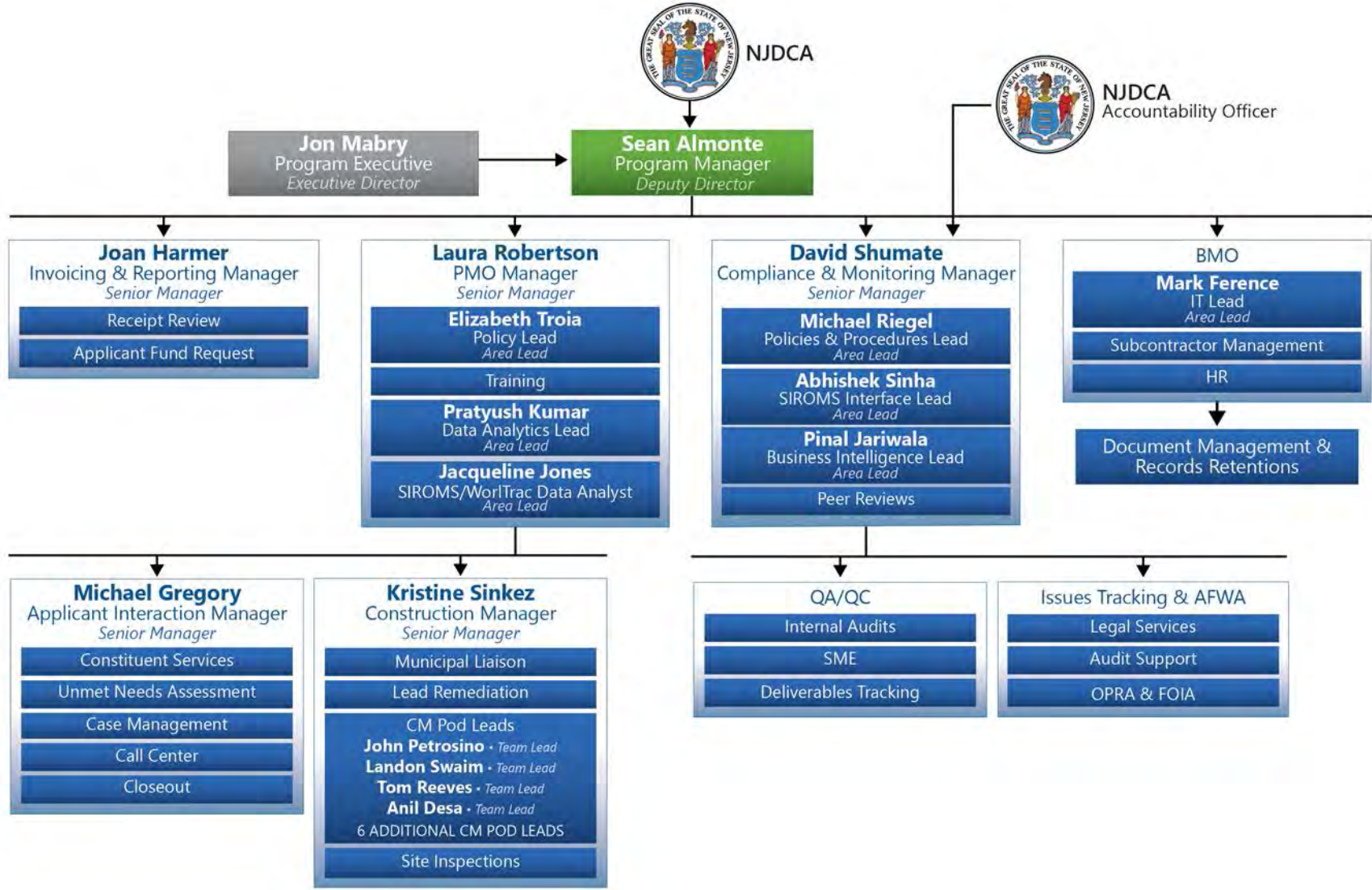
Figure 12 • IEM Team Project Organizational Chart. IEM has put together a highly experienced team by drawing from its subcontractors to fill many important roles. IEM's policy is to use the most qualified person available, regardless of employer, in order to get the job done right the first time.In addition to position titles, **labor categories** for all staff are included in italics.

3.3.2 ORG CHART FOR ENTIRE FIRM

Figure 13 below presents IEM's organizational structure, and how the individuals proposed for this Blanket P.O. relate to the overall corporate structure. Program Manager Sean Almonte will have full responsibility for the project, and will have full access to the highest corporate levels of the company via IEM Vice President/Program Executive Jon Mabry if needed for any reason.

Figure 13 • IEM Organizational Chart. Staff for NJ Program Services will reside within the Disaster Recovery group and be supervised by IEM Vice President and Program Executive for the project, Jon Mabry. Program Manager Sean Almonte will have access to the highest levels of IEM if additional resources or guidance are required.

3.4 RESUMES

Key Personnel

Resumes for all management, supervisory, and key personnel to be assigned to the Blanket P.O. are provided on the following pages. Our key personnel are listed below.

- Jon Mabry, Program Executive
- Sean Almonte, Program Manager
- Joan Harmer, Invoicing & Reporting Manager
- Lara Robertson, PMO Manager
- David Shumate, Compliance & Monitoring Manager
- Michael Gregory, Applicant Interaction Manager
- Kristine Sinkez, Construction Manager
- Elizabeth Troia, Policy Lead

- Pratyush Kumar, Data Analytics Lead

- Jacqueline Jones, SIROMS/WorlTrac Data Analyst

- Michael Riegel, Policies and Procedures Lead

- Abhishek Sinha, SIROMS Interface Lead

- Pinal Jariwala, Business Intelligence Lead

- Mark Ference, IT Lead

Representative Non-Key Staff

In addition to the key staff listed above, we follow the key staff resumes with the following representative samples of resumes for CM Pod Leads. The other six CM Pod Leads will have similar or equally relevant qualifications.

- John Petrosino, CM Pod Lead

- Landon Swaim, CM Pod Lead

- Tom Reeves, CM Pod Lead

- Anil Desa, CM Pod Lead

JON **MABRY**

Program Executive

10 years of CDBG experience. State Program Director for Mississippi's $5.4B post-Katrina recovery program, including 17 CDBG-DR programs. Restored 40,000 homes a year with an error rate of only 0.1%, and saved Mississippi $30M. As Program Executive Director for New York State's $1.2B post-Sandy disaster housing recovery program, delivered $902M to 11,000+ homeowners and saved New York $1.8M+ in first 4 weeks.

EDUCATION

— B.S., Information Systems Management | University of Maryland, 1992

— A.A., General Studies | National University, 1989

CERTIFICATIONS AND TRAINING

— CISA Certified Information Systems Auditor

— CFSA Certified Financial Services Auditor

— CBM Certified Business Manager

— CIA Certified Internal Auditor

— CCSA Certified Control Self-Assessment

— Advanced-level proficiency in Microsoft Office suite

28 Total Years of Experience

| CDBG-DR PROGRAMS | MANAGEMENT | DISASTER RECOVERY | INTERNAL AUDITING |

Relevance

Program Executive recognized by HUD as a premier national expert on CDBG-DR housing programs.

Developed innovative public-private financing options available to NJ RREM, such as programs de-federalizing CDBG-DR funds.

Applied CDBG-DR funding mechanisms that resulted in 250+ infrastructure projects and innovative financing options for grantees.

RELEVANT EXPERIENCE

VICE PRESIDENT – DISASTER RECOVERY, IEM, BATON ROUGE, LA, MARCH 2014–PRESENT

PROGRAM DIRECTOR, RESTORE LOUISIANA, LOUISIANA DIVISION OF ADMINISTRATION, OFFICE OF COMMUNITY DEVELOPMENT, JUNE 2017–PRESENT

Serves as Program Director responsible for all aspects of the Program from outreach, applicant intake, eligibility, environmental reviews, lead assessments, construction, construction management, closing, and closeouts.

The Program will serve approximately 36,000 homeowners, totaling more than $1.3B. Within 4 months of contract award, $16M has been awarded to over 500 homeowners.

REFERENCE: ▮▮▮▮▮▮▮*, Executive Director, Office of Community Development; Claiborne Building, Ste. 3-150, 1201 N. Third St., Baton Rouge, LA 70802;* ▮▮▮▮▮▮▮

PROGRAM EXECUTIVE DIRECTOR, PRIME CONTRACTOR SUPPORT FOR NY GOSR, 2014–2016

Led a team of contractors to support this $1.2B post-Sandy disaster housing recovery program, which awarded $902M to 11,000+ homeowners.

Led a rapid six-week program transition from previous contractor to IEM. In first four weeks, consolidated services centers from ten to five, recruited all staff, streamlined operations, and achieved immediate costs savings of $1.8M.

Managed program to achieve delivery at 16% less than what was bid.

Managed aggressive public outreach campaign using ten mobile intake centers that brought in 6,000 new, primarily LMI, applicants in six weeks (one year after program start).

Operated five housing service centers and oversaw more than 200 staff members. Developed an environment that fostered strong customer service throughout the program.

Applied data analytics to identify and address production bottlenecks, increase throughput, and forecast output; forecasts were 99% accurate on a month-to-month basis.

Improved operational effectiveness and efficiency, resulting in the distribution of 5,000 checks for $100M in just 60 days.

Re-engineered title verification process, reduced title search criteria, and negotiated more favorable rates for the customer, resulting in more than $3M in savings for New York.

Aligned IEM goals with customer and homeowner goals and held himself as well as every single subcontractor and staff member accountable for meeting those goals; used performance reporting to measure performance against established goals on a daily basis.

REFERENCE: ▮▮▮▮▮▮▮*, Former Senior Advisor, Housing, to the Governor (NY), 322 Main Street, Port Washington, NY, 11050;* ▮▮▮▮▮▮▮

CHIEF OPERATING OFFICER, STATE OF MISSISSIPPI DISASTER RECOVERY DIVISION, JACKSON, MS, 2007-2014

HURRICANE KATRINA CDBBG-DR RECOVERY PROGRAM, 2007–2014

Appointed by the Governor to lead Mississippi's post-Katrina $5.4B CDBG-DR recovery program, which restored 40,000 homes ahead of schedule, completed 250+ public infrastructure projects, developed programs that created or retained more than 7,000 jobs, and completed the Homeowners Assistance Program one year ahead of projections with an error rate of less than 1/10th of 1% due to Jon Mabry's innovative system of controls.

Managed a portfolio of 17 CDBG-DR recovery programs specific to housing, public infrastructure, and economic recovery.

Transitioned nearly 48,000 families from temporary housing to permanent housing, using $3B in CDBG-DR funds for Homeowner's Assistance, Home Buyer's Assistance, Long Term Workforce Housing, Community Revitalization, Public Housing, Small Rental, and Repair and Reconstruction programs.

Developed innovative public-private financing options for resilient housing, economic development, and infrastructure opportunities, including programs that de-federalized CDBG-DR funds in perpetuity.

Managed more than $4 billion in construction activities for housing and infrastructure programs, from initial and final engineering/design to construction and final payout.

Managed construction on more than 250 brick-and-mortar public infrastructure projects.

Developed, implemented, and administered a $200 million housing plan for Public Housing Authorities to reconstruct, repair, and rehabilitate more than 2,500 units of low-income housing.

Implemented performance requirements and strict accountability standards for contractors and staff, resulting in more than $30 million in cost savings.

REFERENCE: ▮▮▮▮▮▮▮▮▮▮*, U.S. Senate Appropriations Chair, 113 Dirksen Senate Office Building, Washington, DC, 20510;* ▮▮▮▮▮▮▮

SEAN **ALMONTE**

Program Manager

EDUCATION

— M.U.P., Urban Planning | City University of New York – Hunter College, 2009

— B.S., Political Science | University of Wisconsin, Stevens Point, 2003

Nearly 10 years of experience with CDBG-DR and other planning and recovery programs. Managed $476 million CDBG-DR allocation with the NYC Department of Housing Preservation and Development for post-Hurricane Sandy redevelopments. This included funds administration, budget forecasting, reporting, reporting, implementation planning, and compliance.

8 Total Years of Experience

CDBG-DR PROGRAMS   PROJECT/PROGRAM MANAGEMENT   CITY PLANNING

Relevance

DCA will gain a leader with demonstrated commitment to rebuilding after Hurricane Sandy, and demonstrated success in doing so.

Experience establishing productivity measures, strategies, and tools will ensure compliance and timeliness for the NJ Program.

Strong stakeholder engagement skills will build valuable relationships between project teams, homeowners, builders, DCA, and other stakeholders.

RELEVANT EXPERIENCE

MULTIPLE POSITIONS, NYC DEPARTMENT OF HOUSING PRESERVATION & DEVELOPMENT (HPD), NEW YORK, NY, OCTOBER 2014–PRESENT

DIRECTOR, MULTIFAMILY STORM RECOVERY & RESILIENCY LENDING PROGRAM, APRIL 2016–PRESENT

Assists in development and leading the team responsible for delivering the first multi-family resiliency program of its kind in the US. Manages $476 Million CDBG-DR allocation to provide reimbursement, rehabilitation, and resiliency retrofits to multifamily residential developments damaged by Hurricane Sandy. Analyzes programmatic data to provide proactive guidance, utilizing project database analysis. Develops and implements recovery plans, strategies and tools for effective program and funding management.

Supervises recovery staff of 6 and 20 sub-recipient staff across 4 organizations to administer CDBG-DR funds to a subset of projects on behalf of HPD. Maintains relationships with project teams, including existing owners, lenders and other internal and external stakeholders to close and complete recovery projects.

DEPUTY DIRECTOR, MULTIFAMILY STORM RECOVERY & RESILIENCY LENDING PROGRAM, 2015–2016

Oversaw recovery project site assessments, determination of benefits, project management, and transaction closings. Developed and executed all aspects of programs including setting targets, closing and completing projects in a timely manner, consistently meeting or exceeding deadlines.

Managed HPD administrative functions such as CDBG-DR budget forecasting, reporting and compliance requirements, providing technical and procedural assistance to project managers. Established productivity measures, managing project managers and sub-recipients.

PROJECT MANAGER, MULTIFAMILY STORM RECOVERY & RESILIENCY LENDING PROGRAM, 2014–2015

Managed CDBG-DR funded project specific tasks, including eligibility review, storm damage inspections, determination of benefits, award closing and construction administration. Selected to serve as program liaison between the Housing Recovery Office and city agencies. Assisted in development of resiliency policy and data analysis to ensure efficient program delivery.

REFERENCE: ▓▓▓▓▓▓▓▓▓*, NYC HPD, Office of Development; 100 Gold St., New York, NY 10038;* ▓▓▓▓▓▓▓

PROJECT MANAGER, WARTBURG RESIDENTIAL COMMUNITY, MOUNT VERNON, NY, MARCH 2013–OCTOBER 2014

PROJECT MANAGER, DEPARTMENT OF PLANNING AND DEVELOPMENT, 2013–2014

Researched, analyzed and reported feasibility for potential real estate development projects, including budget creation, project scope development and contract negotiation. Integral in all aspects of project, including budget and expense tracking, accounts payable processing, and project consultant evaluation and selection. Oversaw and liaised with project consultants including outside legal counsel, construction contractors, title companies, inspectors, surveyors, governmental agencies, environmental companies, and design firms.

REFERENCE: ▓▓▓▓▓▓▓▓▓*, Wartburg Residential Community, Executive Office; 1 Wartburg Pl., Mount Vernon, NY, 10552;* (▓▓▓▓▓ ▓▓▓

MULTIPLE POSITIONS, BEACON COMMUNITIES, LLC, BOSTON, MA, AUGUST 2009–MARCH 2013

ASSISTANT VICE PRESIDENT, SECTION 8 PROGRAM, DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD), MAY 2011–MARCH 2013

Developed policy manual and standard operating procedures to ensure effective and accurate program delivery. Created and directed supportive services program throughout HUD project-based, Section 8 senior housing portfolio; efforts resulted in NOI increase of up to 30%. Supported Development and Acquisitions teams for Rent Comparability Studies and Mark-Up-to-Market increases to the HUD Project-based Section 8 contracts.

Secured and managed over $2M from HUD grants, utilizing QPR Reporting data and LOCCS systems; directed internal preparations for HUD audits throughout project portfolio. Connected low & moderate-income families to community-based services to address and resolve lease compliance and social issues.

SENIOR RESIDENT SERVICES COORDINATOR, SECTION 8 PROGRAM, HUD, AUGUST 2009–MAY 2011

Prepared grant applications for HUD Service Coordinator grants. Supervised 16 Resident Service Coordinators. Assisted low & moderate-income families to resolve lease compliance issues.

REFERENCE: ▓▓▓▓▓▓*, Resident Services Department, 2 Center Plaza, Ste. 700, Boston, MA, 02108;* ▓▓▓▓▓▓▓▓
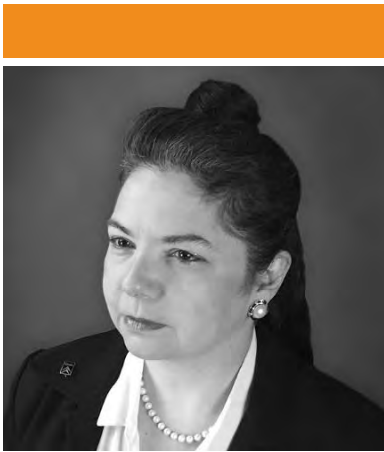
JOAN **HARMER**, PH.D.

Invoicing and Reporting Manager

EDUCATION

— Ph.D., International Business | University of Sarasota, 2009
— M.B.A. | University of Phoenix, 2002
— B.A., Social Science | Western Connecticut State University, 1984

CERTIFICATIONS AND TRAINING

— CPCM, Government Project Management

Over 30 years of experience in operations and grants management, project and program management, and finance and accounting. Served as Project Accountant/ Contracting Specialist, helping IEM to distribute $52 billion in HUD storm recovery funds. She also oversaw $670 million in government-funded research and development projects.

30 Total Years of Experience

| GRANTS MANAGEMENT | FINANCIAL SOFTWARE DEVELOPMENT | CDBG-DR |

Relevance

Expertise in program management and development, operations management, and software development for Storm Recovery projects provides DCA with confident leadership.

Experience with distributing HUD storm recovery funds ensures compliance with Program.

Knowledge of Lean Sigma principles will streamline the applicant's experience.

RELEVANT EXPERIENCE

PROJECT ACCOUNTANT/CONTRACTING SPECIALIST, IEM, BATON ROUGE, LA, 2014–PRESENT

NEW YORK RISING, GOVERNOR'S OFFICE OF STORM RECOVERY, 2014–2016

As Award Calculations/Contracts Manager, assisted with the distribution of $52 billion in HUD storm recovery funds.

Led the business and technical development of the award calculations and developed processes and business rules for corporate compensation.

Also responsible for ensuring compliance with legal and accounting contractual terms, including federal, state, and local flow-down requirements through the design and implementation of best Lean Sigma practices.

Provided expertise in program development, financial software development, and operations management.

REFERENCE: ███████, Former Senior Advisor, Housing, to the Governor (NY); ████████
████████████

DIRECTOR OF FINANCE, ADVANCED RENAISSANCE CORP., FISHKILL, NY, 2011–2014

FINANCE AND INTERNATIONAL BUSINESS DEVELOPMENT, 2011–2014

Directed the vast majority of financial operations and international business development for a startup company with two government contracts.

Developed a time accounting system compliant with Defense Contract Audit Agency (DCAA) regulations using Microsoft Excel and Visual Basic.

Interacted with various levels of government to explain technology and negotiate multi-million dollar contracts.

COMPLIANCE AND CONTRACTS SPECIALIST, MCKINSEY & CO., NEW YORK, NY, 2010–2011

THE TOUCH FOUNDATION, INC., 2010–2011

Established a project management structure. Assisted The Touch Foundation, Inc., in moving from a funder to a solutions provider. Developed systems to manage $8 million, multi-year grants with USAID.

Responsible for establishing the basis for a Treat and Train program in order to extend medical services to remote villages in Tanzania by partnering with various levels of Tanzanian medical resources.

MANAGER OF OPERATIONS AND CONSORTIUM DIRECTOR, IBM, INC., ARMONK, NY, 1996–2009

OPERATIONS AND PROJECT OFFICE, 1996–2009

Ensured the financial, contractual, and operational success of the project office, managing both government-funded and commercial projects.

Responsible for overseeing $670 million in government-funded research and development projects, six concurrent consortia, and $30 million in commercial contracts in the areas of business process development, supply chain management, procurement systems, and E-commerce solutions. Responsible for government-funded bank accounts, including signature authority.

Represented member participants to government agencies.

Accepted full profit and loss accountability for commercial projects, including financial responsibility for reporting, budgeting, and forecasting.

Led all aspects of projects, including program management, teaming selection, proposal preparation, negotiations, and final audits.

Served as the Consortium Administrator, representing three Consortia, with more than 75 diverse members.

Managed government projects from proposal preparation to closeout; successfully closed more than 12 contracts without issue, including a complex, five-year project with the National Institute of Standards and Technology, Office of Naval Research, and Department of Defense (DOD).

Researched and engineered organizational contracting and business processes to remedy audit defects; and integrated an IBM ledger system into a consortium structure to manage multiple cost share contracts.

LARA **ROBERTSON**, AICP

PMO Manager

20+ years of experience managing CDBG community recovery and redevelopment initiatives from concept to completion. Former State of LA Executive directly responsible for compliance for over $11 billion in federally funded legacy-scale programs while working with HUD and FEMA officials to effectively address recovery needs for Hurricanes Katrina, Rita, Gustav, and Ike. Currently serving in Subject Matter Expert roles for CDBG-DR housing initiatives in New York and South Carolina.

EDUCATION

— M.C.R.P., City and Regional Planning | Clemson University, 1993

— B.A., Political Science | Clemson University, 1991

CERTIFICATIONS AND TRAINING

— American Institute of Certified Planners (AICP), Certificate #102183, 1996

— Certified Community Development Block Grant (CDBG) Administrator

21 Total Years of Experience

CDBG-DR PROGRAMS	PROGRAM MANAGEMENT	CDBG-DR POLICY

Relevance

Experience leading largest CDBG-DR program in U.S. history ensures that NJ Program policies will be based on best practices and lessons learned.

Ability to interface with housing advocates and other stakeholders will help DCA prevent issues before they occur.

Assessing and redesigning the processes in New York City will give DCA access to the latest ideas on effective approaches and innovations.

RELEVANT EXPERIENCE

SENIOR DIRECTOR OF PLANNING, RECOVERY, AND DEVELOPMENT | PLEXOS GROUP, L.L.C., BATON ROUGE, LA | AUGUST 2014–PRESENT

BUILD IT BACK PROGRAM, NYC HOUSING RECOVERY OFFICE, 2014-PRESENT

Currently serving in the capacity of the policy lead with the City of New York for administration of $1.4 billion in Hurricane Sandy Funding.

Responsible for ensuring contract compliance with federal regulations for the Build-It-Back Program.

Regularly monitors program operations and policy decisions in order to inform the client regarding areas of potential risk and methods to achieve compliance with CDBG-DR regulations.

REFERENCE: ███████████████*, Sr. Contracts Administrator, Hill International, Inc.; One Penn Plaza, Ste 3415, New York, NY 10119;* (███████ ███

NEW YORK RISING PROGRAM, NEW YORK GOVERNOR'S OFFICE OF STORM RECOVERY (GOSR), 2014–PRESENT

Currently serving as a Program Close Out Subject Matter Expert and policy advisor for administration of over $2 billion in Hurricane Sandy Funding.

Conducted a comprehensive Program Assessment and Risk Analysis for all NY Rising Housing Programs to recommend changes in program operations and policies to streamline close out processes.

Currently evaluating GOSR's Buyout and Acquisition Programs and developing a detailed close out review checklist for dispositioned properties acquired as a result of Superstorm Sandy.

Regularly monitor program operations and policy decisions to inform the client regarding areas of potential risk and methods to achieve compliance and close out in accordance with CDBG-DR regulations.

REFERENCE: ████████*, Housing Director, Governor's Office of Storm Recovery; 25 Beaver Street, New York, NY 10004;* (██████████

CITY OF COLUMBIA COMMUNITY DEVELOPMENT DEPARTMENT, SOUTH CAROLINA, 2016-PRESENT

Currently serving as a Subject Matter Expert in the development and management of the city's Risk Assessment, Pre-Award Implementation Plan and CDBG-DR Action Plan for $19.9 million in federal funding for severe flooding from Hurricane Joaquin.

Providing on-going technical assistance and training to city CDBG-DR officials and staff to ensure program operations are fully staffed and operational prior to the launch of applicant intake and processing.

REFERENCE: ███████████*, Budget and Program Management Director, City of Columbia; P.O. Box 147, Columbia, SC 29217;* (██████████

DIRECTOR & DEPUTY DIRECTOR | STATE OF LOUISIANA OFFICE OF COMMUNITY DEVELOPMENT DISASTER RECOVERY UNIT (OCD-DRU), BATON ROUGE, LA | APRIL 2007-AUGUST 2014

LA ROAD HOME PROGRAMS -- HOMEOWNER ASSISTANCE PROGRAM (HAP), SMALL RENTAL PROPERTY PROGRAM (SRPP), HAZARD MITIGATION GRANT PROGRAM (HMGP), 2007-2014

Served as Director for OCD-DRU responsible for the administration of over $14 billion in CDBG funding allocated to the state for Hurricanes Katrina, Rita, Gustav and Ike. Prior to Director, also served as the Deputy Director responsible for:

- Oversight of state's HAP, SRPP, HMGP, Social Services, Information Technology, and Facility Management.

- Administration of housing programs related to Hurricanes Gustav and Ike, including ≈100 state staff members assigned to these programs and 700 contractors.

- Oversight and management of a $912 million contract for administration of the state's Road Home Program, including seamless transition into four separate contracts totaling over $130 million.

- Management of the state's Road Home Program, the largest CDBG housing program in the history of the U.S., providing assistance to over 130,000 homeowners with more than $9 billion in funds disbursed to victims of Hurricanes Katrina and Rita and $417.8 million disbursed to restore over 8,500 rental units lost during these disasters.

- Development and oversight of the OCD DRU HMGP, the largest FEMA-funded hazard mitigation program in the U.S., receiving $750 million in federal aid. This program is expected to have provided assistance to ≈10,000 homeowners for elevation, reconstruction, and Individual Mitigation Measures (IMMs).

REFERENCE: ████████████*, Director, LA Office of Community Development Disaster Recovery Office; 1201 N. Third Street, Baton Rouge, LA 70802;* ████ ████████

DAVID **SHUMATE**, J.D.

Compliance and Monitoring Manager

EDUCATION

— J.D., Corporate and Commercial Law | Hofstra University School of Law, 2010

— B.A., History | Louisiana State University, 2006

CERTIFICATIONS AND TRAINING

— New York Bar, Admitted

Attorney and consultant with 6 years of experience supporting both the private and public sectors. Experience includes working with non-profit organizations, Fortune 500 companies, and most recently, New York City and New York State in connection with Hurricane Sandy CDBG Disaster Recovery Programs. Served as a project management consultant for both New York City and New York State Hurricane Sandy CDBG Disaster Recovery Programs, Build It Back and New York Rising.

6 Total Years of Experience

CDBG-DR PROGRAMS	PROGRAM MANAGEMENT	PROJECT CONTROLS

Relevance

Successful history of risk mitigation and process improvement efforts encourages continuous growth and innovation, resulting in better outcomes for applicants.

Will apply quality control and quality assurance efforts to maintain compliance.

Experience with CDBG-DR project controls and management mechanisms in the field brings steadiness to the project.

RELEVANT EXPERIENCE

DEPUTY PROJECT MANAGER/PROJECT CONTROLS LEAD, AECOM, BATON ROUGE, LA, APRIL 2015–PRESENT

NEW YORK RISING CDBG-DR HOUSING PROGRAM, NY GOVERNOR'S OFFICE OF STORM RECOVERY, APRIL 2015–PRESENT

Monitors ongoing work for compliance with GOSR policies and procedures and interfacing with the Minor Repair Program (MRP) project manager and field staff to mitigate risk/improve processes.

Advises the GOSR Project Delivery Office and senior management regarding program status, implementation, and compliance considerations.

Oversees maintenance and customization of Primavera Contract Manager Database and report outputs for the MRP.

Maintains and develops program forms and documentation. Oversees MRP document retention and record keeping. Provides quality control for MRP work order, change order, and invoice processing.

REFERENCE: ███████████, *Construction Manager, Winsor Consulting; 1 West St., Mineola, NY 11501;* ████████████

PRODUCTION MANAGER, HOUSING RECOVERY CENTER CASE MANAGEMENT OPERATIONS, URS/AECOM, GERMANTOWN, MD, JANUARY 2014–APRIL 2015

NYC MAYOR'S HOUSING RECOVERY OFFICE (HRO), "BUILD IT BACK" CDBG-DR HOUSING PROGRAMS, 2014–2015

Reported to senior URS and HRO management regarding status of HRC production goals. Worked collaboratively with senior HRO and vendor managers to identify challenges to program execution and implemented solutions.

Implemented HRO production directives and managed the assignment and tracking of case management work for 4 Housing Recovery Centers and 60-80 Case Managers.

Oversaw HRC data collection, consolidation, and analysis related to production goals and metrics, and advised senior management.

Worked with HRO IT staff and senior managers to develop and optimize case management workflow tools. Developed training materials and conducted group training sessions for up to 100 HRC Staff.

REFERENCE: ███████████, *Recovery Center Manager, AECOM; 1 Penn Plaza, Suite 600, New York, NY 10119;* ████████████

LITIGATION SUPPORT CONSULTANT, VARIOUS LEGAL FIRMS, NEW YORK, NY, AUGUST 2011–JANUARY 2014

Provided project based assistance to top 100 law firms and corporations in various capacities including as an assistant project manager, team lead, quality control specialist, and privilege and confidentiality specialist.

Project requirements included reviewing, analyzing, and categorizing data relating to litigation, as well as regulatory investigations.

Provided quality control for groups of up to 100 attorneys, with a particular focus on privileged material and personally identifiable information.

As an assistant project manager, supervised production and provided data support to ensure quality control and inform resourcing needs. Worked with senior attorneys and project managers to refine processes, increase efficiency, and mitigate risk.

Past projects include highly visible and/or sensitive matters spanning a wide range of disciplines including telecommunications, antitrust, pharmaceuticals, products liability, finance, sports, labor, employment, and patent law.

LEGAL INTERN, LONG ISLAND HOUSING SERVICES, INC., BOHEMIA, NY, MARCH 2011–JUNE 2011

Provided legal support to the executive director and staff attorneys relating to the organization's fair housing and landlord tenant work.

Worked on FHA and ADA matters filed in Federal District Courts and administrative agencies, including HUD and the New York State Division of Human Rights.

Reviewed settlement agreements for compliance. Assisted with compliance measures and field inspections.

Conducted legal research, wrote memoranda, and participated in strategy meetings.

SENIOR INTERN, HOFSTRA LAW REFORM ADVOCACY CLINIC, HEMPSTEAD, NY, AUGUST 2009–MAY 2010

As a law student, worked full time on federal, impact-based, Fair Housing Act litigation against a local government.

Conducted extensive research and co-wrote brief in opposition to the defendant's motion for summary judgment.

Supervised junior interns. Assisted with deposition preparation and defense.

Conducted on-site investigations of properties at issue.
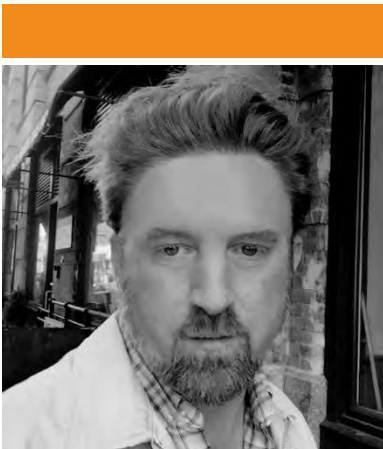
MICHAEL **GREGORY**

Applicant Interaction Manager

EDUCATION

— B.A., Communication | University of South Alabama, 2005

CERTIFICATIONS AND TRAINING

— Residential Building Code Inspections – International Code Council

— Xactimate Certified User

— OSHA Certified

Served as the Deputy Project Manager for the New York Governor's Office of Storm Recovery. Held multiple positions on the NYC Build It Back Program, including Lead Design Specialist, Cost Estimator, and Damage Assessor. Worked as a FEMA Quality Control Inspector and Estimator and FEMA Disaster Housing Inspector. Experienced in effective communication with all stakeholders in CDBG-DR programs, including staff, subcontractors, and recipients.

12 Total Years of Experience

| CDBG-DR PROGRAMS | PROGRAM MANAGEMENT | COMMUNICATION |

Relevance

Experience leading CDBG-DR programs ensures that NJ Program applicant interactions will be productive and effective.

Ability to interface with housing advocates and other stakeholders will help DCA prevent issues before they occur.

Well-rounded CDBG-DR experience will allow for the most productive applicant interactions.

RELEVANT EXPERIENCE

DEPUTY PROJECT MANAGER (ELEVATIONS), DEWBERRY ENGINEERING, MINEOLA, NY, MARCH 2016–FEBRUARY 2017

NY RISING PROGRAM, NY GOVERNOR'S OFFICE OF STORM RECOVERY (GOSR), MARCH 2016–FEBRUARY 2017

Trained, managed and worked with team of engineers, architects, change order analysts and acted as liaison for communication with various firms and applicants to ensure deliverable-based production within CDBG Elevation Program goals met.

Conducted and attended meetings with design professionals and applicants, government and program officials, to implement and interpret policies and standards, to calculate, approve, and close out Elevation and Scope of Work Cost Estimates for the NY Rising Program.

Assisted in the management, quality assurance, and policy analyzation and training of remote and office staff of professionals, created methods of review, and finalization of deliverables, created methods incorporated into Program Policy.

REFERENCE: ▇▇▇▇▇▇▇▇▇, *Executive Director, Governor's Office of Storm Recovery; 64 Beaver St., PO BOX 230, New York, NY 10004;* (▇▇▇▇▇▇▇▇▇

INTERIM DEPUTY PROJECT MANAGER/LEAD DESIGN SPECIALIST, IBTS, BROOKLYN, NY, JULY 2015–JANUARY 2017

NYC BUILD IT BACK PROGRAM, NYC MAYOR'S OFFICE OF HOUSING RECOVERY, JULY 2015–JANUARY 2017

Assisted Project Manager for Architectural Services Project to support Brooklyn Borough of NYC CDBG Program. Delegated authority to oversee production requirements for deliverables and day-to-day operations of 40-person staff.

Attended meetings and managed all communication with design professionals, Department of Buildings officials, internal staff, subcontractors and City and State agencies to analyze risks and ensure deliverables quality and timeliness and company policies and contractual obligations met and adhered to through all phases of involvement with project.

Assessed construction methods and approved applied methods, utilizing NYC Building Codes, HUD Guidelines and national standardized practices for residential construction.

REFERENCE: ▇▇▇▇▇▇▇▇▇, *Director, Mayor's Office of Housing Recovery; 250 Broadway, 25th Fl., New York, NY 10007;* (▇▇▇▇▇▇▇

LOUISIANA SHELTER AT HOME INITIAL INSPECTOR, LIRO, BATON ROUGE, LA, SEPTEMBER 2016–OCTOBER 2016

AUGUST 2016 FLOODS, LA GOVERNOR'S OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS, SEPTEMBER 2016– OCTOBER 2016

Conducted damage assessments and emergency repair scopes of work, based on derived guidelines and approved methods for applicants for Shelter at Home Program, to assist in making emergency temporary repairs for structures damaged by August 2016 flooding declared as federal disaster.

REFERENCE: ▇▇▇▇▇▇▇▇▇, *Director, Governor's Office of Homeland Security and Emergency Preparedness; 7667 Independence Blvd., Baton Rouge, LA, 70806;* ▇▇▇▇▇▇▇▇▇

PROPERTY EVALUATOR AND FINAL INSPECTOR, DEWBERRY AND DAVIS, NEW ORLEANS, LA, DECEMBER 2006–MARCH 2009

LOUISIANA ROAD HOME SMALL RENTAL PROGRAM, DECEMBER 2006–MARCH 2009

Determined damages, repair costs, new construction estimates and renovation plans for properties of applicants of The Louisiana Road Home Small Rental Program. Conducted final inspections of rental properties to determine compliance with HUD/LRA standards for families displaced by Hurricane Katrina.

REFERENCE: ▇▇▇▇▇▇▇, *Program Director, ICF International, 9300 Lee Hwy., Fairfax, VA;* (▇▇▇ ▇▇▇▇▇▇

DISASTER HOUSING INSPECTOR, PARR INSPECTIONS, US AND TERRITORIES, OCTOBER 2005–JULY 2010

INDIVIDUALS AND HOUSEHOLDS PROGRAM, FEMA, OCTOBER 2005–JULY 2010

Assessed damages to structures and residences of applicants to FEMA's Individuals and Households Program due to Hurricane Katrina and other federally declared disasters throughout the United States.

Contacted and located applicants throughout the US, assessed structural functionality, safety and sanitation levels of applicants' residences using FEMA inspection guidelines and policies, determined eligibility and award amounts for FEMA's Individual Housing Program.

REFERENCE: ▇▇▇▇▇▇▇, *Director of Individual Assistance; 500 C St. SW, Washington DC 20024;* ▇▇▇▇▇▇▇▇▇

KRISTINE **SINKEZ**

Construction Management Manager

13+ years of disaster recovery experience including Program Management, Case Management, Architecture and Engineering Services, and Environmental Compliance. Disaster Recovery experience in HUD CDBG-DR in response to Hurricane Sandy and other Presidential Disaster Declarations and FEMA Public Assistance in response to Hurricane Wilma, FEMA Individual Assistance in response to Hurricanes Katrina and Rita.

EDUCATION

— M.S., Environmental Policy and Management – Sustainability | American Public University, 2013

— B.A., Environmental Policy and Planning and History | Virginia Polytechnic Institute and State University, 2004

CERTIFICATIONS AND TRAINING

— Occupational Safety and Health Administration (OSHA) Hazardous Waste Operations and Emergency Response (HAZWOPER), 2007-2015

— URS Project Manager Certification, November 2013

— International Organization for Standardization (ISO) 9001:2008 Internal Auditor, January 2013

— API WorkSafe, February 2010

— LEED Green Associate

13 Total Years of Experience

| CDBG-DR PROGRAMS | ENVIRONMENTAL COMPLIANCE | PERMITTING |

Relevance

Ensuring the successful completion of construction project milestones on time brings the applicant closer to realizing their goals and improves customer service.

Manages teams of engineers, contractors, architects, and designers to provide collaborative and comprehensive service to customers.

New Jersey gains a well-rounded expert in CDBG recovery projects with demonstrated commitment to the homeowner.

RELEVANT EXPERIENCE

DEPARTMENT OF DESIGN AND CONSTRUCTION (DDC), NEW YORK CITY GOVERNMENT, NY, JUNE 2016–PRESENT

QUALITY CONTROL MANAGER, NYC BUILD IT BACK (BiB), JUNE 2016–PRESENT

Works closely with NYC DDC and the Housing Recovery Office (HRO) to assist the BiB Staten Island Construction Manager (CM) develop and execute workflow processes to obtain DDC approval and payment based on the successful achievement of contract milestones, such as the completion of Construction Drawings, identification and completion of Post-Approval Amendment designs, and Final Department of Building (DOB) Close-Out in order to obtain the Certificate of Occupancy/Letter of Completion for completed residential elevation and reconstruction projects.

Coordinates with subcontracted designers for incorporation of CM comments, homeowner comments, and NYC DDC comments into Final/Department of Buildings approved Construction Drawings within NYC BiB Minimum Program Standards in order to obtain Final DDC Approval and identify projects requiring Post Approval Amendment design revisions. She oversees the DDC submittal process and reviews Final DDC and Post Approval Amendment packages for accuracy and completeness prior to submittal.

REFERENCE: ▓▓▓▓▓▓▓▓▓▓▓*, RLA, Program Executive, Public Building Division, NYC Department of Design and Construction; 30-30 Thomson Avenue Long Island City, NY 11101;* (▓▓▓▓▓▓▓▓)

PROGRAM MANAGER, ARCHITECTURE AND ENGINEERING SERVICES, BiB, AUGUST 2016–PRESENT

Supervises a team of Architects and Engineers providing architecture and engineering services to low- to moderate- income homeowners. The design of the homes range from one to four-family detached, semi-detached, and attached elevations or reconstructions.

Responsibilities include planning and executing all phases of up to 65 housing projects. Establishing a program-specific Health and Safety Program and Standard Operating Procedures, including document management, progress reporting, Wetland Compliance, Permit Expediting, and HUD compliance, including Section 3.

REFERENCE: ▓▓▓▓▓▓▓▓▓▓*, RLA, Program Executive, Public Building Division, NYC Department of Design and Construction; 30-30 Thomson Avenue Long Island City, NY 11101;* (▓▓▓▓▓▓▓▓)

PROGRAM MANAGER, GOVERNOR'S OFFICE OF STORM RECOVERY, NEW YORK, NY, MARCH 2015–SEPTEMBER 2016

ARCHITECTURE AND ENGINEERING SERVICES, FIELD SERVICES, AND PERMIT EXPEDITING SERVICES, NEW YORK RISING HOUSING RECOVERY PROGRAM, 2015–2016

Managed a team of Architects, Engineers, and Field Services coordinators on NY Rising's Social Services Block Grant pilot program to provide architecture, engineering, and field investigation to homeowners classified as vulnerable populations.

Conducted preliminary design activities including utility mark-out, land survey and soil borings. Created schematic designs for homeowners who selected optional elevation and for a limited number of homes, repair and reconstruction.

REFERENCE: ▓▓▓▓▓▓▓▓*, Executive Director, Governor's Office of Storm Recovery; 64 Beaver St., PO BOX 230, New York, NY 10004;* (▓▓▓▓▓▓▓▓)

PROJECT MANAGER, NEW YORK CITY GOVERNMENT, NY, JULY 2013–JUNE 2014

PROJECT MANAGER, PROJECT MANAGEMENT OFFICE AND CASE MANAGEMENT, HOUSING RECOVERY OFFICE, JULY 2013–JUNE 2014

Oversaw the operations and maintenance of the facility, including 50 staff. Worked on the Rebuild Pathway identifying Program process deficiencies inhibiting the completion of application processing, identified program specific filters within the Customer Relationship Management software to locate applications near completion, facilitate processing, and increase production output.

REFERENCE: ▓▓▓▓▓▓▓*, Senior Human Resources Business Partner, AECOM; 12420 Milestone Center Dr. #150, Germantown, MD, 20876;* (▓▓▓▓▓▓▓)
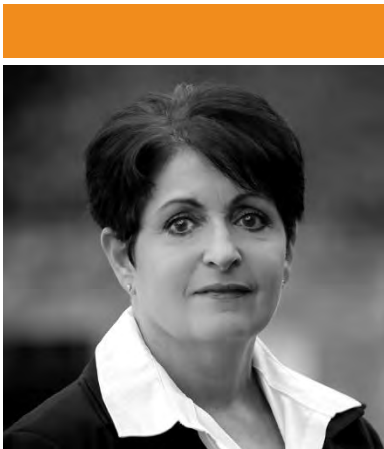
ELIZABETH **TROIA**

Policy Manager

25+ years of professional housing experience serving the financial services industry with almost 10 years in CDBG-DR and 2 years in NSP3 programs. Former Wells Fargo Vice President of Business Strategy & Development with a national focus on compliance, loan quality, and credit policy initiatives has contributed to her policy development contributions on the LA Small Rental Property Program and her influence on a Construction Management Services Support contract for the NY Rising Buyouts & Acquisition program.

EDUCATION

— General Studies | Louisiana State University, 1980-1981

CERTIFICATIONS AND TRAINING

— Certified Leader, Financial Women International, 1997

— Stage One for Managers, Wells Fargo & Company, 2006

— Numerous Federal National Mortgage Association (FNMA) and Freddie Mac Training Courses (Credit Policy, Property Valuation)

— Numerous Federal Housing Administration (FHA) and Veteran's Administration (VA) Training Courses (Credit Policy, Property Valuation)

— Numerous Regulatory Compliance Training Courses (RESPA, TILA, Reg X, Reg Z, Reg B, FCRA/FACTA, USA Patriot Act, Bank Secrecy, CRA, HMDA, AML, ECOA, Privacy, Fraud/OCC, etc.)

30 Total Years of Experience

CDBG-DR PROGRAMS	FINANCIAL MANAGEMENT	POLICY DEVELOPMENT

Relevance

Experience leading multiple successful, simultaneous credit policy initiatives during rapid expansion will help DCA move forward in similar situations.

Combined knowledge from *regulated* disaster and non-disaster programs will provide a unique perspective to DCA on delivering clear and consistent information to its stakeholders.

Assessing and redesigning the internal processes in Louisiana will provide insight to DCA on how to remove bottlenecks in the NJ Program.

RELEVANT EXPERIENCE

PROJECT MANAGER, CB&I, BATON ROUGE, LA, 2014-2016

NEW YORK RISING PROGRAM, GOVERNOR'S OFFICE OF STORM RECOVERY, 2014-2016

Served as one of a 2-person team acting as Sub-Consultants on a CDBG-DR disaster recovery Construction Management Support Services contract for Property Maintenance and Demolition in Staten Island, NY, turning a 3-month contract into a two-plus-year contract. Served in Project Manager and Field Labor roles.

Assisted in the coordination and implementation of daily management tasks for demolition and property maintenance activities on over 500 properties in Staten Island, NY, including performing field inspections and property assessments. Managed and tracked all documents as required for over 500 properties. Compiled and submitted daily, monthly, quarterly production and compliance reports as required by GOSR and HUD. Interfaced with GOSR systems of record for document management and quality control (IntelliGrants – property and invoice documents; and Elation Systems – reporting documents). Worked with subcontractors daily to collect and process work orders and invoices for general construction, pest control, landscaping, snow removal, fencing, etc. Worked with city agencies to request water, sewer, gas and electricity disconnects on properties scheduled for demolition activities. Managed the "transfer of properties process" to contractors for demolition and salvage activities. Researched property violations and provided documentation needed for the Environmental Control Board hearings. Met with GOSR, prime contractor and subcontractors as needed for project updates, training opportunities and reporting needs. Developed processes, work plans, scopes of work, and forms to ensure all project/contract deliverables were met.

REFERENCE: ████████████, *Vice President, McKissack & McKissack; 1001 Avenue of the Americas, 20th Floor, New York, NY 10018;* (████ ████████)

SENIOR MANAGER / PROJECT MANAGER, MAIER CONSULTING & MANAGEMENT SOLUTIONS, L.L.C., 2012-2014; FIRST AMERICAN TITLE INS OF LA, 2009-2012; ICF INTERNATIONAL, INC., 2008-2009

LA ROAD HOME, SMALL RENTAL PROPERTY PROGRAM, LA OFFICE OF COMMUNITY DEVELOPMENT DISASTER RECOVERY UNIT, 2008–2014

SENIOR MANAGER – STRATEGY, DEVELOPMENT & GOVERNANCE. Managed and oversaw policy development, standard operating procedures, internal and external communications, Program policies and clarifications, training materials, guide, publications, desk references, etc. for Community Development Block Grant (CDBG) and Neighborhood Stabilization Program 3 (NSP3) funded activities, including incentive-based and construction loan options. Acted as SRPP Liaison to the Louisiana Housing Corporation's Executive Compliance Committee during review of noncompliant files being considered for loan recapture. Identified and mitigated risks, ensured adherence to federal, state and local regulations. Oversaw development of tool kit for SRPP Disaster Recovery Loans (requested by HUD) which HUD used to create their own tool kit which was distributed and published on 11/24/14.

SENIOR MANAGER – BENEFIT DETERMINATION. Reviewed and ensured a pipeline exceeding 4,000 applicants adhered to program eligibility and verification requirements that resulted in nearly 3,000 closings for homeowners and rental property owners that put over 6,000 units back in Louisiana communities. Proposed policy and process changes which led to the overall effectiveness and natural evolution of the program.

SPECIAL PROJECTS – FINANCIAL ADVISORS, URA TEAM. Redesigned the process used internally in order to improve compliance with the Uniform Relocation Act (URA). Monitored the pipeline to ensure that all "potentially occupied" properties were inspected for adherence to URA and program requirements. Managed an advisory services team that handled escalated issues and resolved problems during all stages of the application process enabling the applicant to move forward in the program. Managed external affairs in the Small Rental Property Program by re-organizing the outreach events and workshops to focus on addressing the individual needs of each applicant that attended and removing bottlenecks in the program.

REFERENCE: ████████, *Project Manager, Plexos Group, LLC (with CB&I); 4171 Essen Lane, Baton Rouge LA 70809;* (████████████)

VICE PRESIDENT, BUSINESS STRATEGY & DEVELOPMENT MANAGER, WELLS FARGO HOME MORTGAGE – ALTERNATIVE LENDING DIVISION, BATON ROUGE, LA; 1999-2008

WHOLESALE & CORRESPONDENT BUSINESS UNITS, ALTERNATIVE LENDING DIVISION, WFHM

Served the subprime division of Wells Fargo Home Mortgage's wholesale and correspondent loan business units. Supported on a national level through numerous initiatives focusing on compliance, quality, and policy.

PRATYUSH **KUMAR**

Data Analytics Lead

Over 20 years of work experience in the field of project management, process design, audit, and analysis, including serving the New York City CDBG-DR funded Build It Back Program. Proficient in business analysis, modeling, and enterprise architecture. Experience includes software development, process design and development, data administration, and quality assurance.
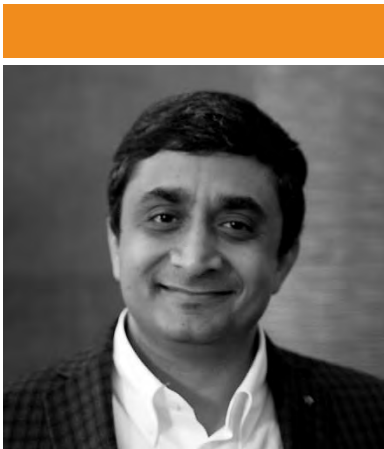
EDUCATION

— M.S., Information Systems and Decision Sciences | Louisiana State University, 2002

— B.S., Mechanical Engineering | Birda Institute of Technology, Ranchi, India, 1997

CERTIFICATIONS AND TRAINING

— Certified Quality Auditor ISO 9000

— Programming Languages: C#, VB.NET, ASP, HTML, XML, JavaScript, VB, C, Dreamweaver

— Operating Systems: Windows, Unix, Linux, MS-DOS

— Database Management: SQL Server, MS Access, MYSQL, MONGODB

— Reporting Systems: Crystal reports, SQL Reporting Services

— Quality Assurance: QMS-ISO awareness

20 Total Years of Experience

SOFTWARE DEVELOPMENT

INFORMATION TECHNOLOGY

CDBG-DR PROGRAMS

Relevance

Experience integrating cross-functional projects will deliver tested and improved services that align with DCA Program needs

Process design and system development experience will help to build automation and a centralized file repository.

Experience providing customized software that delivers real-time status and quality reporting will lead to process optimization.

RELEVANT EXPERIENCE

SENIOR ANALYST / QUALITY CONTROL & PROCESS MANAGER, PLEXOS GROUP, L.L.C., BATON ROUGE, LA, SEPTEMBER 2015–PRESENT

BUILD IT BACK PROGRAM, NYC HOUSING RECOVERY, SEPTEMBER 2015–PRESENT

Actively involved in building a robust, scalable & secure architecture for transmitting, storing and processing QAQC data in the AWS (Amazon) cloud. All the data is stored in one secure location using SharePoint online and AWS server. Built and implemented comprehensive process for data quality control and improvement with inbuilt exception catching routine integrated with JIRA.

Designed and implemented a Tableau reporting system complete with data analytics, DTS data packages for automated data update, and dashboard reports for use by the program in QA/QC and production monitoring.

Implementation of the FieldLens software for Construction Management and Inspections including the creation of dashboard reports from the FieldLens data source.

REFERENCE: ▓▓▓▓▓▓▓▓▓▓▓▓, Sr. Contracts Administrator, Hill International, Inc.; One Penn Plaza, Ste 3415, New York, NY 10119; ▓▓▓▓▓▓▓ ▓▓▓▓

DATA ADMINISTRATOR AND SOFTWARE DEVELOPER, PLEXOS GROUP, L.L.C., BATON ROUGE, LA, SEPTEMBER 2015-PRESENT

VARIOUS PROGRAMS, UNDISCLOSED CLIENTS, 2015-PRESENT

Development and maintenance of various Plexos software platforms used in the implementation and management of CDBG-DR housing rehabilitation and construction management programs, FEMA response, recovery and reimbursement programs, class-action settlement claims programs, and other financial, grant or project management initiatives.

Development and maintenance of the Plexosoft Claims Management System which is used on Class Action Settlement programs for claims nationwide.

Development and maintenance of the Plexos Dashboard Reporting System which incorporates various disparate data sources including Oracle, SQL Server, DB2, excel spreadsheets, and third-party software packages such as eGrants, FieldLens and Tenrox into the system for real-time, online dashboard reporting through Tableau Servers.

REFERENCE: ▓▓▓▓▓▓▓▓ SVP and Chief Operating Officer, Plexos Group, L.L.C., 1800 City Farm Drive, Building Four, Ste B, Baton Rouge, LA 70806; ▓▓▓ ▓▓▓

LEAD PROGRAM MANAGER, FUSIONSTAK, LLC, NEW ORLEANS, LA, AUGUST 2010-SEPTEMBER 2015

Successful completion and implementation of a web based solution with zero footprints for property data capture, and assessment. Solution is successfully implemented to manage property in places like Long Island, Staten Island, etc. Application uses statistical modelling based on property land and improvement data, to run a comparative pricing model of similar houses in the predefined geographical boundary.

An electronic warrant system providing federal, state, and local jurisdictions the capability of electronically creating and approving many types of warrants. Vsigner is a web based application that helped to replace paper warrant with more efficient electronic warrant system. Application is deployed in the cloud and uses SaaS model to serve almost 80% of law enforcement agencies in the state of Louisiana.

CONTRACT AND ACCOUNTING SYSTEMS, HEALTH AND HUMAN SERVICES DEPARTMENT, PINELLAS COUNTY, FLORIDA, MARCH 2010-AUGUST 2010

This project involves building a web based application to automate the contract management and bill payment process for the vendors of HHS department (Health and Human Services), Pinellas County, Florida. System is in production and managing the complete payment processes for the vendors in the department.

REFERENCE: ▓▓▓▓▓▓▓▓▓, St. James Parish, 5153 Canatella St., Convent, LA 70723; (▓▓▓▓▓▓▓▓

TEAM LEAD, CIBER, INC., JANUARY 2006-MARCH 2010

VARIOUS PROJECTS, CITY OF NEW ORLEANS, 2006-2010

Responsibilities involved managing information technology projects that were significant in scope & impact. Led a team of six analysts in process automation, data integration across agencies and reporting for city of New Orleans after Hurricane Katrina. Projects included: City of New Orleans, LA Address Search; City of New Orleans, LA Contract Tracking Application; and City of New Orleans, LA Web Reporting.

REFERENCE: ▓▓▓▓▓▓▓, SLG Innovation, 30 South Wacker Drive, Ste 2200, Chicago, IL 60606; (▓▓▓ ▓▓▓▓▓▓▓
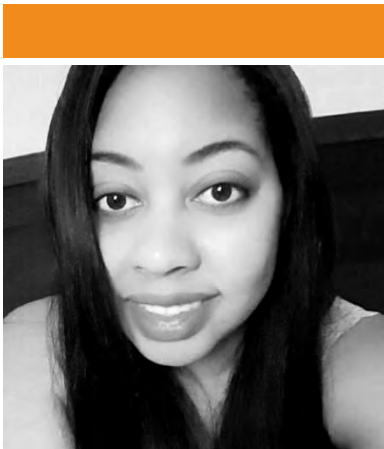
JACQUELINE **JONES**

SIROMS/WorlTrac Data Analyst

EDUCATION

— B.S. Business Administration | Rider University, 2009

CERTIFICATIONS AND TRAINING

— WorlTrac Training
— SQL Training

Nearly 10 years of experience in electronic documentation, records management, and data management. Highly trained in several programs, including WorlTrac, SQL, Adobe, and Microsoft Office. Frequently involved in the development of processes to manage and process daily document and data needs.

(9) Total Years of Experience

DATA MANAGEMENT	ELECTRONIC DOCUMENTATION	DATA PROCESSING

Relevance

WorlTrac experience guarantees smooth transition in Property/Claim Assessments.

Complete understanding of the documentation requirements ensures proper applicant closeout.

Leveraging databases to accurately track and disseminate information makes it easy to produce reliable information at DCA's request

RELEVANT EXPERIENCE

CLOSEOUT DOCUMENT SPECIALIST, EASTERN ALLIANCE, WYCKOFF, NJ, JANUARY 2016–PRESENT

Daily reviews of electronic field documentation to the company server while comprehending differences and requirements of UMTS, GSM, LTE and other wireless construction components. Redlines construction drawings as needed.

Coordinates and tracks material transfers between Eastern Alliance, Bechtel and Black & Veatch for AT&T as well as develop documentation, forms and flowcharts to aid in this process.

Accurately references and examines various photos, site, and tower surveys as well as construction drawings and datasheets in order to ensure accurate data processing.

Generates Computer Aided Drawings (CAD). Creates multiple forms in MS Excel and MS Word to aid in the needs of the company for accurate and quick data processing.

Completes phone calls to various townships to ensure Eastern Alliance has proper licenses and clearances before beginning work in the area.

Compiles site folders with directions, emergency information and JSA's for new projects. Uploads documents to the servers of Black & Veatch and Bechtel as well as save them on the company shared drive for reference.

SENIOR DOCUMENT CONTROL SPECIALIST, CB&I, TRENTON, NJ, MAY 2014–DECEMBER 2015

RREM PROGRAM, DEPARTMENT OF COMMUNITY AFFAIRS, MAY 2014–DECEMBER 2015

Analyzed and compared data in the internal company database as well as from the State of NJ database. Performed regular QC checks to ensure that the correct procedures were followed regarding an applicant's journey through various stages. Updated the internal and external database with accurate and current information. Took action to correct any discrepancies or incorrect procedures found regarding an applicant's status.

Provided feedback to the Department of Community Affairs and CB&I managers as requested. Aided in the development of methods to handle day to day and mass document needs and generation.

Setup and maintained user accounts in the internal database. Sent daily document transmissions through interfaces to the external database as well as QC to ensure that they are working correctly.

Trained employees on the internal SQL database.

Learned the workings of the program through frequent attendance of training on policy and procedure.

Compiled several database status reports daily for CB&I and the Department of Community Affairs to aid in quality maintenance throughout the program.

Assisted with requests for technical support and inquiries as well as route them to the proper person to answer them. Aided in database testing with IT manager.

REFERENCE: ▮▮▮▮▮▮▮▮, Program Specialist, Sandy Recovery Division, Department of Community Affairs; 2 Gateway, 9th Floor, Newark, NJ, 07102; ▮▮▮▮▮▮▮▮

MARKETING ADMINISTRATOR, CRODA, EDISON, NJ, SEPTEMBER 2011–MAY 2014

Analyzed and reported website and online promotions activity through several channels and provided detailed reports to management. Created and regularly updated web pages on the company website using HTML code.

Administered database management by adding datasheets, formulations and literature to several databases as well as sent the updated or new literature to an outside database.

Assembled email design layouts for campaigns using Adobe Photoshop Creative Suite, Adobe Dreamweaver, Lyris Email Labs and company hosting site. Created specialized forms as needed for marketing department using Microsoft Excel, Adobe Live Cycle and Microsoft Word.

Proofread and updated datasheets and formulations before publishing.

Organized quarterly departmental reports reflecting marketing activity promotions and data through gathering of information from numerous channels such as click through rate results for web promotions.

Composed frequent reports detailing the results of web seminars, new patented product samples, monthly/yearly sample and experimental sample results as well as other reports when needed.

Interacted with customers during web seminars by using Adobe Connect as well as assisted them with troubleshooting.

Trained coworkers on marketing departmental processes in person and virtually through web conferencing software.

Created Microsoft Power Point presentation and badge templates, labels and various media content as well as photo edits using Adobe Photoshop CS3.

MICHAEL **RIEGEL**

Policies and Procedures Manager

EDUCATION

— M.B.A., Business Administration | Baruch College, 2001
— B.S., Construction Management | Wentworth Institute of Technology, 1993

CERTIFICATIONS AND TRAINING

— PMP Certified Project Manager

Experienced Program and Project Director with a substantial record of successfully launching, directing, and managing projects in a variety of organizations while performing management functions such as planning, scheduling, organizing, and tracking processes and ensuring project feasibility and organizational buy-in.

24 Total Years of Experience

| CONSTRUCTION MANAGEMENT | PROGRAM/PROJECT MANAGEMENT | BUSINESS DEVELOPMENT |

Relevance

Brings to DCA a track record of improving operations and implementations at NY GOSR.

Develops project goals and Key Performance Indicators for monitoring, compliance, and reporting procedures to effectively deliver for DCA.

Experience leading outreach efforts and mentoring small businesses encourages participation by NJ contractors.

RELEVANT EXPERIENCE

PROGRAM MANAGER – MTA SMALL BUSINESS DEVELOPMENT PROGRAM, TDX CONSTRUCTION, NEW YORK, NY, SEPTEMBER 2016–PRESENT

Develops innovative approaches to mentoring and supporting MWBE contractor growth.

Creates assessment tools to evaluate contractors, identify growth areas and develop action plans.

Enhances and re-images the training programs for potential and existing program participants.

Identifies impediments to contractor participation and business growth.

Mentors small businesses on their business operations, finance, and marketing.

Directs the delivery of specialized business services through the project team.

Coordinates outreach activities within the program and the prime contractor community.

Represents TDX and supporting business development activities with public sector clients.

Manages coordination between CM services and business skill development contracts.

Provides guidance to MTA on construction, planning, finance, and training issues.

MANAGING DIRECTOR, ENGINEERS ARE PEOPLE TOO, NEW YORK, NY, AUGUST 2012–AUGUST 2016

NY GOVERNOR'S OFFICE OF STORM RECOVERY (GOSR), 2014–2016

Spearheaded distribution of non-routine payments to Superstorm Sandy victims ($3.7M).

Established Housing Program-specific goals and performance metrics for transparency.

Guided GOSR senior leadership to improve program operations and implementations.

REFERENCE: █████████, *VP Tectonic Engineering, Governor's Office of Storm Recovery; 70 Pleasant Hill Rd., PO Box 37, Mountainville, NY, 10953;* (█████████

NEW YORK CITY DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES, 2014–2016

Developed and delivered training for the NYC Leadership Institute.

Coached NYC employees in presentation, project management and business analytics skills.

REFERENCE: █████████ *NYC DCAS; Municipal Building, 1 Centra St., 24th Floor South Side, New York, NY 10007;* (█████████

FEDCAP – WECARE PROGRAM, 2009–2013

Developed project plans to achieve government-mandated project goals.

Coordinated the opening of new training and processing center in Brooklyn.

Analyzed organization's capacity and resources to accommodate new client volume.

REFERENCE: █████████, *Executive Director; 80 Vandam St., 7th Floor, New York, NY, 10012;* (█████████

PROGRAM MANAGER/PROJECT DIRECTOR, THE SHAW GROUP (CB&I), NEW YORK, NY, APRIL 2010–MAY 2012

Directed a portfolio of CM contracts for NYCDEP generating $30M in annual revenue.

Nurtured existing and developed new client relationships.

Lead multiple business development pursuits and secured $20M in new and add-on contracts.

Assembled project teams to maximize potential success and meet compliance goals.

Revised marketing materials and proposal formats for business development pursuits.

Developed department operating budgets, KPI's and reporting tools.

Monitored financial performance of projects and the entire portfolio of projects.

Assessed, coached, mentored and prepared performance evaluations for 10 direct reports.

SENIOR RESOURCE PLANNER/LEAD PROJECT MANAGER, NATIONAL GRID, NEW YORK, NY, MAY 2005–APRIL 2010

Implemented Resource Management initiative to optimize available resources.

Developed annual capital budget and manage a $70-100M annual work plan.

Evaluated and redesigned processes to increase department and program efficiency.

Managed the change management effort associated with new processes.

Identified and implemented new initiatives for sustainable cost savings.

Created program-specific KPIs for overall budget monitoring.

ABHISHEK **SINHA**

SIROMS Interface Manager

EDUCATION

— B.S., Computer Science | The Maharaja Sayajirao University of Baroda, 1998

CERTIFICATIONS AND TRAINING

— Microsoft Certified Solution Developer (MCSD)

— Project Management Professional (PMP)

Responsible for overseeing Solix IT projects from inception through implementation across the spectrum of Solix services. Projects include Disaster Relief Programs including end-to-end solution development for the Stronger New Jersey Business Grant Program, and operational support responsibilities for the New York Rising Housing Recovery and New York City Build It Back programs.

19 Total Years of Experience

INFORMATION TECHNOLOGY

TECHNICAL SOLUTION ARCHITECTURE

PROJECT MANAGEMENT

Relevance

DCA can draw on experience designing end-to-end IT solutions for disaster recovery organizations.

Understanding process requirements leads to more efficient interactions with systems by both DCA and applicants.

Experience with IT project support on Stronger NJ Business Grant and NYC Build It Back Programs ensures a comprehensive understanding of requirements in New Jersey.

RELEVANT EXPERIENCE

SENIOR DIRECTOR, APPLICATION AND SUPPORT – INFORMATION TECHNOLOGY, SOLIX, INC., PARSIPPANY, NJ, APRIL 2010–PRESENT

NYC BUILD IT BACK PROGRAM, NYC MAYOR'S OFFICE OF HOUSING RECOVERY OPERATIONS, 2013–2016

Provided IT operational support to a third-party technical solution.

Deployed a Salesforce solution to support our work in aiding New York City's Hurricane Sandy recovery effort.

REFERENCE: ████████████████, *Deputy Director, NYC Mayor's Office of Housing Recovery Operations; 1380 Roackaway Pkwy., Brooklyn, NY 11236;* (████████████

STRONGER NEW JERSEY BUSINESS GRANT PROGRAM, NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY (EDA), 2013–2015

Served as the Solix Manager of Information Technology Development and Architecture, managed the end-to-end solution design and development.

Significantly contributed to the development and implementation of three customized systems to support New Jersey EDA's storm recovery program.

Solix IT gathered requirements from NJEDA staff, implemented the applications in Salesforce, and trained NJEDA resources on Salesforce application development.

The Salesforce platform was built from "scratch", resulting in a customized solution to meet program needs.

Designed and implemented an extensive claims processing application.

Provided a workflow to enable reporting and control for waste, fraud and abuse.

Integrated payment processing into New Jersey Sandy Integrated Recovery Operations and Management System (SIROMS).

Developed a Salesforce system to capture load processing for the New Jersey EDA Sandy Loan Process.

Provided a detailed process flow from Applicant, Business Development Manager, Business Development Officer, Underwriting Manager, Credit Analyst, Closing Officer, Quality Control (QC), and DEP Officer.

Created a program to capture application information on the web for NJEDA Energy Resilience Bank.Provided workflow process to approve or deny applications.

REFERENCE: ██████████, *Director of Internal Process Management, New Jersey Economic Development Authority; 36 W. Trade St., Trenton, NJ 08625;* (████████████

NY RISING HOUSING RECOVERY PROGRAM, NY GOVERNOR'S OFFICE OF STORM RECOVERY (GOSR), 2013–2014

Instrumental in the development of an application tracking system on Solix's Salesforce platform.

Maintained the Salesforce platform which included adding data point tracking fields as business needs required. This was vital as state procedures changed along with reporting requirements.

Provided technical support in advanced report development for applicant/customer status tracking through established workflows.

Utilized Salesforce to develop an internal tracking mechanism for logging and tracking intake documentation related to applicant/customer submitted documentation.

REFERENCE: ██████████, *New York State Governor's Office of Storm Recovery; NY State Capitol Building, Albany, NY 12224;* (████████████

PINAL **JARIWALA**

Business Intelligence Manager

EDUCATION

— M.S., Information Systems | Stevens Institute of Technology, 2001

— M.B.A., Business Administration in Marketing | Gujarat University, 1999

— B.S., Business Administration | Gujarat University, 1999

CERTIFICATIONS AND TRAINING

— Salesforce Training

— Certified Quality Improvement Associate (CQIA)

Possesses a high-level of technical expertise in business analyst roles including the Stronger New Jersey Business Grant program. Key responsibilities for the program included the creation of detailed workflows, collaborating with program developers in the process management design, and UAT process facilitation. Particular focus and expertise on process automation supporting faster processing, cost reduction, and elimination of manual errors.

15 Total Years of Experience

INFORMATION TECHNOLOGY	BUSINESS ANALYSIS AND DOCUMENTATION	PROJECT PLANNING

Relevance

DCA will have an experienced Business Intelligence Manager familiar with Hurricane Sandy recovery efforts.

Experience streamlining and automating the grant and loan process for NJEDA will optimize document applicant interactions as required by the NJ Program.

Will apply requirements identification and gathering skills to develop process efficiencies.

RELEVANT EXPERIENCE

BUSINESS SYSTEMS ANALYST, SOLIX, INC., PARSIPPANY, NJ, MAY 2013–PRESENT

Serves as a business analyst team lead who consistently earned the confidence of both clients and internal team through the delivery of highly complex solutions and superior support before, during, and after the project completion.

Led the business requirements elicitation, analysis and design for Lifeline Program implementation and information exchange with the National Lifeline Accountability Database (NLAD) for two major telecommunications providers to comply with the requirements of the Lifeline Program.

Designed complex interaction workflows with customer SMEs that enabled periodic and reliable synchronization of the Lifeline supported customer records with NLAD using standardized data formats.

Architected the business transactions that enabled real-time identification and prevention of duplicate records by checking against the NLAD.

Identified the request and response data elements, exception handling and auditing requirements.

STRONGER NEW JERSEY BUSINESS GRANT PROGRAM, NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY (NJEDA), 2013–2015

Served as Lead Business Analyst for the Hurricane Sandy Office of Recovery at New Jersey Economic Development Authority Stronger NJ Small Business Grant Program built on Salesforce platform.

Interacted directly with Director of NJEDA to understand the complex requirements of various functions of their grant and loan management program including the intake, eligibility review, duplication of benefits (DOB) calculation, grant/loan award calculation, compliance quality control, closing and disbursement and post award compliance.

Created detailed swim-lane process flows by role & functions to clearly depict the grant and loan management process from beginning to end.

The detailed process flow included all major and minor functions of grant and loan management program and ended up being the most important document for client for training as well as a master guide for dev/QA to build and test the solution on Salesforce platform.

Brainstormed with all levels of user groups to automate steps whenever possible from intake to final disbursement process supporting faster processing of applications and eliminating manual calculation errors.

Supported NJEDA Management and Operations teams throughout the phased implementations of grant & loan projects by coordinating onsite requirements gathering and requirements review sessions, working with team to attain IT work estimates and communicating release timelines to all parties, and facilitating UAT process and final production rollout.

REFERENCE: ▬▬▬▬▬, Director of Internal Process Management, New Jersey Economic Development Authority; 36 W. Trade St., Trenton, NJ 08625; (▬▬▬▬▬

DIRECTOR, PRODUCT DESIGN AND BUSINESS ANALYSIS, ALERE, INC., UPPER SADDLE RIVER, NJ, SEPTEMBER 2009–FEBRUARY 2013

Interfaced directly with major healthcare clients to understand and document functional and technical requirements for various Integrated Care Management Applications like Complex Case Management, Oncology Case Management, and NICE Case Management as well as a web-based PHR (Personal Health Record) solution.

Built and led a high performance BA team that consistently delivered high quality functional and technical requirements and designs that met or exceeded customer and stakeholder expectations.

Acted as the key liaison and Subject Matter Expert across all functional areas within organization including Clinical Operations, Product Management, Client Services, Reporting and Information Technology.

Managed relationships with critical internal and external end users, clients and client vendors to ensure collaboration and knowledge sharing in requirement gathering sessions.

As member of the management team, provided execution and budgetary oversight on the requirements gathering and design process and proactively identified and managed Risks and Issues.

Played a critical role in SWAT teams appointed by the Senior VP for driving and implementing high-impact, strategic initiatives to address internal/external issues and challenges.

Led a cross functional team of BAs and clinical staff to analyze and create specifications of critical enhancements to maintain NCQA and URAC accreditation and pass compliance units.

MARK **FERENCE**

IT Manager

Over 25 years of extensive experience with Information Technology (IT) support, infrastructure, and management. Managed desktop application support and various collaboration platform maintenance projects. Provided datacenter operations supervision and support.

EDUCATION

— A.A.S., Mechanical Engineering | Pennsylvania Institute of Technology, 1992

CERTIFICATIONS AND TRAINING

— IBM e-Server Certified Specialist – AS/400 Systems Administrator

— Certified for Citrix Presentation Server 4.0

— Certified Microsoft Certified Solutions Associate (MCSA)

— Certified Microsoft Certified Solutions Expert (MCSE)

— Novell Certified Netware 5.0 Administration

25 Total Years of Experience

| IT MANAGEMENT | DATA CENTER OPERATIONS | SYSTEMS ENGINEERING |

Relevance

Recent experience performing start-up activities for large-scale CDBG-DR project, Restore Louisiana, brings innovation to DCA.

Understands the context behind the IT needs of project staff working to meet applicant requirements and works to solve their problems.

DCA can draw on a strong technical background with experience in IT support, analysis, and management.

RELEVANT EXPERIENCE

MANAGER OF INFORMATION TECHNOLOGY SERVICES, IEM, RESEARCH TRIANGLE PARK, NC, NOVEMBER 2014–PRESENT

Manages the IT services support team to include Help Desk, Data Center Operations, and Network Infrastructure.

Provides IT leadership, project management, and budget planning/management across the IEM infrastructure, utilizing Information Technology Infrastructure Library (ITIL) and Control Objectives for Information and Related Technology 5 (COBIT5) frameworks.

Manages desktop applications support to ensure it aligns with processes, tactical planning, and strategic vision.

Directs application deployment projects from initial phase to inception, utilizing COBIT5 methodologies.

Ensures all datacenters comply with Federal Risk and Authorization Management Program (FedRAMP) and Federal Information Security Modernization Act (FISMA).

IT MANAGER, RESTORE LOUISIANA, LOUISIANA DIVISION OF ADMINISTRATION, OFFICE OF COMMUNITY DEVELOPMENT, JUNE 2017–PRESENT

Provides IT Management and Coordination for Restore Louisiana startup. Assesses need for hardware and software, purchases appropriate products.

Performs Network Connectivity and Monitoring tasks. Provides Helpdesk management. Performs system setup and installation.

REFERENCE: ▓▓▓▓▓▓▓, Executive Director, Office of Community Development; Claiborne Building, Ste. 3-150, 1201 N. Third St., Baton Rouge, LA 70802; ▓▓▓▓▓▓▓▓

SENIOR MANAGER – PRODUCT SUPPORT/TECHNICAL INTEGRATIONS, ALLSCRIPTS, RALEIGH, NC, JANUARY 2010–NOVEMBER 2014

Directed and managed 32 local & international technical leads and performance engineers across the TouchWorks EHR product base. Provided IT leadership, Project management and budget planning.

Head of strategic accounts management team for technology based accounts such as Dell, Cerner and Siemens that account for $3M in annual revenue.

Served as Technical Advisor on new product development team.

IT MANAGER, COLDWELL BANKER HOWARD PERRY & WILSON, RALEIGH, NC, MARCH 2007–JANUARY 2010

Responsible for maintaining the corporate infrastructure across 12 remote locations. Managed day to day IT operations with a staff of 10 analysts and engineers.

Lowered technology transaction costs by identifying opportunities and relevant solutions.

Reviewed and recommended server specifications for corporate applications.

Oversaw complete technical activities including application implementations, server upgrades software patches.

SENIOR SYSTEMS ANALYST/TEAM LEAD, ALLSCRIPTS – MISYS HEALTHCARE SOLUTIONS, RALEIGH, NC, MARCH 2003– MARCH 2007

Led and directed a team of five analysts in day to day server operations support.

Provided 3rd level escalation assistance to team of engineers for Windows server rebuilds and restores.

Assisted with implementation of procedures relating to help desk call handling that has improved productivity numbers within group.

Demonstrated expertise with day-to-day systems management.

Performed system performance monitoring and tuning for web service or database services.

NETWORK MANAGER, AS400 ADMINISTRATOR, DELTA CONSOLIDATED INDUSTRIES, RALEIGH, NC, NOVEMBER 2000– MARCH 2004

Maintained the corporate WAN consisting of Windows servers and 200+ workstations across three locations via remote access or telephone support.

Managed budget. Directly managed 10 employees within the IT department.

Implemented migration from Lotus CC: Mail to a Microsoft Exchange server with no downtime to end users.

Configured a cost effective, secure corporate VPN.

Implemented Kronos GateKeeper Central for three locations across WAN as a way to reduce theft.

Implemented cost reduction project for total elimination of report output by sending reports directly to users via email threads thus reducing printer costs which resulted in a cost savings of $120k/year.
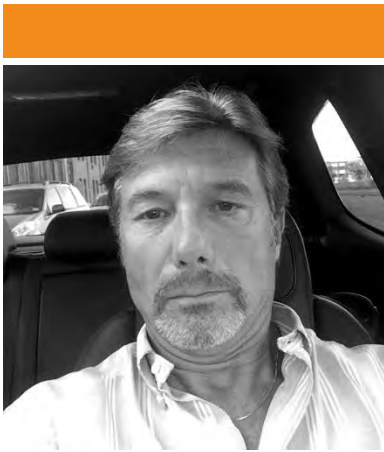
JOHN **PETROSINO**

CM Pod Lead

Extensive experience with complete project cycle construction engineering, including feasibility studies, bid evaluation, vendor selection, AE interface, GC oversight with startup, Cx, and final delivery handover.

EDUCATION

— M.S., Construction Management | New York University, 2005

— B.S., Construction Engineering | Farleigh Dickinson University, 1980

CERTIFICATIONS AND TRAINING

— MS Project, Microsoft Office Suite

— Xactimate

— A1A Forms

30 Total Years of Experience

CONSTRUCTION MANAGEMENT	PROJECT LIFECYCLE MANAGEMENT	ENGINEERING

Relevance

Prior experience consulting on NJ RREM construction projects will help to ensure a smooth transition.

Successful management of large-scale construction projects brings seasoned leadership to support NJ homeowners.

Commitment to Emergency Management and Disaster Recovery throughout New York and New Jersey, including September 11th response, enriches the Team.

RELEVANT EXPERIENCE

PROGRAM SPECIALIST, NJ STATE DEPARTMENT OF COMMUNITY AFFAIRS, TRENTON, NJ, OCTOBER 2014–APRIL 2017

SRD/DR #4086 – SUPERSTORM SANDY RREM/LRRP PROGRAMS, NJ STATE DEPARTMENT OF COMMUNITY AFFAIRS, OCTOBER 2014–APRIL 2017

Performed oversight of renovation, reconstruction, and repair of HUD CDBG funded buildings and housing directly impacted by the storm event.

Served as liaison between Applicant, Architect/Engineer, Contractor, FEMA, NJDEP, and various NJ State officials in program execution.

Assisted NJEDA with $72M NCR and D&I Program involving reconstruction of HUD funded public infrastructure projects.

REFERENCE: ███████████, *SRD Assistant Director, NJ State, Department of Community Affairs; 101 S. Broad St., Trenton, NJ 08625;* ████████████

████████████ ENGINEERING, LLC, TRENTON, NJ, JUNE 2014–AUGUST 2014

NJ-RREM PROGRAM, NJ STATE DEPARTMENT OF COMMUNITY AFFAIRS, 2014

Performed part time consulting on NJ-RREM Program for ██████████████████████████████ ██████████████ and structures affected by Hurricane Sandy.

REFERENCE: ████████████, *Housing Director, NJ State, Department of Community Affairs; 101 S. Broad St., Trenton, NJ 08625;* ████████████

LEAD CONSTRUCTION MANAGER REP - CONTRACTOR, ATKINS NA, STLI, NY, SEPTEMBER 2011–MARCH 2013

STATUE OF LIBERTY #155567, NATIONAL PARK SERVICE, 2011–2013

Served as lead CMR on $35M Statue of Liberty #155567 'Complete Implementation of Life & Safety Upgrades' for US-DOI/NPS. Provided direct oversight of 5 CMR's, full compliance with contract plans and specs, including MODs, CODs, RFPs, Primavera P-6.

Maintained oversite of GC performance on fast track, turn-key, high security, accelerated completion, w/remote site logistics. Successful 'Final Completion' attained 03/13.

REFERENCE: ████████ *National Park Service - DSC; 12795 W. Alameda Pkwy., Lakewood, CO 80228;* ████████

CONSTRUCTION MANAGER AND FACILITIES SUPPORT MANAGER, ATLANTIC COAST MEDIA GROUP, LLC, JERSEY CITY, NJ, APRIL 2010–SEPTEMBER 2011

Responsible for problematic 43k sq. ft. $1.1M commercial interior fit out. Conducted fast track TCO for relocation and implementation of 380 employees and call center op's., including oversight of 32 subs, suppliers, vendors on Class A union building on Jersey City waterfront.

CONSTRUCTION DIRECTOR, JERSEY CITY ECONOMIC DEVELOPMENT CORP., JERSEY CITY, NJ, JULY 2002–DECEMBER 2009

Oversaw pre-design thru completion of all UEZ/EDC public works projects including award of A/E & GC contracts and all AIA document controls, funding protocol, inter-governmental agency compliance, inter-face with JC Council & Mayor's Office on MLK Dr. Block Front Projects 1 & 2; Communipaw Ave. Project; McGinley Sq. Projects 1, 2, & 3; Westside Ave. Projects; including closeout of 23 prior Mayor Schundler PW Contracts. Assisted w/ $25M MLK Dr. Shopping Hub. Co-managed Christopher Columbus Dr. Project #04-002, Phase 2.

In charge of developing NJDCA-NPP Program. Assisted w/NJ-UEZ CCTV Citywide Program.

REFERENCE: ████████████, *former NJUEZ/EDC Director, Jersey City Economic Development Corp., 30 Montgomery St., Ste. 820, Jersey City, NJ, 07302;* ████████████

PUBLIC ASSISTANCE LIASON, NY STATE EMERGENCY MANAGEMENT AGENCY/FEDERAL EMERGENCY MANAGEMENT AGENCY, NEW YORK, NY, SEPTEMBER 2001–FEBRUARY 2002

9/11 WORLD TRADE CENTER DISASTER #DR-1391, 2001-2002

Provided emergency USACE and NYC/OEM debris routes, practices, procedures for FBI & NYS Police forensic op's at Arthur Kills, NY.

Provided CFR 44 review of all NYC Municipal applicants requesting INF funding.

Validated $360M distribution to all NYC/OMB eligible PNP Hospitals.

REFERENCE: ████████████████, *MS, DPAO, Department of Homeland Security; 26 Federal Plaza, Room 1337, New York, NY 10278;* ████████████

LANDON **SWAIM**

CM Pod Lead

EDUCATION

— Mini-MBA Program | Rutgers University

— B.S. Business Management | Ramapo College of New Jersey, 2005

— A.S. Business Administration & Management | County College of Morris, 2003

CERTIFICATIONS AND TRAINING

— Project Management Training

Eleven years of experience at Solix with significant experience in program management including the New York Rising Housing Recovery program. Key responsibilities for the program included supervising and training of application project staff on all facets of program rules and procedures as well as coordinating communications, daily production, and management updates. Daily interaction with the applicant community and liaison with the State.

7 Total Years of Experience

CDBG-DR PROGRAMS

PROGRAM MANAGEMENT

CDBG-DR POLICY

Relevance

Experience communicating day-to-day with applicants affected by Hurricane Sandy brings hands-on commitment and caring to the Team.

Promotes collaboration across departments to ensure the Team meets program compliance, contractual, and technical requirements.

Ability to manage escalated customer issues helps to mitigate business impact by working issues through positive resolution, improving applicant experience.

RELEVANT EXPERIENCE

CUSTOMER RELATIONSHIP MANAGER/PROJECT MANAGER, SOLIX, INC., PARSIPPANY, NJ, JULY 2006–PRESENT

Serves as the primary interface to Solix customers to ensure timely and efficient delivery of contractual obligations and service level agreements.

Ensures Solix Service Delivery teams meet customer commitments. This involves collaborating across departments to ensure program compliance, contractual, and technical requirements are met.

Managed escalated customer/program issues through established processes and mitigate business impact. Works identified issues through positive resolution.

Analyzes business opportunities and identifies new approaches and offerings to better service customers. Serves as a subject matter expert as needed on existing and potential new opportunities.

Develops and maintains assigned project implementation/execution plans and communicate project scope and plan to the applicable parties.

Creates time lines, resource requirements, and cost impacts related to projects.

Coordinates and monitors the work effort of assigned projects to ensure activities and milestones are being completed, issues are proactively addressed, and that goals and objectives are accomplished on time and within budget while maintaining quality.

Communicates with stakeholders including both internal and external customers on a regular basis in order to plan, prioritize, and resolve identified issues.

Manages the analysis of data and identify areas for improvement.

PROGRAM MANAGER, NEW YORK RISING, GOVERNOR'S OFFICE OF STORM RECOVERY (GOSR), 2013–2014

Responsible for supervising and training the NY State Rising application processing staff on all facets of program rules and procedures.

Coordinated communication, daily production, and management updates for Solix's operational involvement in the NY State Rising program.

Participated in the day-to-day interaction with the applicant community.

Ensured the quality of application reviews, document intake responsibilities and quality, and call center activities.

Coordinated the development and design of internal IT systems as NY State Rising requirements change ensuring implementation is completed to meet customer needs.

Acted as the primary liaison with NY State Rising personnel and other state retained contractors to ensure agreed upon activities are progressing on schedule for the completion of eligibility applications.

REFERENCE: ██████████, *New York Governor's Office of Storm Recovery; NYS State Capital Building, Albany, NY 12224;* ██████████

MANAGER, BROADBAND INITIATIVES, SOLIX, INC., PARSIPPANY, NJ, MAY 2012–SEPTEMBER 2013

Responsible for multiple components of Solix's Broadband Initiatives; ensured application reviews were completed accurately and communicated with all stakeholders during program launch for new customers.

Functioned as an intermediary maintaining effective and supportive communication between non-profit organizations, Internet Service Providers, and PC vendors.

Managed a team of application reviewers, ensured procedural processes and steps were followed and provided training and coaching when required.

Collaborated with the Solix Project Management Team when required, setup and documented process requirements and changes for Solix Broadband customers related to new program launches.

Ensured all deliverables, contractual obligations, and requirements were met by coordinating and managing multiple work efforts in delivering IVR, Call Center, customer support, and eligibility services.

TOM **REEVES**

CM Pod Lead

EDUCATION

— M.S., Environmental Engineering | University of Illinois, 1991

— B.S., Civil Engineering | Mississippi State University, 1984

CERTIFICATIONS AND TRAINING

— Licensed Professional Engineer, Illinois

— OSHA 30 Hour Construction Safety and Health

— American Red Cross First Aid and CPR/AED Certified

Over 30 years of experience in the construction industry. Has managed a wide range of complex building programs and task order contracts, from post-Katrina reconstruction efforts on both commercial buildings and the Superdome, to his ongoing work in Baton Rouge directing the flood recovery program after the 2016 flood. Strategic team leader and can ensure the completion of any complex building program or project.

33 Total Years of Experience

CDBG-DR PROGRAMS | CONSTRUCTION MANAGEMENT | PROJECT MANAGEMENT

Relevance

Disaster recovery experience gives DCA someone who knows recovery challenges and can empathize with homeowners.

Ability to oversee multiple ongoing construction tasks provides DCA with commitment to the contract.

Experience directing residential renovation team in Louisiana will offer new ideas and perspectives to DCA and their NJ homeowners.

RELEVANT EXPERIENCE

PROGRAM DIRECTOR OF RESTORE LOUISIANA PROGRAM, CORE CONSTRUCTION, NEW ORLEANS, LA, JULY 2017−PRESENT

PROGRAM DIRECTOR, RESTORE LOUISIANA, LOUISIANA DIVISION OF ADMINISTRATION, OFFICE OF COMMUNITY DEVELOPMENT, JULY 2017−PRESENT

Directs all construction operations for the Restore Louisiana Program, completing renovations for the Solution 1 applicants. Coordinates with the program managers and the primary point of contact with homeowners during preconstruction and all inspections.

Renovations vary in scope and cost, with estimates of between 1,000 and 2,000 homes to be renovated at a cost of $25,000 to $100,000 per home.

REFERENCE: ██████████, *Executive Director, Office of Community Development; Claiborne Building, Ste. 3-150, 1201 N. Third St., Baton Rouge, LA 70802;* ████████████

PROGRAM DIRECTOR, CITADEL CONSTRUCTION, NEW ORLEANS, LA, SEPTEMBER 2016-DECEMBER 2016

PROGRAM DIRECTOR, SHELTER AT HOME, LOUISIANA GOVERNOR'S OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS (GOHSEP), SEPTEMBER 2016-DECEMBER 2016

Served as the Program Director on the Shelter at Home Program after the 1,000 year flood that affected Southeast Louisiana.

Together with team, performed the selective demo/renovation on over 1,000 homes throughout Southeast Louisiana over the course of 90 days.

REFERENCE: ████████████, *Chief of Staff, Governor's Office of Homeland Security & Emergency Preparedness; 7667 Independence Boulevard, Baton Rouge, LA 70806;* ███████████

PROJECT DIRECTOR, SUPERDOME RENOVATIONS AND CHAMPION'S SQUARE ADDITION, STATE OF LOUISIANA LSED, 2012−2016

Served as the Project Director that oversaw multiple phases of renovations at the New Orleans Superdome, including the post Hurricane Katrina recovery and renovation. Managed the construction of the adjacent Champion's Square venue, a 40,000 square foot outdoor gathering space and performance venue.

REFERENCE: ███████████, *Program Manager; The Tobler Company, 102 Edwin Neill Way, Hammond, LA 70403;* ████████████

PROJECT DIRECTOR, NEW ORLEANS ARENA RENOVATIONS, STATE OF LOUISIANA LSED, 2012−2014

Led a renovation and addition to the New Orleans Arena, home of the New Orleans Pelicans NBA team. The construction had to be fast-tracked and completed during the short NBA off season.

REFERENCE: ██████████, *Program Manager; The Tobler Company, 102 Edwin Neill Way, Hammond, LA 70403;* ████████████

ENGINEER, UNITED STATES NAVY, MULTIPLE LOCATIONS, 1984-2007

Served as a professional engineer in the US Navy for over 20 years.

Oversaw a wide range of civil engineering projects across the Southeastern United States.

ANIL **DESA**, PE

CM Pod Lead

EDUCATION

— M.B.A., Business Administration | Tulane University

— M.S., Civil Engineering | Louisiana State University

— B.S., Civil Engineering | University of Bombay

CERTIFICATIONS AND TRAINING

— Professional Engineer, Licensed in Louisiana and Mississippi

25+ years of experience in structural engineering, including bridge and building design; highway design, hydraulics and geotechnical engineering. Managed productive collaborations with multidisciplinary teams, including FEMA-funded projects. Well versed with FEMA policies and procedures and has experience as a Project Manager for a CDBG Grant Management program that provided technical assistance to the State of Louisiana during Hurricanes Gustav and Ike recovery initiatives.

(25) Total Years of Experience

| CIVIL ENGINEERING | PUBLIC INFRASTRUCTURE | CDBG-DR POLICY |

Relevance

Experience leading multidisciplinary teams will provide DCA with technical assistance and lessons learned from previous disasters

Ability to interface with public officials and other stakeholders will help DCA prevent issues before they occur.

Assessing damages and managing public infrastructure projects through multiple disasters funded by CDBG and FEMA will give DCA access to latest ideas on effective approaches and innovations.

RELEVANT EXPERIENCE

ENGINEERING DIRECTOR, PLEXOS GROUP, LLC, BATON ROUGE, LA, 2015–PRESENT

PROJECT MANAGER, FEMA PUBLIC ASSISTANCE, SOUTH CAROLINA SEVERE FLOODING, SOUTH CAROLINA COMMUNITY DEVELOPMENT DEPARTMENT, 2015–PRESENT

Provides technical assistance and damage assessment for public infrastructure projects in the City of Columbia, South Carolina.

REFERENCE: █████████████, *Columbia, SC Budget and Program Management Director; P.O. Box 147, Columbia, SC 29217;* ████████████

PROJECT MANAGER, FEMA PUBLIC ASSISTANCE, COUNTY OF WILLIAMSBURG, SC, 2015–PRESENT

Serves as Project Manager, providing technical assistance and damage assessment for public infrastructure projects in Williamsburg County, South Carolina.

REFERENCE: █████████████, *Williamsburg Co CFO; 201 West Main St., Kingstree, SC 29556;* █████████████

PROJECT MANAGER, FEMA PUBLIC ASSISTANCE, CITY OF SUMTER, SC, 2015–PRESENT

Project Manager providing technical assistance and damage assessment for public infrastructure projects in the City of Sumter, SC.

REFERENCE: █████████████, *Sumter County Finance Director; Administrative Building, 13 East Canal St., Sumter, SC 29150;* █████████████

PROGRAM MANAGER, CDM SMITH, 2008-2015

PLAQUEMINES PARISH HURRICANE RECOVERY, PLAQUEMINES PARISH SHERIFF'S DEPT, LA, 2008-2015

Led the Hurricane Recovery Project for Plaquemines Parish Sheriff's Office.

Projects included the $110 million Plaquemines Parish Detention Center, Firing Range Berms and Buildings.

Responsibilities included the formulation of the Project, cost reasonableness and eligibility analysis, Project Worksheets, design reviews and construction management.

HURRICANES GUSTAVE AND IKE CDBG DISASTER RECOVERY, LA OFFICE OF COMMUNITY DEVELOPMENT DISASTER RECOVERY UNIT, 2010-2015

Managed and provided reviews of construction plans, Addenda, change orders and CDBG compliance for over 400 Gustav/Ike projects totaling over $400 million. Some projects involved multiple sources of funding.

Responsible for providing Davis Bacon Compliance reviews for Economic Development Projects.

REFERENCE: █████████████ *P.E., Principal Engineer, BCG Engineering & Consulting, Inc.; 3012 26th St., Metairie, LA 70002;* █████████████

HANCOCK COUNTY JAIL, MISSISSIPPI DEVELOPMENT AUTHORITY, 2008-2011

Managed the design team responsible for civil, structural, electrical and mechanical engineering for the $35M Hancock County Jail and courthouse. Project was funded by a Community Development Block Grant (CDBG).

REFERENCE: █████████████ *P.E., Principal Engineer, BCG Engineering & Consulting, Inc.; 3012 26th St., Metairie, LA 70002;* █████████████

GRETNA POLICE STATION, LA OFFICE OF COMMUNITY DEVELOPMENT DISASTER RECOVERY UNIT, 2014-2015

Project involved the elevation and renovation of the Gretna Police Station and was funded by a FEMA Hazard Mitigation Grant (Section 404) and CDBG.

Responsible for ensuring compliance with grant, design reviews, and labor compliance.

REFERENCE: █████████████ *Principal Engineer, BCG Engineering & Consulting, Inc.; 3012 26th St., Metairie, LA 70002;* █████████████

LOUISIANA LAND TRUST (LLT) DEMOLITION PROGRAM, CITY OF NEW ORLEANS, LA, 2014

Assisted with environmental reviews and the development construction documents for the demolition of the Hendee St. Incinerator funded by CDBG and the City of New Orleans.

REFERENCE: █████████████ *Principal Engineer, BCG Engineering & Consulting, Inc.; 3012 26th St., Metairie, LA 70002;* (██████████

3.5 BACKUP STAFF

In addition to our regular staff, the IEM Team stands ready to provide additional backup staff should the need arise. IEM's dedicated staff of recruiters maintains a list of qualified individuals from which additional backup staff can be drawn should the need arise, as part of its overall recruitment plan. Table 5 below provides a list of representative potential backup staff and a brief statement of their qualifications.

Table 5 • Backup Staff Qualifications. IEM can draw on qualified staff from all Team members to easily replace key staff or provide additional assistance.

Name *Backup For Position*	Brief Qualifications
David Odom *Program Manager*	• More than 25 years in grants management and disaster recovery project management, civil and environmental engineering, and affordable, sustainable housing • Disasters worked: Hurricane Sandy; Deepwater Horizon Oil Spill; Hurricanes Katrina and Rita • CDBG-DR Programs; FEMA Public Assistance Grant Programs; Hazard Mitigation Grant Programs; Civil Engineering Design; Affordable Housing
David Gobunoff *PMO Manager*	• 17 years of experience in federal programs, disaster recovery operations, process improvement, and performance management • Disasters worked: Hurricane Sandy • CDBG-DR Programs & Policy; Disaster Recovery Operations; Program & Performance Management
Patricia Edwards *Policy Lead*	• More than four years of CDBG-DR experience, along with 40 years of professional experience in public relations and public awareness programs • Disasters worked: Hurricanes Katrina and Rita • CDBG-DR Programs; Policy and Process Development; Communications; Public Awareness Programs; Public Relations
William Gould *Policies and Procedures Lead*	• Experience in grants management and disaster recovery services for public assistance applicants • Disasters worked: Louisiana Severe Storms and Flooding (Spring 2016), South Carolina Severe Storms and Flooding (Fall 2015)

Name *Backup For Position*	Brief Qualifications
	• Business Process Improvement; FEMA Public Assistance; Grant Management; Project Controls; Risk Management
David Knight *Construction Manager*	• 27 years of experience in public-sector program management, with more than 10 years working in emergency management and disaster response and recovery • Disasters worked: South Carolina Severe Storms and Flooding (Fall 2015); Hurricanes Ike and Dolly; Hurricanes Katrina and Rita • CDBG-DR Programs; FEMA Hazard Mitigation and Public Assistance; Project Management; Pre-Construction Operations and Construction Management Oversight; Disaster Recovery Process Planning
John Lewis *CM Pod Lead*	• More than 10 years of HUD CDBG-DR experience with a focus in project management, construction monitoring and oversight, and quality assurance and quality controls • Disasters worked: Hurricane Sandy; Hurricanes Ike and Dolly; Hurricanes Katrina and Rita • CDBG-DR; Construction Management; Construction Monitoring; Quality Assurance and Controls; Field Inspections; Compliance
Jason Mabile *CM Pod Lead*	• Five years of experience in CDBG-DR funds serving as construction manager and lead quality control • Disasters worked: Hurricanes Katrina and Rita • CDBG-DR Programs; Construction Management; Communications

3.6 EXPERIENCE WITH BLANKET P.O.S OF SIMILAR SIZE AND SCOPE

The U.S. had seen only five large-scale disasters that used a significant amount of CDBG-DR grant funds ($1.5B+, 2004–2016), delivered via six different grantees. **IEM and a number of our Team members were associated with the best outcomes of four of these deliveries—** Mississippi after Katrina, Texas after Rita/Ike/Dolly, New York after Hurricane Sandy, and Louisiana after the 2016 floods.

IEM provides a world-class team with unequaled depth of experience and successful outcomes for all required NJ RREM and LMI Program activities. As

Figure 14 below shows, the IEM Team has ample experience in providing the following types of services:

- Professional engagements related to disaster recover, including housing policy, construction management, and Program development

- Planning, structuring, organizing, and staffing housing recovery efforts following a catastrophic event

- Assessing and incorporating in its recovery planning process any mitigation efforts being undertaken in the aftermath of a catastrophic event that has damaged or destroyed dwellings, businesses, critical infrastructure, and key resources

- Meeting HUD, CDBG-DR, and additional relevant federal and state rules and regulations

- Quantitative data analysis and its application to housing policy and Program development

- Designing housing recovery efforts related to natural disasters, including but not limited to: HUD and CDBG-DR requirements, budgeting, and the technical evaluation of both short and long-term disaster recovery priorities

	Professional Engagements for Disaster Recovery, esp. Housing	Planning/ Staffing Housing Recovery	Incorporating Mitigation	Federal/ State Compliance	Quantitative Data Analysis	Design, Including Budgets & Priorities
Restore Louisiana	✓	✓	✓	✓	✓	✓
Katrina Mississippi Recovery	✓	✓	✓	✓	✓	✓
Katrina/Rita in LA	✓	✓		✓		
NY Rising	✓	✓	✓	✓	✓	
Louisiana DNR ARRA				✓		
Louisiana Road Home HMGP	✓		✓			
NYC Build It Back	✓	✓		✓	✓	
Columbia, SC	✓	✓		✓		
Deepwater Horizon	✓			✓		
Stronger New Jersey	✓	✓		✓		
Louisiana Shelter At Home	✓	✓		✓		
Rebuilding Union Beach	✓					

Figure 14 • IEM Team Experience Overview. The Team member firms have provided the desired services across multiple projects. The projects referenced on the left are discussed in detail on the following pages.

We provide on the following pages a comprehensive listing of Blanket P.O.s of similar size and scope that all of our Team members have successfully completed or are currently working on. These projects clearly demonstrate

that this Team has **current capabilities and capacity to perform all Blanket P.O. tasks at a high level of excellence**, and provide ample evidence of the IEM Team's ability to **successfully complete services similar** to those required by this Bid Solicitation. We provide full detail on all projects that are similar in size and scope to the proposed work; projects that are more tangentially relevant are presented in Table 6 on page 130. We further highlight our experience dealing with CDBG-DR and FEMA regulations and compliance when delivering Program and Construction Management services. All past experience we present includes the required reference and contact information.

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RESTORE LOUISIANA HOUSING RECOVERY PROGRAM MANAGEMENT

Louisiana Office of Community Development (OCD)

Louisiana's $1.7 billion CDBG-DR allocation is the largest (and the only above $1 billion) made since those for Hurricane Sandy.

April 2017–Present

2016 LA Floods

HUD CDBG-DR

Post-Disaster Housing Programs

Policy Development

Federal/State Compliance

Evaluating Priorities and Budget

References

██████████
LA Governor's Office
████████████
██████
LA OCD
████████████

Until a few weeks ago, Louisiana's 2016 floods were widely considered the most destructive incidents to strike the U.S. since Hurricane Sandy. The "1000-year" floods came from storms that dumped four times as much water on the state as Hurricane Katrina had. Over 100,000 homes were severely damaged, and a dozen river guages recorded new record flood levels by as much as 5+ feet.

Since April, **IEM** has been leading the program management services team implementing Louisiana's CDBG-DR-funded housing recovery. Under Jon Mabry's leadership as Program Executive Director, IEM is providing the full lifecycle of program operations, from intake and eligibility determination through closeout. IEM's scope includes construction management—overseeing a State pool of construction contractors as well as serving as an advocate and facilitator for homeowners who struggle with the progress of privately engaged contractors.

IEM's program management activities are accomplished with seamless coordination of a team of more than a dozen direct subcontractors, each working their area of specialty. One of the firms on our team for New Jersey, **CORE Construction**, also serves on our Louisiana team, as does our vendor Sparkhound.

IEM has established performance metrics and monitored them at the employee and team levels. In the time since the contract was executed, IEM's team accomplishments include:

- Four service centers and a call center established, with more than 300 employees onboarded (in less than four weeks)

- 42,000 homeowners brought into the program

- Construction initiated on homes within 50 days of the State receiving the first tranche of federal funds

- 3,000 damage assessments

- 25,000 environmental reviews

- 3,600 lead assessments

IEM is executing a large housing recovery program with CDBG-DR compliance, like the NJ Program. IEM is also helping homeowners when construction by private contractors has gotten "stuck," a situation similar to some of New Jersey's homeowners.

Subcontractors doing matching scope:

- CORE Construction, construction expertise

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MISSISSIPPI DISASTER RECOVERY SERVICES FOLLOWING HURRICANE KATRINA

Mississippi Development Authority

2007–2014

Hurricane Katrina

HUD CDBG-DR

Implement and Monitor Several Housing Programs

Overlapping Funding Streams

Anti-Fraud Investigations

Davis-Bacon Compliance Processes

Our Program Executive, **Jon Mabry**, served as the COO of the Mississippi Disaster Recovery Division from 2007-2014. He led Mississippi's exemplary $5.4 billion post-Katrina CDBG-DR recovery program, restoring 40,000 homes, completing 250+ public infrastructure projects, developing programs that created or retained more than 7,000 jobs, and completing the Homeowners Assistance Program one year ahead of projections with an error rate of less than 1/10th of 1%. The State's grantee program has been lauded by HUD as a success and best practices model.

Mr. Mabry managed a portfolio of 17 CDBG-DR recovery programs, which included programs specific to housing, public infrastructure, and economic recovery. He has seen and partici- pated in solving just about any issue that can come up in all types of CDBG-DR programs. He managed more than $4 billion in construction activities for housing and infrastructure programs, from initial and final engineering/ design to construction and final payment.

References

████████████████
Appropriations Chair
██████████████
████████, Mississippi
Development Authority,
████████████

Relevance to New Jersey

Jon Mabry will bring his record of success—completing the Homeowners Assistance Program one year ahead of projections with an error rate of less than 1/10th of 1%—and apply it to help finalize homeowner projects in New Jersey.

NY RISING HOUSING RECOVERY PROGRAM MANAGEMENT

New York State Governor's Office of Storm Recovery

> Successful recovery programs are never headline news; only those plagued with problems are dogged by the media. With IEM's help, New York Rising was a quiet success—and that was precisely the goal.

IEM 2014–2016

Plexos 2016–Ongoing

Solix 2013–2014

Hurricane Sandy (+Irene, TS Lee)

HUD CDBG-DR

Mitigation Measures

Federal/State Compliance

Quantitative Data Analysis

References

NY Governor's Office

Special Advisor for Hurricane Sandy

Solix:
GOSR

IEM served as Program Manager for the State of New York's $1 billion New York Rising Housing Recovery Program, which was funded by HUD CDBG-DR. IEM assumed responsibility following a **seamless five-week transition from the previous contractor**. Under Jon Mabry's leadership as Program Executive Director, the transition involved IEM reengineering, automating, and streamlining processes and implementing key cost containment controls that resulted in IEM replacing the prior contractor's workforce, reducing it from 400 employees to 150 employees while at the same time significantly increasing production.

IEM's program management activities involved intakes, damage estimates, eligibility reviews, duplication of benefits, award calculations, closeouts, and appeals processing for nearly 20,000 applicants. The scope of services included managing a cadre of housing programs designed with mitigation techniques.

IEM established performance metrics and monitored them daily at the employee and team levels, from initial applicant intake through applicant closeout. If goals were not met, IEM determined the cause and implemented solutions. Production was continually monitored to ensure that resources were properly aligned to maximize benefits and

minimize cost. This results-driven approach resulted in the following accomplishments:

- $40 million in savings to GOSR by implementing innovative solutions like unit-based processing; the program was delivered at a cost 16% below IEM's original bid

- 33,717 grant agreements produced

- $902 million awarded

- 21,068 checks distributed

- $100 million distributed in 60 days

Two of IEM's subcontractors proposed for New Jersey also have experience on New York Rising. Their scope of support was similar to their anticipated roles for the New Jersey work.

Plexos has been providing policy development, monitoring of program operations, and process analysis during the current rampdown and closeout phase. For example, Plexos recently completed a comprehensive Program Assessment and Risk Analysis for all NY Rising Housing Programs to recommend changes in program operations and policies to streamline the state's closeout processes.

Solix provided eligibility and verification of benefit reviews on applicant files, and implemented an applicant tracking system. By March 2014, Solix delivered documented reviews of more than 2,600 NY Rising applications, with no appeals or material audit findings. The State's high level of satisfaction with the performance earned an expanded role on the project, completing case files for homeowners who had received reimbursement for completed repairs.

Relevance to New Jersey

The IEM Team's work demonstrates the ability to transition into an in-progress housing program seamlessly, optimize operations, create cost efficiencies, and accelerate success.

Subcontractors doing matching scope:

- Plexos, policy maintenance and program operations analysis
- Solix, applicant interactions and document management

LOUISIANA DNR ARRA PROGRAM MONITORING

Louisiana Department of Natural Resources (LDNR)

2010–2013

Advisory, Consulting, & Grant Management Services

Federal Grant Sources

Multiple Programs

Anti-Fraud Investigation

References

████████
Louisiana DNR
█████████████
████████████, Technology
Assessment Division
Manager
████████████

As part of the American Recovery and Reinvestment Act (ARRA) of 2009, the Louisiana Department of Natural Resources was awarded $71.7 million through the State Energy Program (SEP) Grant. LDNR also received $13.1 million for the Energy Efficiency and Conservation Block Grant (EECBG), and an additional Energy Star grant from the Department of Energy (DOE).

LDNR, the grantee, implemented six grant programs funded by these three different DOE grants. Some of the programs were funded by more than one funding source. Being federally funded, the programs were subject to all ARRA and federal regulations—National Environmental Protection Act, the Historic Preservation Act, the Davis-Bacon Act, and Buy American, among other federal and state regulations.

IEM was awarded the contract to monitor program activities and verify the DOE-required metrics that are reported monthly, quarterly, and annually to the federal government. As part of the effort, we worked to correct processes or change them to increase efficiencies and implement adequate controls. We worked to improve processes with an eye toward preventing non-compliance—not relying on inspection to catch problems at the end of the program, when it might be too late to fix them. Examples of IEM's programmatic support and accomplishments include the following:

Compliance with the Davis-Bacon Act
The implementation contractor's proposed processes were based on an overly strict interpretation of the Act. IEM addressed this with LDNR, verified a different interpretation of the requirement with the Department of Labor, and reduced the costs of Davis-Bacon compliance to the State.

Identification and Prevention of Fraud, Waste, and Abuse
IEM reviewed data and flagged cases of potential fraud or inappropriate issuance of rebates. IEM then supported the Louisiana Attorney General in his investigations. IEM also supported LDNR during reviews by the State's Legislative Auditor.

Creating a Common Operating Picture, Despite the Challenges of Disparate Systems Tracking the Same Data
OMB-1512 set specific reporting requirements for ARRA programs and projects. LDNR programs also must use State IT accounting systems. The implementation contractor used its own proprietary systems. IEM helped the State coordinate the data across these systems, and provided weekly overarching and detailed reporting to LDNR leadership.

Ensuring That Project Expenses Are Eligible
We used project site visits to verify that purchased equipment complied with program requirements. Where issues arose, we worked with LDNR and the subgrantee to identify solutions to bring them back into compliance.

Refining the Quarterly Reporting Process
IEM helped to refine the quarterly reporting process to increase the accuracy of the reports, yet reduce the time required to prepare them. After confirming with appropriate federal personnel that our understanding of the federal reporting guidance was correct, we provided guidance on how to correctly complete the reports and set up the reporting infrastructure that allowed LDNR to gather the reporting information more efficiently.

Improving Forecasts
IEM worked with LDNR to improve the accuracy of projections of grant expenditures for the two rebate programs, thereby avoiding having unspent funds left at the end of the period.

Relevance to New Jersey

IEM was hired specifically to ensure that LDNR's grant activities were in compliance with state and federal accounting and financial reporting requirements. IEM reviewed accounting, reimbursement, reporting, and other grant-related processes to make recommendations for process improvements and checks to ensure reporting accuracy. We will employ similar processes to achieve success in compliance and reporting for the New Jersey RREM and LMI Programs.

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LOUISIANA ROAD HOME HMGP PROGRAM

Louisiana Office of Community Development (OCD)

2006–2009

Hurricanes Katrina/Rita

Advisory, Consulting, & Grant Management Services

HUD CDBG-DR

Mitigation Measures

Quality Control

Maximizing Reimbursement

IEM was awarded a subcontract to support the Louisiana OCD with the execution of the Road Home HMGP Program's mitigation efforts. This included both mitigation education and the development of mitigation grants. IEM's tasks included writing the HMGP Global Match application for Building Code Compliance, writing the Elevation and Pilot Reconstruction grant application, and working to correctly format the homeowner information in the program's databases. IEM worked with OCD, the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), and FEMA to develop the Global Match and Global Benefit-Cost Analysis (BCA) approaches used in this, the largest HMGP Elevation/Pilot Reconstruction application in U.S. history.

IEM mitigation staff performed the quality control and quality assurance on all applicant documentation before it went to closing, quality assurance on the Benefit Selection forms, and review of homeowner property photos to ensure that they comply with FEMA standards. IEM's Grant Administration team provided documentation support for submission of funding requests to the state and federal oversight agencies. This support included the important task of helping the State ensure that it received maximum HMGP reimbursement.

References

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LA OCD
(▮▮▮▮▮▮▮▮

▮▮▮▮▮
State Hazard Mitigation Officer
(▮▮▮▮▮▮▮▮

Relevance to New Jersey

This project demonstrates effective QA/QC in the context of a disaster recovery grant program.

NYC BUILD IT BACK PROGRAM

New York City Mayor's Office of Housing Recovery Operations

Detailed production analytics are driving Build It Back to faster throughput and better spending projections, including construction reporting and use of specific Xactimate line items.

Plexos: 2014–Present

Solix: 2013–2016

Hurricane Sandy (+Irene, TS Lee)

HUD CDBG-DR

Housing Policy and Program Development

Federal/State Compliance

Quantitative Data Analysis

References

VP, Hill International

HRO

Emily Ashton

Plexos and **Solix** are key members of the team helping New York City implement the Build It Back program for housing recovery from Hurricane Sandy. The program is driven by $1.4 billion in CDBG-DR funds.

Plexos provides IT/CDBG-DR reporting support and is the policy lead. Plexos conducted a 30-day program assessment which served as the foundation for a risk analysis and a QA/QC plan for monitoring performance of construction contractors. As the party responsible for managing all contruction reporting for the program, Plexos reviews construction estimates using Xactimate and conducts QA/QC reviews to assess program controls, document management, quality of design and construc-tion services, field reviews, safety, and compliance with environmental remediation requirements.

Solix provided application processing, eligibility reviews, applicant communication, verification and coordination of benefits (VOB/COB) reviews, private insurance verifications, disbursements, and document management for the program. They developed and implemented Standard Operating Procedures (SOPs) approved by the Office of Housing Recovery Operations (HRO) thate were in accordance with HUD regulations to manage eligibility and VOB/COB reviews. These reviews ensured that program awards complied with Section 312 of the Stafford Act, and that consistency was

maintained in the determination and documentation of duplication of benefits and transfer amounts due from the homeowner.

Solix achieve the following accomplishments:

- Development of interfaces to the case management system to extract data and integrate with production, inspection, and other sources to create a reporting database that delivers real-time online reporting and analytics

- 43% reduction in scope changes (supplemental job orders) after design consultations

- 40% reduction in re-inspections due to administrative errors

- 10% improvement in first-time permit submittal approvals

- 15% improvement in project delivery schedules

Relevance to New Jersey

Plexos has been successful in developing effective program controls for a large-scale reconstruction, rehabilitation, and residential elevation program.

Solix continually provided consultative recommendations and feedback on program operations and business processes, the majority of which were adopted by the NYC program leadership.

FEMA PA, CDBG-DR & HMGP PROGRAM FOR COLUMBIA, SC

City of Columbia, South Carolina

2015–Present

Hurricane Joaquin

HUD CDBG-DR

Advisory, Consulting, & Grant Management Services

Housing Policy and Program Development

When Hurricane Joaquin struck Columbia, SC, in 2015, **Plexos** was awarded a 90-day emergency contract to manage the City of Columbia's response and early recovery efforts and establish the foundation for long-term recovery and mitigation efforts. Plexos secured $5.7 million in FEMA-obligated funding for expedited emergency response costs within the first 30 days of the disaster declaration. Based on their success, Plexos was awarded a follow-on contract for recovery and mitigation support. More than $65 million in damages were identified and are in various stages of the recovery process.

Plexos is currently providing subject matter knowledge in the development and management of the city's Risk Assessment, Pre-Award Implementation Plan, and CDBG-DR Action Plan for $19.9 million in federal funding. Services include providing technical assistance and training to city CDBG-DR staff and departmental heads.

References

████████████, Columbia, SC Budget & Program Management Director

████████████

████████████ Executive Director Community Development, Columbia, SC

████████████

Relevance to New Jersey

Plexos' work developing and managing the City's Pre-Award and Implementation Plan, Risk Assessment, and CDBG-DR Action Plan translates to the drafting of New Jersey's operational plan to meet compliance and program objectives.

DEEPWATER HORIZON SETTLEMENT

U.S. Federal Court Eastern District

Plexos was selected to manage the Deepwater Horizon Economic and Property Damages Settlement, which represented approximately 400,000 claimants and included 4 vendors and an administrative staff of 3,153 personnel.

Plexos provided oversight of all program vendors and managed claims processing, appeals, financial projections, fraud investigation, and business processes. Their continuous efforts streamlined processes, reduced costs, and improved system accountability and throughput as the program continued.

Plexos built a risk management strategy around claims processing, data integrity/security, fraud reduction, and accuracy of determinations. Their approach culminated in a quarterly CEO report consisting of exception, trending, pipeline, and other reports. The reports improved decision-making and drove results for more efficient and accurate claims processing, and identification of fraudulent claims. After the first year, Plexos was able to reduce annual administrative costs by $100 million and deliver faster claims resolutions and more accurate claims determinations.

2012–2013

Deepwater Horizon oil spill

Advisory, Consulting, & Grant Management Services

Funds Management

Case Management

Reporting & Metrics

Anti-Fraud

Quantitative Data Analysis

References

███████████
BP Economic & Property Damage Settlement Trust

███████████, Director-AFWA, Deepwater Claims Program

███████████

Relevance to New Jersey

Plexos's experience on the Deepwater Horizon Settlement Program, including business process optimization, fraud detection, QA/QC, audit services, and quarterly management reporting, demonstrates expertise that will be applied to support the NJ RREM and LMI Homeowners Rebuilding Program.

STRONGER NEW JERSEY BUSINESS GRANT PROGRAM

New Jersey Economic Development Authority (NJEDA)

2013–2015

Hurricane Sandy

HUD CDBG-DR

Applicant Intake

Eligibility Reviews

Verification & Coordination of Benefits

Workflow Design & Management

Comprehensive Reporting

Multichannel Applicant Interaction

References

██████████
NJEDA
██████████████
████████
████████

The NJEDA retained **Solix** as an experienced full-service provider of grant application processes, complex eligibility screening, compliance support, and exceptional customer service to support their Stronger New Jersey Small Business Grant Program.

Solix provided application intake and customer service to small business applicants throughout pre-award grant processing. They managed the design and deployment of eligibility reviews, verification of benefits, and award closing and disbursement procedures. Using the Salesforce platform, Solix developed a full-featured program management and workflow application.

Solix quickly qualified eligible small businesses; they implemented a multichannel customer care solution (call center, online, and in-person) and facilitated workshops to guide business owners. They developed comprehensive reporting of detailed grant application and disbursement activities, demographic data, and other key information required by client and government officials.

Relevance to New Jersey

The Business Grant Program provided Solix with first-hand experience in providing CDBG-DR–compliant disaster recovery support services to those directly affected by Sandy's devastation.

LOUISIANA SHELTER AT HOME PROGRAM

LA Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP)

CORE Construction was one of the original nine contractors selected by GOHSEP for the Shelter at Home Program implemented after the August 2016 flood struck Southeast Louisiana. Flooded homeowners were immediately eligible to apply for the FEMA-funded program to receive up to $15,000 in immediate repair to help get families back in their homes while more permanent repairs were still underway or pending.

Mobilizing immediately, CORE employees performed inspections, task order management, demolition, and home repair. After 75 days at work, the CORE team had repaired nearly 1,308 homes worth a combined $15.7 million in construction. At the end of that period, CORE stood as the top-ranked contractor in the Shelter at Home Program by the Program Manager.

November–December, 2016

Louisiana Floods

Post-Disaster Housing Programs

Demolition and Reconstruction

Safety

Quality Control

Maximizing Scope Under Program Benefit Limit

References

████████, Principal
H2Bravo Program
Management
████████████

████████
Chief of Staff, GOHSEP
████████████

Relevance to New Jersey

The Shelter At Home project demonstrates CORE Construction's unmatched ability to deliver reliable execution of reconstruction scopes while working within funding program rules.

REBUILDING UNION BEACH

Hurricane Sandy New Jersey Relief Fund (HSNJRF)

2013–2014

Hurricane Sandy

Legal Advisory Services

Legal Services for Disaster Recovery Funding

Sources and Uses of Funds

References

██████████
former Executive Director of HSNJRF
██████████

Gibbons Law has collaborated with New Jersey stakeholders to establish and implement an innovative funding approach for homes destroyed by Hurricane Sandy in New Jersey.

First, Gibbons guided the formation of the Hurricane Sandy New Jersey Relief Fund as a 501(c)(3) nonprofit corporation recognized within the state. In this capacity, Gibbons filed necessary application paperwork, established by-laws and internal policies, and advised on various legal aspects of operation:

- Constraints on restricted grant funds
- Maintaining tax-exempt status
- *Quid pro quo* contributions
- Applicable accounting requirements

Once the HSNJRF was duly established, Gibbons worked with them to implement a project called *Rebuilding Union Beach,* a program to return families to storm-resistant modular homes via a cost-effective, demolition-to-construction model. Gibbons drafted a unique disaster relief Replacement House Project Agreement on behalf of the HSNJRF to facilitate its monetary contribution to the replacement of 15 residences destroyed by Sandy. The Agreement was developed to 1.) maximize the client's monetary and administrative salary donations while maintaining individual homeowners' eligibility for restricted state and federal disaster relief funds; 2.) assist with homeowners' access to insurance awards withheld by existing mortgage lenders; and 3.) develop an efficient process that could be replicated.

Replacement House Project Agreement parties include a fiscal sponsor of the nonprofit client, a homeowner, a municipal coordinator, and an escrow agent. Agreements are drafted for adaptability to future natural disasters.

Rebuilding Union Beach was implemented successfully. A ribbon cutting ceremony in June 2014—hosted by Mary Pat Christie, First Lady of New Jersey and chair of the HSNJRF—welcomed the first two Union Beach families back to their homes. HSNJRF contributed $1.5 million to the replacement of residences in Union Beach. Twelve of the fifteen project homes were replaced and occupied by original homeowners in the program's first year.

Relevance to New Jersey

Gibbons Law worked to guide the legal establishment and operation of HSNJRF for the benefit of the people of New Jersey, and supported its efforts to find innovative new ways to help homeowners through the Rebuilding Union Beach program.

The IEM Team has also provided similar services on the projects described in Table 6 below. We list these more briefly because they are less directly relevant to the proposed work.

Table 6 • Other Similar Services. The projects in which IEM and its Team members have provided similar services to the ones required in this solicitation have been listed below. These projects may have a smaller size or less directly applicable scope than the solicited services for NJ DCA.

Provider	Program/ Customer	Description of Services
IEM	LA GOHSEP Public Assistance and Hazard Mitigation Grant Technical Assistance	Administration of $15 billion in Public Assistance and $1.5 billion in HMGP funds for 13 open disasters, from Hurricane Katrina to the latest flooding event, DR-4277, for the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP).
IEM	NYS DHSES	Assisting the State of New York with the $14.5 billion FEMA PA Program and the $1.5 billion HMGP following Hurricane Sandy.
IEM	FEMA	Participated directly in the Katrina response in Louisiana, ultimately putting 85 employees in the field from our Baton Rouge headquarters. We were an early subcontractor for Road Home technical assistance and drafted the original HMGP Global Match grant application for the Road Home Program.
IEM	Cumberland County FEMA Program Consulting	Supporting Cumberland County, NC, to establish and implement a Hurricane Matthew recovery program that complies with Federal regulations, identifies opportunities for mitigation and improved resiliency, and maximizes the reimbursement of recovery-related costs.
IEM	Fayetteville (NC) Public Assistance Program Consulting	Support establishing and implementing a recovery program after Hurricane Matthew. Tasks included establishing grant administration procedures as well as identifying and developing potential HMGP projects.

Provider	Program/ Customer	Description of Services
IEM	Small Rental Property Program Support for Louisiana Office of Community Development (OCD)	Provided Intake and Case Management services and technical support over two years of delivery to the CDBG-DR Small Rental Program. Provided personnel to manage and operate the pre-closing, compliance and monitoring, and anti-fraud departments of the program. Instrumental in the design of the Initiative Option, which allowed applicants to receive funding prior to construction. Continued to be involved in all phases of the work up to and including closing activities.
IEM	Economic Impact Assessment for Greater New Orleans, Inc.	Economic impact assessment of the 2010 Deepwater Horizon Oil Spill Oil Spill in the Gulf of Mexico.
IEM	Virginia Public Assistance Support	Monitored and documented recovery work to be eligible for PA and HMGP funds. Assisted Cities and Counties. Identified additional eligible damages ($50M+). Helped the State recoup management costs that had not been reimbursed under previous Virginia disasters.
IEM	Iowa Public Assistance Support, 2008 Floods	Assisted local and State government agencies with expediting disaster recovery processes and funding throughout the life cycle of project development, approval, and implementation.
IEM	Louisiana DNR/CPRA Program Monitoring	Monitoring program compliance for debris removal from waterways, under FEMA Public Assistance. Preparing RFPs and contracts. Assisting in the preparation of permit application for coastal use, air quality, and waste stream management.
IEM	Louisiana DNR Disaster Recovery Program Monitoring	Monitored and performed accounting functions related to all prior, current, and future disasters. Responsible for making sure that grant-funded project documentation and reimbursement requests met the granting agency requirements. Managed closeout and maintenance of all files for audit purposes. Served as liaison between the DNR and the appropriate state and federal agencies.

Provider	Program/Customer	Description of Services
IEM	Louisiana OCD CDBG and Infrastructure Management	Implemented and administered CDBG-DR funds within Jefferson Parish. Developed an Execution Plan and assisted with development of an internal procedure manual. Created a CDBG-DR funds administration training manual. Established the reporting system to provide visibility on task progress and associated costs. Assisted grant recipients in Jefferson Parish through project applications, procurement, compliance monitoring, and closeout.
CORE	LA Recovery School District Rebuilding Program	Mobilized dozens of CORE employees to lead teams to begin inspections, task order management, demolition, and home repair following southeastern Louisiana August 2016 flood. After 75 days, had repaired nearly 1,308 homes worth a combined $15.7 million in construction.
Gibbons	New Jersey Community Capital (NJCC) General Counsel	Worked on a $1 million financing for NJCC's "ReStart the Shore" disaster recovery initiative, focused on assisting homeowners in three New Jersey counties (Ocean, Atlantic, and Monmouth) that were severely affected by Hurricane Sandy, including through the purchase of distressed mortgages and financing acquisition and renovation of residential properties to be used for affordable housing. Represented NJCC in securing $3 million in private capital to fund project REBUILD, a loan program designed to assist New Jersey businesses impacted by Hurricane Sandy and created form loan documents NJCC used to close loans to businesses using the funds.

We acknowledge that DCA must pre-approve the use of any subcontractors that might be added to the Team at a later date.

3.6.1 NEGATIVE ACTIONS OR FINDINGS

IEM has never received any negative actions taken by other contracting entities against it, including, but not limited to, receipt of letters of potential default, default, cure notices, termination of services for cause, or other similar notifications/processes. IEM has never received any negative audits, reports, or findings by any governmental agency for which IEM was the Vendor on any Blanket P.O.s of similar scope.

None of IEM's subcontractors have ever received any negative actions taken by other contracting entities against it, including, but not limited to, receipt of

letters of potential default, default, cure notices, termination of services for cause, or other similar notifications/processes. They have never received any negative audits, reports, or findings by any governmental agency for which they were the Vendor on any Blanket P.O.s of similar scope.

3.6.2 SUBCONTRACTOR EXPERIENCE

We have provided detailed descriptions of projects that are similar in size and scope at the beginning of Section 3.6. These amply demonstrate that the IEM Team subcontractors have successfully provided similar services to the ones they will provide on the NJ Programs.

This documented experience includes the following similar projects:

- Plexos/Solix, NY Rising Housing Recovery Program Management (NY GOSR), page 116

- Plexos/Solix, NYC Build It Back Program (NYC Mayor's Office of Housing Recovery Operations), page 122

- Plexos, Columbia FEMA PA, CDBG-DR, & HMGP Program (City of Columbia, South Carolina), page 124

- Plexos, Deepwater Horizon Economic & Property Damage Settlement Program (U.S. Federal Court Eastern District), page 125

- Solix, Stronger New Jersey Business Grant Program (New Jersey Economic Development Authority), page 126

- IEM/CORE, Restore Louisiana CDBG-DR Program Management (LA OCD), page 112

- CORE, Louisiana Shelter at Home Program (LA GOHSEP), page 127

- Gibbons, Rebuilding Union Beach (Hurricane Sandy New Jersey Relief Fund), page 128

As the prime contractor, IEM is responsible for all work conducted by both our employees and our subcontractors. All IEM Team members understand that participation is based on qualifications, technical merit, efficiency, and cost-effectiveness. In addition, a reputation for quality was a critical criterion in their selection for the IEM Team.

We have structured the management of the IEM Team to be led by IEM or one of our specialized subcontractors, many of which can cover more than just their specialty focus area, giving us the depth of additional capacity support when needed. Our proven success as a lead integrator will allow our team to function seamlessly as one cohesive group. Our staff will work collaboratively to meet the needs of each task area, guided by the proven success, guidance, management, direction, and innovation of IEM. Using proven processes, industry best practices, and innovation, the IEM Team will be able to execute the Program with speed and accuracy, while providing

exceptional customer service to homeowners and reducing the cost to the State.

Subcontractor Services

The IEM Team brings DCA a group of very experienced contractors, selected for their proven performance and ability to deliver projects of similar size and complexity. IEM retains responsibility for all acts and omissions of its subcontractors. The following table lists our subcontractors and defines the services they will provide to DCA in performing this Blanket P.O.

IEM Subcontractor	Services Provided to NJ DCA
Solix	• Recoupment • Applicant Interaction • Document Management
Plexos	• Policy Lead • Program Management Office • Analytics and Reporting • QA/QC
CORE	• CTAs (Project Managers)
Gibbons	• Legal Advisory Services as needed

3.7 FINANCIAL CAPABILITY OF THE VENDOR

IEM has operated since 1985 as a successful federal, state, and local contractor without ever incurring financial hardship. Private ownership and our zero-debt position prevents outside influence from negatively affecting our excellent financial risk standing. IEM has successfully delivered the program management services requested and maintained financial health despite the challenges of rapid start-up, rapid staffing, the range of recovery program requirements, and the large number of subcontractors on projects, by choice or by direction of our customers. Our commercial banking partners have long recognized our growth, which includes unbroken stability and low financial risk. We are ready now to begin work on the NJ RREM and LMI Programs with confidence in our financial position.

3.7.1 FINANCIAL STATEMENTS

IEM's most recent certified financial statement has been uploaded to this quote as a separate file, using NJStart, to maintain confidentiality and allow for easier protection of this information. As IEM is a privately owned company, it considers its financial statements to be highly competitive and

protected information, and requests that the State of New Jersey exempt this information from release to the public.

4.0 PRICE SCHEDULE/SHEET

IEM has submitted its pricing using the State-supplied price schedule/sheet. As required, it has been uploaded as a separate file, using NJStart.

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APPENDIX A: DRAFT SECURITY PLAN

IEM takes security seriously. It is reflected in the daily operations of our company. Our personnel are trained on our internal security measures, and we when deploy staff members to customer locations, we ensure that those personnel are trained on the customer's security measures.

As required, IEM has prepared the draft Security Plan summarized below. The final Security Plan will be developed after Blanket P.O. award with input from DCA, and finalized within 30 days. Our draft Security Plan reflects standard IEM security processes and procedures for performing similar CDBG-DR grant management services.

The Security Plan's scope includes physical security (facilities), information systems, system data, and personnel, as summarized below:

- **Facilities Physical Security** provides for the integrity and access control of project facilities through identification badges, tiered levels of badge access, and restricted hours for public areas. Attempts at unauthorized entry will be flagged and reported.

- **System Security** provides for protection of the information technology network from intrusion through firewalls and password protection of network assets.

- **System Data Security** secures the project data, which includes sensitive applicant information, through a system of role-based access, password management, data integrity methods such as automatic logging of activity, and database security features.

- **Administrative and Personnel Security** provides integrity through the use of background checks for certain sensitive positions and corporate security measures associated with the vetting and onboarding of employees.

- **Regulations and Security Requirements** lists laws, regulations, program rules, guidance, and best practices that apply to this security plan.

- **Legal Support** discusses legal matters germane to the plan.

All procedures within the Security Plan are consistent with policies and protocols that IEM uses at other on-site projects, as well as with measures used for our own offices, network, data, and personnel. The Security Plan implementation will be integrated into our corporate security posture through oversight by our Corporate Security Officer to ensure continued compliance

with standards. Requirements flow down to subcontractors based on the roles they fulfill within the project team.

IEM and its appropriate subcontractors implement and follow all safeguards for protection of physical and technical property and data, per IEM's stringent usage guidelines. We will ensure that we meet all State of New Jersey data safeguards and privacy protections required for this contract. Periodically, IEM will review any updates to corporate or customer guidelines to ensure that changes to our policies always meet a standard that is equal to or higher than customer requirements.

FACILITIES PHYSICAL SECURITY

The IEM Team recognizes the importance of creating a secure facility and working environment. Facilities will include the following security features:

- Secure document destruction services provided by local vendor
- Available outside normal working hours and on weekends only through badge/key access
- Badged security access panels and cameras
- Meet all governmental requirements for fire safety, accessibility, seismic and sustainability standards

ASSET MANAGEMENT

We will coordinate with the State on all aspects of asset management, including the creation of secure environments, barriers, security procedures, badging and facility access, investigation and reporting related to lost assets, and disposition as operations wind down. We recommend a strategy to affix a unique identification number to office furniture and fixtures, equipment, and other portable assets. Routine audits can then provide reasonable assurance regarding prevention of theft and timely detection of unauthorized activity.

SAFEGUARDING AND MANAGING ASSETS

The IEM Team recognizes the importance of creating a secure facility and working environment. Our designated Asset Manager is responsible for safeguarding and managing physical assets, including:

- Employee photo security badges
- Electronic facility locks
- Required management approval for access outside of non-working hours
- Documentation of missing, damaged, and obsolete equipment
- Asset tagging using unique identification numbers

- Routine audits to ensure timely discovery of missing or misused items
- Defined investigation process
- Mobile device management

BADGING

IEM Team personnel badges will be encoded for security access panels and monitoring. All IEM and subcontractor personnel will be provided with a unique personal security badge. Each badge will specify "Program Contractor" and will contain the name and photograph of the individual. Each badge will be equipped with radio-frequency identification and contain electronically stored information that uniquely identifies the badge and the individual to which it is issued, making the badges practically impossible to counterfeit. Badge stock will be maintained in a secured location with restricted access, and only authorized individuals will be able to produce and encode personnel badges.

IEM will implement a Badge Access system at our facilities that will allow public access from 8 a.m. to 5 p.m. for public areas, and monitored or badge-only access outside of public areas or outside of normal operating hours. In order to access any areas beyond the public entrance, an IEM-provided badge or personal identification number will need to be used. The facility access control will be created, managed, and monitored by IEM Security. If a proximity badge reader system is used, certain access is granted based on that individual's need to know and need to have access. More restricted access may be used for areas that contain information that all employees may not need access to, such as the site server room. This is managed by creating different profiles in the badge system and applying those profiles to individuals. IEM can monitor and review based on a specific identifier that is associated to each badge.

PHYSICAL THREATS/HAZARDS

Each facility operated by the IEM Team for this project will have an emergency response plan and business continuity plan in place. That plan will include procedures for responding to threats at the facility (e.g., active shooter scenarios) or other emergent hazards.

SYSTEM SECURITY

IEM and our subcontractors agree to abide by all applicable federal, state, and local laws concerning information security. IEM agrees to meet the compliance standards of the applicable State policy, and we will ensure compliance with all revisions to State policy for the life of this contract.

VULNERABILITY/SECURITY ASSESSMENT

IEM regularly conducts vulnerability testing of our IT operating systems, applications, and network devices in order to meet the security contractual obligations of our government clients. Our policies and testing provisions also include identification and remediation of all identified vulnerabilities. We regularly probe our own network and internal systems as well as coordinate with third-party vendors to give us a full picture of any vulnerabilities we may have. We then use those tests to formulate a plan to eliminate or mitigate them before they can be exploited.

When appropriate, we notify clients of vulnerabilities and explain what remediation actions we have taken, and what measures will be implemented to prevent further vulnerabilities. All subcontractors must agree to maintain the IT standards set by IEM without exception. We agree to provide DCA or a designated third party with the opportunity to access and inspect our policies and procedures for vulnerability testing, if desired.

APPLICATION SECURITY

Application security is generally accomplished at the network or system level. This project does not include application hosting or development services.

ANTIVIRUS/MALWARE CONTROLS

Sophos Endpoint Protection/Sophos Server Protection Advanced is installed on all IEM computer equipment. This software is centrally managed to allow for easy detection and remediation of virus events and spyware intrusion. Virus definition files are updated dynamically using a service push to network clients on an hourly basis. Thus, Sophos provides real-time scans and updated threat detection.

All IEM e-mail enters the Microsoft Exchange Server through the Microsoft Exchange Online Protection for the Enterprise (EOP) filtering service. Microsoft EOP uses five industry-standard antivirus/anti-malware applications to scan each e-mail and associated attachments. Microsoft EOP filtering algorithms are then applied to identify and block spam e-mail from delivery.

NETWORK SECURITY

IEM uses both procedures and tools to ensure that we meet hardware and software hardening recommendations according to each manufacturer's specifications. We use Tenable Nessus to verify and track all updates and anomalous behavior in the environment. Our IT department images a standard disk for all employees and controls software licensing through our IT department.

Intrusion protection and DDOS attacks are both mitigated by our Cisco ASA. The built-in IPS (Intrusion Prevention System) inspects all packets flowing in and out of our network for characteristics of DDOS or scanning reconnaissance, and will shun/block any flagged data packets.

All subcontractors must agree to IEM's policies and procedures in order to be granted access to our systems. IEM's procedures also include constant surveillance of the IT ecosystem so that unnecessary services, usernames, and logins are deactivated or removed whenever access authority changes. IEM's corporate IT policy centralizes all control and management of system configuration files.

FIREWALL

For IEM's corporate network, data is secured in a data center compliant with the Federal Risk and Authorization Management Program (FedRAMP), with managed Cisco routers and Cisco ASA Firewalls.

After award, IEM IT security staff will coordinate with DCA to establish protocols for data hosting and appropriate firewalls for systems under IEM control. IEM has current operational experience restricting networks both physically and logically by establishing separate physical domains (firewall and servers) or logical domains (use of VMs) to protect systems from unsolicited and unauthenticated network traffic.

SERVER AND INFRASTRUCTURE

As stated in the previous Network Security paragraph, IEM uses both procedures and tools to ensure that we meet hardware and software hardening recommendations according to each manufacturer's specifications. We use Tenable Nessus to verify and track all updates and anomalous behavior in the environment. Our IT department images a standard disk for all employees and controls software licensing through our IT department.

All subcontractors must agree to IEM's policies and procedures in order to be granted access to our systems. IEM's procedures also include constant surveillance of the IT ecosystem so that unnecessary services, usernames, and logins are deactivated or removed whenever access authority changes. IEM's corporate IT policy centralizes all control and management of system configuration files.

WIRELESS, REMOTE, AND MOBILE ACCESS

The IEM IT Team will apply appropriate policies regarding remote data access. Account provisioning, authorization, verification, and audit/logging will all be consistent with the baseline policies established in the System Security section of the Security Plan. The specific mechanisms related to VPN and

TCP/UDP port restrictions will be finalized following discussions with DCA on the architecture and protocols related to the SIROMS/iDone system.

INCIDENT MANAGEMENT

IEM will notify the SCM within one business day of discovery if any IEM or relevant subcontractor system that provides access to, processes, or stores project data or work products is subject to any unintended access or attack. We will provide notice via written and electronic correspondence. If an unauthorized use or disclosure of any sensitive data occurs, IEM will provide written notice to the SCM within one business day of discovery. If required, we will provide the State with a written report about the unauthorized use or disclosure. The report we provide will contain information such as:

- The nature of the unauthorized use or disclosure
- The sensitive data used or disclosed
- Who made the unauthorized use or received the unauthorized disclosure
- What actions IEM has taken or will take to mitigate any negative effects of the unauthorized use or disclosure
- What corrective actions IEM has taken or will take to prevent future similar unauthorized use or disclosure

SYSTEM DATA SECURITY

IEM's IT staff have expertise in establishing secure technology environments that limit access to least privilege and protect sensitive data, including but not limited to Personally Identifiable Information (PII). IEM maintains an off-site data processing facility with Windstream, a data center and cloud services provider. Our IT policies and procedures developed on current contracts already meet or exceed the requirements for data protection stated by DCA. For example, our operating environment has been approved for use by the U.S. Department of Defense (DOD) for storage and processing of data for IEM's WebPuff modeling and decision support system, used by the Chemical Stockpile Emergency Preparedness Program (CSEPP). WebPuff received certification of approval to operate (ATO) on the DOD network based on IEM's approved IT environment and security procedures for data and user IT security hygiene, and is used daily by the U.S. Army and the CSEPP emergency management community for emergency planning, exercises, and coordination (data exchange).

ROLE-BASED SECURITY ACCESS AND ACCOUNT MANAGEMENT

Persons access system data through user accounts. The user accounts are mapped to roles in order to provide administratively streamlined, more reliable control of access. Each role is associated with a suite of access privileges which are parameterized for specific information accessible and degree of access (e.g., read privilege is distinct from edit privilege).

PASSWORD MANAGEMENT

User accounts are password-protected to avoid unauthorized intrusion. Requirements for strong passwords are enforced through system filters, as is the requirement for each user to periodically change the account's password. IEM's required password length, complexity, history, and lockout provisions ensure against unauthorized access.

IEM's security policy requires that users change their password every 90 days. Password complexity is enforced, requiring at least an eight-character alphanumeric password. To prevent users from simply alternating between two passwords, the system retains a password history that prevents users from using their three previous passwords, forcing them to create a new one. In addition, employees are required to lock their computer screens when away from the computer. An automatic PC lock is in place for an idle time of 10 minutes, which requires the user to enter their password to unlock the PC.

LOGGING/AUDITING CONTROLS

Traceability of all changes made to applicant records shall be enforced. The specific mechanisms will depend on the features available in the SIROMS system.

IEM can, with need, deploy a tool such as ManageEngine to address all requirements to log events related to work on a contract. ManageEngine monitors user activity, authorized and failed access attempts, system exceptions, and critical information security events.

DATABASE

Data is secured in a FedRAMP compliant datacenter with managed Cisco routers and Cisco ASA Firewalls.

TRANSMISSION

IEM can establish systems that encrypt data on all hard disk drives for data at rest. IEM can, as needed, encrypt program data when in transit over networks, and transmission will only be allowed internally through a VPN connection when not transmitted within internal firewall boundaries. IEM's encryption algorithms meet Federal Information Processing Standards (FIPS)

compliance for 128-bit encryption. IEM will not store, process, or transfer data for this contract outside of the U.S.

DATA INTEGRITY

At the corporate-wide level, IEM employs Tenable Nessus and ManageEngine Desktop Central to verify and track all updates and anomalous behavior in the environment. Our IT department images a standard disk for all employees and controls software licensing through our IT department. And, as noted in the earlier paragraph on Logging/Audit Controls, traceability of all changes made to applicant records shall be enforced. The specific mechanisms will depend on the features available in the SIROMS system.

Continuous Monitoring for data integrity falls under the intrusion detection and denial-of-service attack monitoring/prevention approaches discussed in the Network Security paragraph earlier in this plan.

Security Audits will be allowed and supported by IEM, to include review and good-faith discussion of any issues uncovered. This complements the third-party testing and assessments already discussed in the previous Vulnerability/Security Assessment and the Network Security Sections.

Change/Configuration Management will be implemented through central control by IEM's IT department, which will image a standard disk for all project employees and controls software licensing. The IT Department also pushes out software updates centrally to ensure consistency. The SCM will be notified prior to any major changes to the system or to software configuration.

Risk Management will be accomplished with a Risk Management Plan, tightly tied to the regular vulnerability assessments discussed in the previous Network Security Section, and relating security risks to the appropriate levels of intervention to mitigate them.

Confidentiality and Non-Disclosure Agreements are part of the process of bringing new employees into the company or any employees onto a project such as this one with a specific requirement, as detailed in the Personal Integrity paragraph in the Administrative and Personnel Security section of this plan.

ADMINISTRATIVE AND PERSONNEL SECURITY

PERSONAL INTEGRITY

Prior to gaining access to the IEM network, systems, and applications, employees must successfully pass a background check that includes a full criminal background check and verification of employment records and educational credentials. In addition, during the company onboarding process,

the employees are required to complete an Ethics, Conflict of Interest, and Confidentiality Agreement that addresses nondisclosure and nonuse of confidential information, as well as the ownership of intellectual property and proprietary information. Employees will also complete any client-required documents or agreements needed in the process of submitting for access. These items are completed prior to the employee security badge being issued.

If required, we will make the results of the background checks available to the State for consideration before the employee is assigned to work on the State's project. IEM does not hire employees with positive criminal backgrounds for cyber-crimes for any positions.

WORKFORCE SECURITY

If an employee leaves the program, IT, HR, and Security are immediately and simultaneously notified in order to terminate system and building access. The employee's security badge and all issued equipment and materials are collected by the supervisor or HR Representative on site.

If applicable, when an employee leaves IEM, his or her computer hard drive data is archived to the secured network. The hard drive is then erased and the operating system reinstalled before it is released for further use. This prevents a future employee from unauthorized access to sensitive information. The person's computer access is then removed and the former employee is unable to gain access into any related network.

REGULATIONS AND SECURITY REQUIREMENTS

Appropriate regulatory and security requirements are integrated into the training delivered to all employees as they process into work on the New Jersey Program. Throughout the life cycle of the project, our Training Lead will develop a schedule for required refresher training and will prioritize elements such as Ethics; Fraud, Waste, and Abuse; Applicant Privacy; and Security. IEM has existing resources on many of these topics, which will be customized to this specific training delivery.

IEM has a broad understanding of the various regulations and security requirements and activities that must be navigated to support customer needs. Our Team has in-depth knowledge of many regulations and guides that are relevant. Many of these are not strictly applicable legal requirements, as they relate to purely federal systems. But they are still useful best practices, especially for a program employing federal grant funds and subject to HUD OIG audit of security practices.

- **Federal Information Security Management Act (FISMA)** – FISMA has brought attention within the federal government to cyber security and explicitly emphasized a "risk-based policy for cost-effective security."

- **National Institute of Standards and Technology (NIST) 800-53** — NIST Special Publication 800-53, "Recommended Security Controls for Federal Information Systems and Organizations," catalogs security controls for U.S. federal information systems.

- **Federal Desktop Core Configuration (FDCC)** — FDCC is a list of security settings recommended by the National Institute of Standards and Technology for general-purpose microcomputers that are connected directly to the network of a United States government agency.

- **Federal Information Processing Standard (FIPS) Publication 140-2** — FIPS PUB 140-2 is a U.S. government computer security standard used to accredit cryptographic modules.

- **Common Criteria** — The Common Criteria for Information Technology Security Evaluation is a framework which provides assurance that the process of specification, implementation, and evaluation of a computer security product has been conducted in a rigorous and standard manner.

- **Consensus Audit Guidelines (CAG)** — The CAG, a "Consortium of US Federal Experts" identified the 20 Most Critical Controls "essential for blocking known high-priority attacks". Understanding compliance, testing, and how to mitigate any of these 20 controls is essential to a secure computing environment.

The IEM Team will ensure that all applicable regulations, guidance, and best practices will be strictly adhered to in support of this project.

LEGAL SUPPORT

IEM will comply with all applicable laws that require the notification of individuals if an unauthorized release of PII or other event requiring notification occurs. In the event of a breach of any of IEM's security obligations or other event requiring notification under applicable law, we will assume responsibility for informing all appropriate individuals in accordance with applicable law.

After Blanket P.O. award, IEM will work with the State of New Jersey to determine IEM's roles and responsibilities related to electronic discovery, litigation holds, discovery searches, and expert testimonies. We will also disclose our process for responding to subpoenas, service of process, and other legal requests, and make adjustments as required by the State to protect its interests.

T3086 Revised Price Schedule
Bid Solicitation {RFP} #18DPP00166 - Project Management Services for the RREM and LMI Homeowners Rebuilding Programs: DCA

Vendor [Bidder] Name:	*Innovative Emergency Management, Inc. (IEM)*
Instructions:	Refer to Bid Solicitation {RFP} Section 4.4.5 for Vendor {Bidder} instructions. The Vendor {Bidder} shall provide pricing in the yellow highlighted cells. The rest will be automatically calculated.
Date of Submission:	*9/20/2017*

Applicant Project Pool Type* (Reference Bid Soliciation {RFP} Section 1.2.1)	Estimated Applicants**	Firm Fixed Unit Cost	Estimated Total Cost for Each Applicant Pool Type
POOL 1A All-inclusive unit cost to take a Pool 1A Applicant Project from Blanket P.O. {Contract} Project transfer (initiation) to Final Closeout.	242	$16,000.00	$3,872,000.00
POOL 1B All-inclusive unit cost to take a Pool 1B Applicant Project from Blanket P.O. {Contract} Project transfer (initiation) to Final Closeout.	147	$12,000.00	$1,764,000.00
POOL 1C All-inclusive unit cost to take a Pool 1C Applicant Project from Blanket P.O. {Contract} Project transfer (initiation) to Final Closeout.	499	$14,000.00	$6,986,000.00
POOL 2 All-inclusive unit cost to take a Pool 2 Applicant Project from Blanket P.O. {Contract} Project transfer (initiation) to Final Closeout.	578	$11,000.00	$6,358,000.00
POOL 3 All-inclusive unit cost to take a Pool 3 Applicant Project from Blanket P.O. {Contract} Project transfer (initiation) to Final Closeout.	472	$9,000.00	$4,248,000.00
POOL 4 All-inclusive unit cost to take a Pool 4 Applicant Project from Blanket P.O. {Contract} Project transfer (initiation) to Final Closeout.	294	$7,000.00	$2,058,000.00
Estimated Total Quote {Proposal} Cost*		**$25,286,000.00**	

* Refer to Bid Solicitation Section 1.2.1 for Applicant Project Pool descriptions.

** The State makes no guarantee of work volume.

*** Price used to rank Quote {Proposals} in accordance with Bid Solicitation {RFP} Section 6.7.2.