



Best and Final Offer (BAFO)

Housing Program Implementation Strategy Advisor for the State of New Jersey Department of Community Affairs ("DCA")

May 17, 2013

Submitted to:
State of New Jersey
Division of Purchase and Property

Submitted by:
ICF Incorporated, L.L.C.
9300 Lee Highway
Fairfax, VA 22031
(703) 934-3000

Authorized Contact:



Federal Tax ID Number: 

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May 17, 2013

Mr. Roy Hambrecht
Department of the Treasury
State of New Jersey
Division of Purchase and Property
Email: roy.hambrecht@treas.state.nj.us
Submitted VIA Email

SUBJECT: RFQ Number RFQ777358S for "Housing Program Implementation Strategy Advisor for the State of New Jersey Department of Community Affairs"; ICF BAFO Proposal 20130563

REFERENCE: NJ Best and Final Offer letter requested, dated May 16, 2013

Dear Mr. Hambrecht:

ICF Incorporated, L.L.C., an ICF International company, hereafter referred to as "ICF", is pleased to provide this Best and Final Offer (BAFO) proposal in response to the referenced Best and Final Offer request. ICF's BAFO consists of [REDACTED] on the RFP Labor Category Rates. This is the only change to ICF original proposal. ICF's BAFO prices include all commitments stated in our original proposal as well as all requirements specified in the RFP and the addenda.

ICF's BAFO proposal remains valid for a period of sixty (60) days from the official due date of May 17, 2013. ICF retains the right to review its submission and to extend its offer or to revise its BAFO proposal at the end of the sixty (60) days period.

We look forward to hearing from you about the status of our proposal and sharing additional information as needed in written or oral presentations. For technical questions, please contact ICF's technical point of contact, [REDACTED]

Sincerely,

[REDACTED]

Enclosure



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General Information

PERIOD OF PERFORMANCE

The proposed period of performance is as follows:

Year 1:	June 1, 2013 – May 31, 2014
Year 2:	June 1, 2014 – May 31, 2015

Per the RFQ, there may be up to three(3), one year extensions.

CONTRACT TYPE:

ICF has prepared this submission on a Time and Materials basis based on ICF's MOBIS contract #GS-23F-8182H

VALIDITY

ICF's price proposal will remain in effect for a period of sixty (60) days from the date of submission. ICF reserves the right to review its submission and to extend its offer or to revise its proposal based on the facts known at the end of the 60-day period.

Subcontractors

ICF has established a goal of 25% for use of subcontractors that are registered with the NJ Division of Revenue as Small Business Enterprises. The Subcontractor Utilization Plan is provided in **Attachment 3**.

Our subcontractor team consists of six registered New Jersey small businesses. In addition we have included nine small businesses registered outside of New Jersey that provide specialized expertise for this program. We estimated the value of our planned subcontracts based on an estimated total contract value of \$10,000,000. Our subcontracting goal is to provide 25% of contract value to New Jersey small businesses. We then determined the percentage of work for each subcontractor based on our experience supporting similar programs. We estimate approximately 20% of the contract will be provided by New Jersey certified Category III small business staff augmentation firms. An additional 10% will be provided primarily by Category I and II certified small businesses that specialize in housing and community planning; and marketing and communications.

Basis of Estimate

ICF's proposed price is based on ICF's experience performing similar work for a variety of similar clients. It also reflects our understanding of this work as an advisory services contract requiring senior, experienced staff to respond to Task Orders as well as the requirement to augment State staff capacity. The assumptions and process built into the development of our rates include:

1. MOBIS labor categories were mapped to the eight RFQ labor categories specified below in **PRICING PROPOSAL: RFQ COST SCHEDULE**. In addition, to provide flexibility as additional staffing needs are identified by the State, ICF has provided rate quotes for other labor categories in our MOBIS schedule with the applicable discount – see below **PRICING PROPOSAL: MOBIS RATES**



2. These additional MOBIS labor categories will also provide flexibility to support the Staff Augmentation service (3.1.2), as those needs are defined by the State. ICF anticipates that work may include abroad array of tasks such as the review of invoices, desk top publishing, filing of documents, etc.
3. The number of proposed staff shown in the RFQ’s cost schedule on the following pages are derived from the proposed staff for the ramp-up phase.
4. Rates for Years 3-5 will be billed based on MOBIS rates as presented in Pricing Proposal: MOBIS Rates
5. Retainage/Acceptance Criteria (5.1.1.)--in accordance with the State’s response to Question 31 in Addendum 1 issued on May 9, 2013, ICF assumes that all task orders will contain “mutually agreed upon qualitative/quantitative performance criteria” .
6. State provided resources—in accordance with the State’s response to question 27, ICF assumes that office space will be made available for staff supporting tasks under 3.1.1 and office space, computers, and access to DCA’s IT environment will be made available to staff supporting tasks under 3.1.2.

OTHER DIRECT COSTS (ODCs)

It is ICF's disclosed accounting practice to recover contract specific other direct costs as a direct charge to any specific contract. Such other direct cost elements include but are not limited to courier/messenger, computer related, material/supplies, postage/express mail, printing, reproduction, telephone, relocation, and CAD. ODCs will be priced at the task order level.

TRAVEL COSTS

It is ICF's disclosed accounting practice to recover contract specific travel costs as a direct charge to any specific contract. Such travel cost elements include but are not limited to airfare, lodging, meals & incidentals per diem, rental car/local transit, mileage, parking, internet connection charges, and booking fees. Travel will be priced at the task order level.

Business Information

INVOICING & PAYMENT

ICF has prepared this submission on a Time and Materials basis. Invoices will be submitted monthly during the contract period for actual hours worked and costs incurred. Payment is due in accordance with NJ Prompt Payment Act.

Remittance

Electronic Funds Transfer Address		Lockbox Address
Account Name:	ICF Consulting Group, Inc. Fairfax, VA	ICF Incorporated, L.L.C. P.O. Box 7777 – W510501 Philadelphia, PA 19175-0501
Bank:	Citizens Bank 1 Citizens Drive Riverside, RI 02915	
ABA Number:		



Account Number: [REDACTED]

ADDITIONAL INFORMATION

ICF Incorporated, LLC

- DUNS Number – 07-264-8579
- CAGE Code – 5M571
- Federal Tax Identification Number – [REDACTED]
- Size Status – Large Business



Pricing Proposal

RFQ LABOR CATEGORY MAPPING TO MOBIS SCHEDULE

RFP Labor Category	MOBIS Labor Category
Partner/Principal/Director	Lead Principal
Program Manager	Principals
Project Manager	Project Director
Subject Matter Expert	Principal Consultant
Supervisory/Senior Consultant	Senior Associate
Consultant	Senior Analysts
Associate/Staff	Associate
Administrative Support Staff	Analysts



RFQ COST SCHEDULE

Line #	RFP Labor Category	# of Proposed Staff / Professional Category	Year 1 Hourly Rate	Year 2 Hourly Rate
1	Partner/Principal/Director	1	\$194.17	\$199.99
2	Program Manager	8	\$183.07	\$188.56
3	Project Manager	3	\$161.28	\$166.12
4	Subject Matter Expert	4	\$235.43	\$242.49
5	Supervisory/Senior Consultant	6	\$123.49	\$127.19
6	Consultant	7.5	\$106.89	\$110.10
7	Associate/Staff	7.5	\$93.89	\$96.70
8	Administrative Support Staff	2	\$62.71	\$64.59

Line #	Pass Through Price Lines	Year 1 Hourly Rate	Year 2 Hourly Rate
9	Other Direct Costs	N/A	N/A
10	Travel Expenses and Reimbursements	N/A	N/A



MOBIS RATES

Labor Category	Year 1 Hourly Rates			Year 2 Hourly Rates			Year 3 Hourly Rates			Year 4 Hourly Rates			Year 5 Hourly Rates		
	Contract Rate	Disc.	Discounted Rate	Contract Rate	Disc.	Discounted Rate	Contract Rate	Disc.	Discounted Rate	Contract Rate	Disc.	Discounted Rate	Contract Rate	Disc.	Discounted Rate
Analyst/Manager I	\$82.04	7.0%	\$76.30	\$84.50	7.0%	\$78.59	\$87.04		\$89.65		\$92.34				
Analyst/Manager II	\$101.39	12.0%	\$89.22	\$104.43	12.0%	\$91.90	\$107.57		\$110.79		\$114.12				
Analysts	\$75.55	17.0%	\$62.71	\$77.82	17.0%	\$64.59	\$80.15		\$82.56		\$85.03				
Associate	\$106.69	12.0%	\$93.89	\$109.89	12.0%	\$96.70	\$113.19		\$116.59		\$120.08				
Associate Analyst I	\$44.83	27.0%	\$32.73	\$46.17	27.0%	\$33.70	\$47.56		\$48.98		\$50.45				
Associate Analyst II	\$56.27	7.0%	\$52.33	\$57.96	7.0%	\$53.90	\$59.70		\$61.49		\$63.33				
Consultant	\$166.05	7.0%	\$154.43	\$171.03	7.0%	\$159.06	\$176.16		\$181.45		\$186.89				
Information Technology Expert	\$152.58	7.0%	\$141.90	\$157.16	7.0%	\$146.16	\$161.87		\$166.73		\$171.73				
Junior Analysts	\$48.64	17.0%	\$40.37	\$50.10	17.0%	\$41.58	\$51.61		\$53.16		\$54.75				
Junior Consultant	\$106.69	7.0%	\$99.22	\$109.89	7.0%	\$102.20	\$113.19		\$116.59		\$120.08				
LAN Administrator	\$78.49	7.0%	\$73.00	\$80.84	7.0%	\$75.18	\$83.27		\$85.76		\$88.34				
Lead Principal	\$233.94	17.0%	\$194.17	\$240.95	17.0%	\$199.99	\$248.18		\$255.63		\$263.30				
Principal Consultant	\$301.83	22.0%	\$235.43	\$310.89	22.0%	\$242.49	\$320.21		\$329.82		\$339.71				
Principals	\$208.03	12.0%	\$183.07	\$214.27	12.0%	\$188.56	\$220.69		\$227.31		\$234.13				
Program Manager	\$160.26	7.0%	\$149.04	\$165.07	7.0%	\$153.52	\$170.02		\$175.12		\$180.38				
Programmer/Analyst I	\$51.41	7.0%	\$47.81	\$52.95	7.0%	\$49.24	\$54.54		\$56.18		\$57.86				
Programmer/Analyst II	\$64.99	12.0%	\$57.19	\$66.94	12.0%	\$58.91	\$68.95		\$71.02		\$73.15				
Project Director	\$183.27	12.0%	\$161.28	\$188.77	12.0%	\$166.12	\$194.43		\$200.27		\$206.28				
Senior Analysts	\$121.47	12.0%	\$106.89	\$125.11	12.0%	\$110.10	\$128.86		\$132.73		\$136.71				
Senior Associate	\$148.78	17.0%	\$123.49	\$153.24	17.0%	\$127.19	\$157.84		\$162.57		\$167.45				
Senior Consultant	\$233.94	7.0%	\$217.56	\$240.95	7.0%	\$224.08	\$248.18		\$255.63		\$263.30				
Sr. Analyst/Manager I	\$115.55	12.0%	\$101.68	\$119.02	12.0%	\$104.74	\$122.59		\$126.27		\$130.05				
Sr. Analyst/Manager II	\$136.37	7.0%	\$126.82	\$140.46	7.0%	\$130.63	\$144.67		\$149.01		\$153.48				
Sr. Systems Analyst/Manager I	\$104.86	7.0%	\$97.52	\$108.00	7.0%	\$100.44	\$111.24		\$114.58		\$118.02				
Sr. Systems Analyst/Manager II	\$123.46	7.0%	\$114.82	\$127.17	7.0%	\$118.27	\$130.98		\$134.91		\$138.96				
Systems Analyst Manager II	\$98.38	12.0%	\$86.57	\$101.33	12.0%	\$89.17	\$104.37		\$107.50		\$110.73				
Systems Analyst/Manager I	\$73.30	7.0%	\$68.17	\$75.50	7.0%	\$70.22	\$77.77		\$80.10		\$82.51				



Tabs 1-9

Housing Program Implementation Strategy Advisor for the State of New Jersey Department of Community Affairs ("DCA")

May 15, 2013

Submitted to:
State of New Jersey
Division of Purchase and Property


Submitted by:
ICF Incorporated, L.L.C.
9300 Lee Highway
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May 15, 2013

Mr. Roy Hambrecht
Department of the Treasury
State of New Jersey
Division of Purchase and Property
Email: roy.hambrecht@treas.state.nj.us
Submitted VIA GSA eBuy

SUBJECT: RFQ Number RFQ777358S for "Housing Program Implementation Strategy Advisor for the State of New Jersey Department of Community Affairs"; ICF Proposal 20130563

Dear Mr. Hambrecht:

ICF Incorporated, L.L.C., an ICF International company, hereafter referred to as "ICF", is pleased to provide this proposal in response to the subject Request for Quote.

ICF has long been a provider of services for the Community Development Block Grant Program as well as for FEMA-funded disaster assistance programs. Our services are inclusive of program design, planning, project management and monitoring, information technology and reporting systems and communications. ICF has a large number of community development experts and experience supporting state clients and HUD with recovery efforts.

Per the solicitation requirements, the following information is provided:

- In the past 5 years, ICF has not had a record of substandard work, nor has ICF engaged in any unethical practices.
- Given ICF's experience and expertise, we understand the scope of work and are ready to perform the required tasks.
- ICF is licensed to do business in New Jersey under NJ Business Registration Certificate number 1048914.
- If awarded, ICF acknowledges its complete responsibility for the entire contract, including payment of any and all charges resulting from the contract.

In addition, in accordance with the RFQ instructions at Section 10.1.1., ICF has no *current or past* business relationship with the prime contractor, Witt Group Holdings, LLC, providing services under State Contract G-8034: Consulting-Disaster Recovery. ICF has a *past* history with the contractor, CDM Smith, the firm providing services under State Contract G-8037-Housing Strategy Advisor. The past history is related to non-disaster recovery environmental work unrelated to the subject project.

To determine if we have relationship with any other consultants providing consulting services on disaster recovery services in NJ we reviewed the list of Hurricane Sandy Contracts at <http://www.state.nj.us/treasury/purchase/hurricane-coop.shtml>, as of May 10, 2013. To the best of our knowledge the following reflects our relationships with firms on the list:

FIRM	RELATIONSHIP
Louis Berger	Sub and prime Nature of work: environmental planning and documentation (non-Hurricane Sandy or disaster recovery related)
Arcadis	Sub and prime Nature of work: environmental planning and documentation (non-Hurricane Sandy or disaster recovery related)
SAIC	Sub and prime Nature of work: environmental planning and documentation (non-Hurricane Sandy or disaster recovery related)

Though not posted to the above mentioned Hurricane Sandy contract site as of Friday, May 10, 2013, we are aware that Hammerman & Gainer Inc. HGI (G-8043) has been selected to provide program intake and application processing services for disaster recovery. HGI was a former subcontractor to ICF Resources Inc. under contract to the State of Louisiana for Hurricane Katrina recovery work. The contract ended in 2009.

Under contract with the US Department of Housing and Urban Development, ICF has provided technical assistance and training related to the Community Development Block Grant –Disaster Recovery Program to the State of New Jersey. The work for HUD did not involve any assignments related to the preparation of this procurement.

ICF's proposal remains valid for a period of sixty (60) days from the official due date of May 15, 2013. ICF retains the right to review its submission and to extend its offer or to revise its proposal at the end of the sixty (60) days period

We look forward to hearing from you about the status of our proposal and sharing additional information as needed in written or oral presentations. For technical questions, please contact ICF's technical point of contact, [REDACTED] by telephone at [REDACTED] or by email at [REDACTED]. For contractual questions, please contact [REDACTED] Contracts Administrator, by telephone at [REDACTED] or by email at [REDACTED].

Sincerely,

[REDACTED]

Enclosure



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TAB 1

1. Management Overview

Superstorm Sandy caused unprecedented damage to New Jersey’s housing, business, infrastructure, health, social service and environmental sectors. Recent data suggest that approximately 40,500 owners’ primary residences and over 15,600 rental units sustained “severe” or “major” damage according to classifications made by HUD. Communities like Little Ferry, Lavallette, Brigantine, and Sea Bright saw more than 50% of their households sustain major or severe damage. Businesses all along the Jersey shore sustained significant wind and water damage, and famed boardwalks dating back a hundred years and seaside attractions beloved by generations were destroyed.

The Superstorm not only impacted New Jersey’s shore communities; inland communities such as Irvington, Hoboken, and Woodbridge also sustained significant flooding and now face issues related to property damage and mold and asbestos. Infrastructure such as water and sewer treatment facilities and transit lines were also damaged, including rails, rail yards, bus depots, and critical operation centers owned by New Jersey Transit.

In the seven months since the storm, New Jersey has begun to recover. Property and business owners who could afford to rehabilitate have often begun that construction. However, much work remains to be done:

- Many homeowners do not have the means to address the significant costs needed to elevate and rehabilitate their residential properties or pay for needed mitigation measures, especially due to the newly expanded flood zones. The Federal Emergency Management Agency (FEMA) and insurance payments may help but often do not cover the full cost to reconstruct.
- Prior to Sandy, many New Jersey communities had low vacancy rates and high costs for rental housing. It is likely that the storm will create even stronger demand for rental housing by turning some owners into temporary renters and increasing the rehabilitation needs for some rental units.
- Small businesses owners in impacted communities have poured their life savings into re-opening in time for the critical summer season, leaving their businesses in a precarious financial status and threatening not only the economic base of their community but also employment for thousands of New Jersey residents. In addition, there is concern that the damage to the shore communities may keep away some tourists, further harming the stability of those businesses.

Why ICF Can Help New Jersey DCA

- More than 4,500 employees worldwide, more than 350 of whom are experts in U.S. Department of Housing and Urban Development (HUD) programs, disaster recovery, and related services
- Ready to immediately deploy dozens of personnel to New Jersey if requested by the Department of Community Affairs (DCA)
- Stable, proven management team has been working with DCA on Sandy recovery since February 2013
- Strong relationships with HUD – have worked with HUD on community development programs, including the Community Development Block Grant (CDBG) program, since 1987
- Nationally recognized experts in CDBG, affordable housing, FEMA programs, environmental review, management of disaster recovery initiatives
- Joined by a team of 15 subcontractors, six of whom are located in New Jersey and all of whom are small or woman/minority-owned firms

- For many local governments, due to property damage and a reduced ratable base, tax revenues are down. This leaves communities already endangered by the economic recession struggling to pay for essential services such as schools, street cleaning, fire, and police.

Despite the widespread damage, it is certain that New Jersey will recover from this devastating storm. Indeed, its citizens have demonstrated remarkable resilience, and its leaders, including the Governor's Office of Recovery and Rebuilding (GORR) and the Department of Community Affairs (DCA); have set a course to rebuild a New Jersey that is stronger and even more vibrant.

1.1 Understanding of Contract Objectives & Nature of Work

In support of New Jersey's rebuilding efforts, Congress provided the state with \$1.8 billion in Community Development Block Grant Disaster Recovery (CDBG-DR) funding through the U.S. Department of Housing and Urban Development (HUD). To assist DCA's implementation of its CDBG-DR programs, New Jersey has issued the RFQ for Housing Program Implementation Strategy Advisory Services. The selected contractor must thoroughly understand the objectives and nature of the work and DCA's objectives for its Sandy recovery programs. The objectives of this RFQ are to provide technical expertise and staffing that assist DCA and its partner state agencies to:

- *Get the funds to eligible homeowners, landlords, and businesses quickly.* A primary purpose of this RFQ is to help DCA and its partner agencies rapidly implement the 17 CDBG-DR programs described in the Action Plan.
- *Ensure compliance with all federal and state program requirements.* These programs will be under intense scrutiny from Congress, HUD, the media, and the public. Housing Program Implementation Strategy Advisory Services tasks include advising DCA and other state agencies and partners such as the Housing and Mortgage Finance Agency, the Economic Development Authority, the Redevelopment Authority, and the Department of Environmental Protection on the federal rules and assisting these agencies to document compliance.
- *Foster efficient and nimble grant management of the CDBG-DR grant.* This objective is focused on helping DCA and partner agency staff to develop, implement, and promulgate effective operational policies, procedures, and tools. These grant management techniques will ensure that applications are processed rapidly and any issues are addressed quickly. This objective also supports DCA's tracking, management, and reporting of program tasks and status;
- *Use data to drive performance.* Another important objective includes collecting data and conducting ongoing analyses of needs and program results to ensure that programs are achieving intended outcomes. These data will be used to advise DCA and its partners on not only adapting the existing designs as needed over time but also planning for any subsequent funding from HUD.
- *Avoid any fraud, waste, or misuse of funds.* A primary goal for the governor and DCA, supported by the Housing Program Implementation Strategy Advisory Services for the RFQ, is the implementation of transparent and comprehensive financial management that ensures the proper tracking, expenditure, and reporting of funds.
- *Develop accurate, clear, and helpful outreach* to potential homeowner, landlord, business, and local government applicants, as well as the media and local partners. These objectives may address not only assisting in DCA's outreach but also the outreach conducted by other parties such as the state's Reconstruction, Rehabilitation, Elevation and Mitigation (RREM)

and Superstorm Sandy Housing Intake Program (SSHIP) contractors managing the homeowner and rental rehabilitation programs.

To successfully support these objectives, there are six substantive areas of expertise that a successful Housing Program Implementation Strategy Advisor must understand and be ready to address. These attributes mirror the skills and experience that DCA and its state agency partners must have in managing the federal funds:

1. In-depth and grounded policy knowledge:

The myriad of rules that accompany CDBG-DR are complex and frequently based on decades of precedent. In addition, the cross-cutting federal rules that overlay CDBG – from environmental review to Davis Bacon – and the requirements specifically related to disasters such as duplication of benefits and relocation under the Stafford Act, require staff who are able to understand how all of these rules intersect. CDBG is often not the only resource in a project, dictating an understanding of the rules for FEMA, the Small Business Administration (SBA), Low Income Housing Tax Credits, and other federal sources. Further, effective recovery requires staff with proven, applied experience in applying these rules to design and implement programs.

- ◆ ICF International has more than 350 staff with decades of applied expertise in disaster recovery, housing, economic development, special needs and services programs, and infrastructure. We literally wrote HUD’s books on disaster recovery, CDBG, affordable housing, economic development, and numerous federal requirements such as lead-based paint, fair housing, and income documentation. We are also experts in the FEMA programs, having assisted grantees in understanding how these funds can be combined with CDBG. We have applied this knowledge to state and local government grantees nationwide, assisting them in managing and implementing federally assisted programs.

2. A data-driven process to manage progress and drive results: Data-driven organizations focus on management through the transparent sharing of information. Such data is vital in a disaster recovery in order to be able to complete a huge volume of projects in a short period of time. A data-driven approach is about more than just a good information technology (IT) system. It also requires an understanding of the types of managerial information needed by agency leaders to make informed decisions and adjust programs as recovery challenges inevitably arise. This type of information management approach forms the backbone for not only compliance reporting and tracking progress, but equally important, it turns data into a powerful decision making tool and allows mid-course adjustments based on performance.

- ◆ ICF's expertise in data analysis, decision support tools, and geographic information systems (GIS) enables our clients to define metrics, understand scenarios, inform policies and program designs, track initiatives, and ultimately understand their data, allowing informed decisions that result in measurable outcomes. No project better exemplifies this core competency than our work at DHS U.S Citizenship and Immigration Services (USCIS) Fraud Detection and National Security (FDNS). Using Business Intelligence tools such as SAS, SQL, and GIS, ICF designed and built a centralized reporting infrastructure for advanced data analytics and published standardized reports including key patterns and trends in fraud and national security concerns. Our work

Essential Elements to Success in Completing This Work

1. Policy knowledge
2. Robust data analytics
3. Transparent financial and grants management
4. Clear communications
5. Expertise in managing large-scale disaster recovery operations
6. Depth and breadth of staff to augment existing agency personnel

improved overall operational support while reducing report preparation process over 60%, from 8 days to less than 3 days.

- 3. Comprehensive, coherent financial and grants management:** Clear, coordinated and streamlined financial and grants management is a requirement for any public program but is an absolute necessity for grantees seeking to run at the pace and scale required for disaster recovery. This concern is exacerbated for Sandy rebuilding due to the congressionally imposed two-year expenditure clock.
 - ◆ The ICF Team contains experts in all aspects of financial and grants management, including accounting, the Disaster Recovery Grants Reporting (DRGR) system, reporting and performance measures, procurement, the Office of Management and Budget (OMB) circulars and working with auditors. For example, our subcontractor, Corporate F.A.C.T.S. has significant experience in advising HUD grantees on financial topics. As a part of the ICF support to DCA under our HUD technical assistance, together we have helped staff set up the program in DRGR, devise a voucher payment process, and create financial tools and processes.
- 4. Multi-faceted communications with all stakeholders:** Several types of communications are required using a variety of approaches for a range of audiences. Most importantly, DCA must provide outreach to applicants about program options and status. DCA must also communicate with partners such as local governments, nonprofits, developers, and construction contractors about how they can participate in recovery efforts. Finally, political leaders, citizens, and the media will demand reporting on results. DCA must use a range of communications approaches, from high-tech – Web sites and social media – to old-school – community meetings, press briefings, informational packets, and so on to address each of these communications tasks. Based on the complexity of the program information, use of printed (or printable) program information is necessary, as are person-to-person interactions between program staff and the various audiences, however, social media (Facebook, Twitter, blog sites) provides important outlets that can be highly effective and cannot be ignored. These technologies not only provide an additional point of interaction between DCA and its audiences, but provide an excellent forum to promote achievement of program milestones and serve as a gateway to more detailed program information that will be housed on the program website.
 - ◆ ICF is the 7th largest firm conducting public relations on federal programs and we are expert at advising and conducting all forms of outreach. We have 260 strategic communications staff, including experts in strategic communications planning, public relations and outreach, graphic design, and media negotiation. For example, when DCA needed assistance to publicly launch the Sandy recovery efforts, ICF drafted and did graphic lay-out of nine brief program summaries, wrote call center scripts, and advised on website design and call center function – all within a matter of days.
- 5. Proven program management approaches:** DCA and its sister state agencies must have an ability to manage staff, information, and resources, and they must be able to quickly adapt these systems as conditions change.
 - ◆ ICF has more than four decades of experience in supporting public programs, including recovery after disasters. We have assisted hundreds of agencies in developing program guidelines, policies, and procedures to effectively implement and manage high-profile initiatives under challenging and time-sensitive conditions. For the last four months, ICF has been helping DCA to develop the programmatic infrastructure to enable the agency to effectively achieve its CDBG-DR mission.

- 6. Depth and breadth of knowledgeable, trained staff:** At the end of the day, CDBG-DR programs rise and fall based on the skills and experience of the staff running the recovery. The rapid pace and unprecedented scale of disaster recovery require more than just the existing staff and personnel systems traditionally in place at the HUD grantee. Rather, grantees must develop new teams and seek new partners to augment their existing capacity. These new staff and partners must be able to take on the myriad CDBG-DR tasks immediately – from program design to financial oversight.
- ♦ ICF has thousands of employees nationwide and we are experienced in rapid deployment, including for disaster recovery. We are dedicated to assisting in the state’s recovery and stand ready to deploy immediately to assist with any policy support or staff augmentation task deemed necessary by DCA. We have also engaged 15 subcontractors that bring a range of skills and expertise, such as affordable housing, financial management, staff deployment, communications, and construction. Of these subcontractors, six are New Jersey-based businesses and all are small or woman or minority owned. In addition, ICF has reached out to Rutgers University Business School and included within our subcontractor documents is a letter of their support. We are committed to working with the University, should its talents for working with small businesses and economic analysis be useful to DCA.

1.2 Contract Team & Organization

ICF offers DCA the right combination of disaster recovery and CDBG expertise and proven management and deployment skills to effectively aid DCA in this endeavor. We understand the tasks required to implement disaster recovery programs, know the New Jersey agencies and Action Plan programs, and are experts in the HUD and FEMA requirements. Before presenting our proposed approach and plans for the conduct of each task, we would like to take this opportunity to introduce the ICF Team, starting with ICF, which will maintain responsibility for the work conducted under this contract.

ICF International: Founded in 1969 as the Inner City Fund, ICF is one of the nation’s leading consultants in addressing critical issues such as disaster preparedness and recovery, housing, workforce and community development, education, public health, transportation, and energy efficiency. Our clients include government, non-profit organizations, and commercial client organizations. In particular, ICF has provided program support for HUD programs since 1987 and has worked with FEMA since 2000. Over the past decade, our work has evolved from not only advisory services but also in working across a project life cycle, assisting clients in designing, implementing, and operating programs. In fact, many of the staff on our proposed team have been working with DCA on implementation of Sandy relief since early 2013. Our depth of staff, skills, and expertise and our established management approach will enable ICF to continue and build upon our existing work in New Jersey.

Exhibit 1-1 briefly describes subcontractors on the Housing Program Implementation Strategy Advisory Services RFQ. Additional information on these firms may be found at Tab 9.

Exhibit 1-1: ICF’s Subcontracting Team Meets New Jersey’s Small Business Goals and Provides Specialized Expertise in CDBG and Community Planning

Subcontractor	Business Category	Project Support
<ul style="list-style-type: none"> ▪ Currently supporting multiple NJ municipalities 	New Jersey Category 2 Small Business	HUD & CDBG policy, community outreach, grant administration, data tracking, and management



Exhibit 1-1: ICF's Subcontracting Team Meets New Jersey's Small Business Goals and Provides Specialized Expertise in CDBG and Community Planning

Subcontractor	Business Category	Project Support
<ul style="list-style-type: none"> 29 years providing direct hire and temp staff in NJ 	New Jersey Category 3 Small Business	Staff augmentation for office support, finance and accounting, administrative support
<ul style="list-style-type: none"> 20 years providing direct hire and temp staff in NJ 	New Jersey Category 3 Small Business	Staff augmentation for data entry, documentation, and IT support
<ul style="list-style-type: none"> Applicant tracking system with 500,000+ resumes 	New Jersey Category 3 Small Business	Staff augmentation for office support, documentation, data entry
<ul style="list-style-type: none"> Multimedia experts with federal and local NJ clients 	New Jersey Category 2 Small Business	Community outreach, campaign planning, collateral development, media tracking and buying
<ul style="list-style-type: none"> Neighborhood revitalization and branding 	New Jersey Category 1 Small Business	Community outreach, campaign planning, collateral development, media tracking and buying
Small Businesses Subcontractors Operating Outside of New Jersey		
<ul style="list-style-type: none"> Supporting housing and community development for communities and non-profits in multiple states 	Small Business registered outside of NJ	CDBG, economic development, housing, low and very low income populations
<ul style="list-style-type: none"> Supporting economic development and finance for neighborhoods in multiple states 	Small Business registered outside of NJ	Economic development, housing and business finance, neighborhood revitalization, and mixed-use development
<ul style="list-style-type: none"> Supporting CDBG-DR programs in Louisiana and Mississippi 	Small Business registered outside of NJ	CDBG, HUD, planning for affordable housing and asset management; rental housing finance and development
<ul style="list-style-type: none"> Experience in CDBG-DR, Neighborhood Stabilization Program (NSP), HOME 	Small Business registered outside of NJ	Financial planning, financial management, data tracking to support HUD's CDBG requirements and DRGR reporting
<ul style="list-style-type: none"> CDBG experience in Louisiana, Rhode Island, Maryland 	Small Business registered outside of NJ	Program design and management for municipalities and developers to promote neighborhood stabilization, rebuilding, and community development
<ul style="list-style-type: none"> Developed software for housing rehabilitation 	Small Business registered outside of NJ	Training and technical assistance on housing production, energy efficiency, green housing
<ul style="list-style-type: none"> Former lead in New Orleans Mayor's office for directing use of \$400 million in CDBG-DR funds 	Small Business registered outside of NJ	Legal counsel for community development, land use planning, and public participation in governmental decision-making
<ul style="list-style-type: none"> Supported financing for 4,000+ units of affordable housing in 81 projects 	Small Business registered outside of NJ	Affordable housing consulting firm supporting nonprofit developers, local governments, and others to finance and develop rental and for-sale housing for low and moderate income persons.



Exhibit 1-1: ICF’s Subcontracting Team Meets New Jersey’s Small Business Goals and Provides Specialized Expertise in CDBG and Community Planning

Subcontractor	Business Category	Project Support
<ul style="list-style-type: none"> Supporting business and economic development, recovery, and resiliency in multiple states 	Small Business registered outside of NJ	Economic development, business finance, economic impact assessments, action plans for community engagement

ICF has developed its proposed organizational structure for this project based on our understanding of the nature of the work and DCA’s objectives. Exhibit 1-2 shows the organizational chart for the ICF Team.

Exhibit 1-2. Organizational Chart



As detailed in Tab 5 of our proposal, ICF is proposing the following 10 Key Personnel. The Team will be led by [redacted] who has nearly 25 years of experience in housing, economic development, and community development programs and has led the HUD Technical Assistance team in New Jersey. [redacted] s joined by [redacted] who has 35 years of experience, including three years implementing the largest disaster recovery program in U.S. history and more than 10 years managing contract support to large federal programs. [redacted]

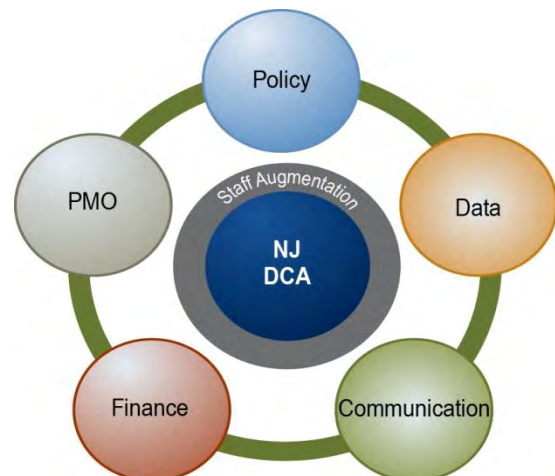
██████████ and ██████████ will be joined by a deputy and a team of task order managers including:

- ██████████ who has nearly 20 years of experience in program management and implementation of disaster assistance recovery operations and grant programs, including working on 18 major federally declared disaster events.
- ██████████ who has more than 15 years of experience working in community development and affordable housing programs, disaster recovery programs, and emergency management as well as 20+ years of providing and leading knowledge transfer activities for many federal and state clients.
- ██████████ who has 14 years of experience in project leadership roles for large, complex IT and data analytic implementations.
- ██████████ who has 20 years of community development experience in strategic planning, site consultation, organizational development, project management (including construction project management) for industry, government, non-profit organizations, and educational institutions.
- ██████████ who was the Deputy Program Director for the Louisiana CDBG-DR Disaster Recovery Program in Louisiana and had a 31-year career with the United States Marine Corps that included management of large development projects.
- ██████████ is the founder of Corporate F.A.C.T.S and an expert in accounting, financial management, and consulting services for community development and other government agencies.
- ██████████ who resides in New Jersey and has more than 15 years of experience managing communications, marketing, and public outreach campaigns.
- ██████████ who has 28 years of experience managing and leading large, complex teams of personnel and subcontractor staff, including their recruitment, orientation, and supervision.

In Section 1.4.3 of our proposal, we describe our detailed plans for staffing our team and ramping up, including ICF full-time equivalents (FTEs), subcontractor FTEs, FTEs located in New Jersey, and FTEs outside of New Jersey.

1.3 Approach and Plans for the Scope of Services

The remainder of Tab 1 recaps our approach to the RFQ tasks, including our understanding of the scope of work and the details of our technical approach. In organizing this section, ICF considered the 12 core services called out in the RFQ at Sections 3.1.1 and 3.1.2, as well as DCA's goals for the Housing Program Implementation Strategy Advisory Services. For ease of review, we have organized our text into the six substantive task areas necessary for success under this contract as well as for CDBG-DR implementation overall. This is also the way we will manage this work – the individuals proposed as Task Order Managers are the right people to manage the core services that



are grouped into their task area. The following chart describes our grouping of the RFQ core services into these six areas:

Task Area	Description	RFQ Core Services
Policy	Tasks related to supporting the implementation of programs	<ul style="list-style-type: none"> ▪ 3.1.1(a) - All tasks related to the implementation of the HUD Action Plan ▪ 3.1.1(c) - Provide assistance, as directed by DCA, to sub-recipient agencies and program partners receiving CDBG grant money via DCA ▪ 3.1.1(f) - Provide for the implementation of the environmental and historic review responsibilities in the disaster setting ▪ 3.1.1(j) - Interact with HUD as necessary
Data	Tasks related to data management and analysis	<ul style="list-style-type: none"> ▪ 3.1.1(e) - Provide data tracking and management ▪ 3.1.1(g) - Evaluate options and perform and/or review data analysis for programs defined in the Action Plan
Finance & grants management	Tasks related to supporting DCA's financial and grants management staff, including DRGR	<ul style="list-style-type: none"> ▪ 3.1.1(h) - Assist with the submission of required forms and reports to HUD pursuant to its DRGR system ▪ 3.1.1(k) - Oversee grant administration
Communications	Tasks related to community outreach	<ul style="list-style-type: none"> ▪ 3.1.1(d) - Provide community outreach and communication plan to be approved by DCA and implement that plan subsequent to DCA approval
Project management	Tasks related to supporting the oversight of the recovery process	<ul style="list-style-type: none"> ▪ 3.1.1(b) - Create and implement project management measures for task prioritization, increased workload, and time-sensitive matters to be approved by DCA ▪ 3.1.1(i) - Continue to address and assist with the oversight of housing recovery strategies
Staff augmentation	Onsite staff who will add additional capacity for the implementation of programs	<ul style="list-style-type: none"> ▪ 3.1.2 - Provide an adequate number of key personnel at DCA offices and other state departments and agencies.

The following sections of **Tab 1** describe our approach to each of the six groups of tasks. Each section is focused on answering three key questions:

- What knowledge is required to undertake these tasks?
- Which people will ICF dedicate to undertaking these critical tasks?
- What process and tools will ICF create, use, and share with DCA in order to conduct this work?

Following the discussion of each of the six groups of tasks we describe our approach to other required contract responsibilities including reporting and documentation, knowledge transfer, and ramp-up and scale-down. **Tab 2** highlights the qualifications of our start-up team, all of whom have been specifically selected because they are leaders in their respective fields and ensure our ability to hit the ground running. **Tab 3** provides an overview of how we plan to manage the specific tasks under this contract, as well as reporting, invoicing, and financial management. **Tab 4** highlights our understanding of the challenges the program will face and our mitigation strategies to help DCA minimize their impact. In **Tabs 5, 6, 7** and **8**, we summarize our team experience and proposed personnel. Finally, in **Tab 9** we describe our

subcontractors and our process of managing those team members. Our Cost Quotation and Basis of Estimate is submitted in a separate file as **Tab 10**.

1.3.1 Policy Tasks

RFQ Staff Task Orders Covered in This Section

- 3.1.1(a) – All tasks related to the implementation of the HUD Action Plan
- 3.1.1(c) – Provide assistance, as directed by DCA, to sub-recipient agencies and program partners receiving CDBG grant money via DCA
- 3.1.1(f) – Provide for the implementation of the environmental and historic review responsibilities in the disaster setting
- 3.1.1(j) – Interact with HUD as necessary

Our previous disaster work, our knowledge of HUD programs, and our Sandy recovery work with DCA gives us insight into the next phase of DCA’s policy and implementation tasks. We understand the challenges DCA will face in the coming months as it moves from planning to implementation of the Superstorm Sandy Disaster Recovery Action Plan.

KNOWLEDGE

- The ICF Team has been on the ground working with staff of DCA, along with its sister agencies and partners, for the past three months. We know the staff. We understand the environment in which they are working and the pressures and challenges they face. For example, we know that DCA and its partners are under immense pressure to launch programs quickly and yet are constrained in the number of staff they can hire. We have helped DCA to design the programs that it will deliver in response to the devastation created by Superstorm Sandy and we are ready to help DCA successfully implement these programs. We understand what needs to be accomplished, and we have a team that brings the technical expertise, regulatory knowledge, and program management skills that will help DCA to be successful.
- Throughout the past few months, the ICF Team has worked with HUD on behalf of DCA. As advocate and “translator,” ICF has been successful in working with HUD for interpretations and waivers that make it possible for DCA to create programs to meet the needs of its citizens and businesses. As New Jersey moves from planning to implementation, the need for this level of advocacy will continue. ICF has a 25+-year history of being one of HUD’s most trusted technical assistance providers. ██████████ and other ICF staff maintain excellent working relationships and open communication with HUD leadership. This familiarity enables our staff to represent the interests of our clients by dealing directly with appropriate HUD staff to resolve policy issues quickly and successfully. We understand how HUD staff approaches issues making it possible to help DCA staff create policies that are compliant with HUD requirements and will allow DCA to implement the programs they believe are best for New Jersey residents.

Block Grant Playbook Helps Navigate Disaster Recovery

ICF has applied our knowledge of disaster recovery housing to NJ, specifically with our work on the NJ/NY/CT/PA Regional Catastrophic Planning Team *Block Grant Playbook for Disaster Housing and Community Recovery Programs*. ICF developed a playbook that includes 60 actionable program options and waivers to assist disaster housing and community recovery specialists with implementation of HUD grants, post-disaster. It is designed to help navigate obstacles in the funding process and subsequent implementation. The playbook is organized into four major categories of eligible activities: housing, public infrastructure, economic development, and planning and administration.

- The ICF Team brings deep regulatory expertise and real-world experience in running the programs that DCA identified in its action plan. We assisted the staff and partner agencies to design process maps and program guidelines for the 17 programs, and are now ready to assist with implementing those programs. Our expertise in CDBG-DR policy and procedures as well as other crosscutting federal regulations, including environmental review is recognized by both HUD and organizations such as the National Council of State Housing Agencies (NCSHA). We are regularly called upon to train on these regulations and will be providing both training and technical assistance to DCA and its partner agencies to ensure that partners understand and are compliant with federal regulations. In addition to knowledge of the regulations, the team that ICF assembled to work with DCA has members with expertise in single-family and multi-family development, community and economic development, business development, and project management. These individuals have run local and state programs, worked in disaster recovery environments, and managed single-family, small rental, and tax credit developments. Our experience has enabled us to build a body of knowledge around what works and what doesn't when it comes to recovery programs. Working in other jurisdictions, we have helped to develop successful program models. Our team will support DCA and partner agency staff, assist with problem solving, and help to monitor implementation progress and compliance. We have the ability to identify and quickly deploy professional expertise to meet whatever need may arise as the Action Plan is implemented.

PEOPLE

██████████ will lead the policy team. ██████████ has worked with ██████████ to assemble a talented group of technical experts that will be available to work closely with DCA staff.

- Program experts** – Team members have deep experience and technical knowledge in the program programs that have been identified in the Action Plan. Members have run rental housing, owner occupied rehabilitation, tax credit programs, business loan programs, and neighborhood revitalization programs. They will be working to support the program leadership in New Jersey, helping to anticipate challenges, troubleshoot and problem solve alongside DCA and partner agency staff. Our program experts include:



- Regulatory experts** – Given the complexity of CDBG-DR and other federal regulations, ICF included experts in interpretation and compliance with federal regulations on the team. We want to ensure that when needed, we will be able to deploy staff to work with DCA and its sister agencies with environmental review, historic review, Davis Bacon, Fair Housing, and other regulatory issues. These individuals will train and provide individual technical assistance and will be available to work directly with HUD staff on behalf of DCA. Examples of these experts include:



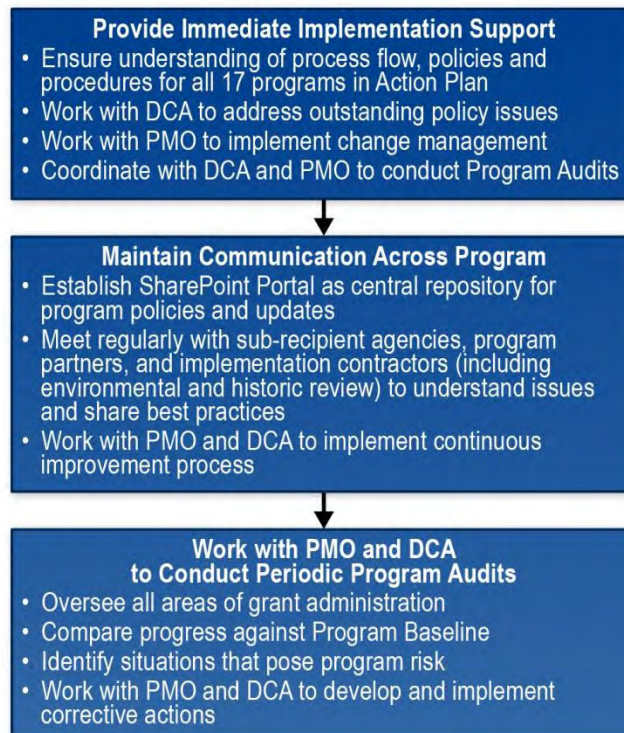


- **Financial experts** – Perhaps one of the greatest challenges facing DCA is ramping up its financial management and information technology system to handle the volume of work represented by the \$1.8-billion allocation. Our team has experience in developing program budgets, setting up policies and procedures to efficiently process invoices, and monitoring expenditures. They will be assisting DCA financial staff and the Integrity Monitor to set up risk management protocols and internal controls to prevent fraud, waste, and misuse of funds. They will also provide tools and templates that will enable DCA to track program beneficiaries and expenditures, submit HUD quarterly reports, and manage DRGR entries. These experts include [redacted] and the staff at [redacted]
- **Other subject matter experts** – Our team includes a number of individuals and small businesses who bring breadth and depth of subject matter expertise (see Tab 5 for more information)

PROCESSES & TOOLS

The ICF Team will continue to use the processes and tools it has successfully deployed with DCA to date to address the four types of policy tasks, as outlined below. Exhibit 1-3 summarizes our planned approach to the policy tasks.

Exhibit 1-3. Work Flow Chart: Policy



Implement the Action Plan & Work with Partners. Using the regulatory and programmatic expertise of our team, we will assist DCA staff to get the 17 programs covered by the Action Plan up and running quickly and proficiently. These programs will include programs implemented by DCA and its partners, such as the Economic Development Authority, the Housing and Mortgage Finance Authority, the Redevelopment Authority, and social services agencies.

- Our plan is to first work with designated staff to ensure understanding of process flow, policies, and procedures for the 17 programs and to identify initial implementation steps and designated staff. As contractors are identified for the SSHIP, RREM, and Small Rental Programs, it will be important to revisit process flow and guidelines to make any modifications necessary to foster efficient operations and effective program management.
- Early identification and intervention of issues will be critical to maintaining the pace of implementation. For this reason, it will be very important to closely monitor the progress of all programs. The ICF Team will support DCA staff to convene a weekly meeting of all program directors. The purpose of this meeting is to quickly identify and address issues related to:
 - ♦ Delays or problems related to program implementation, process flow, guidelines, and outreach by DCA, partner agencies, and sub-recipients
 - ♦ Compliance issues identified by the Integrity Monitor or financial management personnel
 - ♦ Policy changes by either DCA or HUD that impact program implementation
- ICF is currently working with DCA to develop tools, forms and processes for implementing Sandy recovery programs. These tools and templates tie directly to program guidelines and serve as management and documentation tools for program staff.
- ICF staff have developed a series of tracking and reporting tools that will be further refined as the programs go forward. These tools capture all the data required for HUD reporting and will provide a snapshot of the status of implementation for each program by project address, beneficiary, and expenditure. The tools will enable the program managers to determine at any given time the percent of funds expended, number of beneficiaries served, project status, and the percentage of low and moderate-income households assisted.
- As implementation moves forward, it will be possible to utilize the data collected with the tracking tools developed to make mid-course corrections to improve program design, as well as to inform allocations decisions and identify future funding needs. The dashboard that will be designed for the program will give all partners access to real-time data on implementation as well as the status of each project. This will make it possible for DCA leadership to identify program that lag behind spending projections, as well as those exceeding expenditure projections.
 - ♦ In addition to data analysis, ICF staff will facilitate sharing “best practices” among programs and continue to identify “best practices” nationally that can be used to inform program design by disseminating this information to appropriate program staff and holding periodic training sessions or workshops. These workshops will cover regulatory issues, provide an opportunity to share “what works” among programs, and allow an opportunity to hear from others nationally who have designed and implemented successful disaster recovery programs.
 - ♦ Program data will be available to assist policymakers to assess remaining unmet needs as program is implemented. This information will then be available for use by DCA to

identify and submit additional waiver requests, substantial or non-substantial amendments, and for the development of the Action Plan for subsequent CDBG-DR funding as it is made available

- In conjunction with the Governor's Local Planning Grant program, ICF staff can design and deliver training and technical assistance to assist localities and businesses with long-term resiliency planning.
- ICF will work with DCA leadership to maximize effective outreach activities, particularly those for difficult-to-reach and potentially underserved populations.
- At 30, 60 and 90 days, ICF will conduct a program audit, documenting the number of applications taken, the number of units completed, the average time from initial intake to completion, and the amount expended per unit. We will also track low- and moderate-income beneficiaries to ensure that the state is on target to meet its Action Plan goals. This audit will provide DCA with actual numbers of projects initiated and completed and the amount of grant funds expended, as measured against projections. We will compile this information based on reports from other contractors, along with input from the Integrity Monitors and financial management staff. We will give any issues identified immediate attention to resolve them to satisfaction. These audits will continue quarterly thereafter and will be transmitted to all program managers and the Commissioner, to keep them current with implementation status of all programs.
- Once all 17 programs are underway, it will be important to continue to monitor the progress of implementation against spending and beneficiary projections. ICF staff will continue to work with DCA staff to monitor program progress, providing technical assistance to partners and programs that lag in expenditures or experience other implementation problems. We will collaborate with partner agency staff to modify process flow, program design, and program policies as necessary to ensure timeliness, compliance, and maximum impact.

Provide for the Implementation of Environmental and Historic Review Responsibilities in the Disaster Setting. ICF staff experts will facilitate implementation of environmental and historic review of properties in collaboration with the Department of Environmental Protection (DEP) and identified contractors to ensure that these issues do not pose undue roadblocks to implementation.

Interact with HUD as Necessary: We anticipate that there will be ongoing and unanticipated policy issues that must be addressed with HUD. We will act as a sounding board to help staff work through these to resolution and will document policy changes and disseminate through a SharePoint site to all agency and program staff.

- ICF staff will facilitate dissemination of HUD policy changes, clarifications, and waivers and maintain an ongoing log of these changes and waivers that will be placed on the project's SharePoint site.
- ICF staff will create a SharePoint portal which will serve as a central repository for program-wide policies and ensure that these are disseminated to appropriate staff and made available on an ongoing basis for ease of reference. The Project Management Office (PMO) will maintain program and tracking tools on the SharePoint portal so they can be easily accessed by program staff. The SharePoint portal will also serve as the central repository to track and disseminate HUD policy changes and directives to program managers.

1.3.2 Data Analytics Tasks

RFQ Staff Task Orders Covered in This Section

- 3.1.1(e) – Provide data tracking and management
- 3.1.1(g) – Evaluate options and perform and/or review data analysis for programs defined in the Action Plan

Data management and analysis is about the knowledge, people, processes, and tools needed to steward transition from raw data to actionable results to desired outcomes. ICF’s approach to this task is based on more than 20 years of applying data analytics to solve a broad range of disaster recovery problems, including workforce planning, performance indicators, eligibility analysis, spatial planning, fraud detection, and other community development needs. We have worked closely with other government agencies that have challenges that are similar to DCA’s, such as challenging timelines (often imposed from outside), incomplete and vaguely defined requirements, and issues of both data quantity and quality.

KNOWLEDGE

The right strategic advisor must first understand the data sources, key data, and the quality challenges each presents before information can be provided to inform DCA decisions. ICF brings this knowledge based on our extensive grants management experience at HUD and in the states. As an example, Exhibit 1-4 shows the anticipated major data sources for the Housing Program.

Exhibit 1-4. Anticipated Major Data Sources for Housing Program

Data Sources	Anticipated Key Information	ICF Knowledge/Experience
SIROMS Data Warehouse	A central repository of data used for reporting, data analysis, and records management created by integrating data from one all sources	ICF has developed and managed dozens of data warehouses
eGrants [®]	Software used by SSHIP to track status of applications and calculate awards. <ul style="list-style-type: none"> ▪ Applicant ID and personal information ▪ Documentation pertaining to program eligibility (e.g., ownership, occupancy, income) ▪ Key milestones in application processing (e.g., application received, first appointment, eligibility determined, award calculated, closing) and dates ▪ Documentation of income and Low and Moderate Income (LMI) status ▪ Closing documentation ▪ Communication with applicant 	In previous disaster recovery projects, ICF worked directly with the eGrants [®] vendor to improve its functionality to support disaster recovery
TBD	Software used by RREM/SSHIP contractor to track construction progress <ul style="list-style-type: none"> ▪ Estimated cost of repair and related documentation ▪ Amounts of duplication of benefits (DOB) payments from FEMA, SBA, insurance, etc. and documentation ▪ Calculated award amount ▪ Inspection reports and recommendations as to incremental payments and related documentation ▪ Key milestones and dates (e.g., construction 	In previous disaster recovery projects, ICF has managed these types of data


	start/end) ■ Communication with awardees	
NJCFS, SAGE, DRGR and new software	Record of disaster recovery expenditures, including payments to awardees, and program income	In previous and current HUD projects, ICF has provided direct support for these systems, including onsite technical assistance to State of New Jersey DR staff and other HUD grantees to use DRGR
FEMA, SBA, insurance companies	Amounts of DOB provided to applicant and related documentation	In previous disaster recovery projects, ICF developed data feeds directly from FEMA, SBA, and insurance companies

There are three overarching concerns when setting up a data tracking/management and reporting system for a disaster recovery program:

- Information from applicants is often incomplete and inaccurate. For example, an applicant may mistakenly list their current residence as the residence of the damaged property; insurance and FEMA payment amounts may be misreported (e.g., amounts may include contents or relocation expenses, which are not DOB). In extreme cases, these errors can result in data “outliers” that can affect individual applications and program metrics. For example, a data entry error mistakenly recording estimated cost of repair as \$750,000 instead of \$75,000 could result in an incorrect award amount.
- Data feeds from external sources and data links among the IT systems being used to manage the program take time to establish, and sources such as insurance companies may be reluctant or refuse to provide data.
- Changes in program policy/procedures may result in inconsistencies in data formats and content over time. For example, items may be added or deleted from protocols for estimating cost of repair.

We cannot overstate the importance of quality control (QC) as the most critical part of data tracking/management; otherwise, “garbage in, garbage out.” DCA must have accurate data on program performance (e.g., applications, LMI status, awards, construction progress) in order to make sound policy and management decisions and maintain credibility with the Governor, New Jersey, HUD, and the general public. Accurate data are also critical for the program to communicate with applicants about their status and resolve disputes. ICF will work with DCA and the other program contractors to ensure a rigorous QC process is implemented and maintained throughout the life of the program. ICF will also ensure that no reports go to DCA or externally without first performing QC on the underlying data. As data quality issues are identified, we will work with DCA and other

Testimonial for ICF Reporting Support

 -- Just wanted to thank you and your team for the tremendously fast turnaround on our document and data requests... We look good when you move so fast with such good documentation. And your discretion throughout this process has also been outstanding. ... Now I know why our team had such confidence in you. We made the right choice. Thanks again."



Task Leads (e.g., Knowledge Transfer) to develop procedures and training. If we identify errors or outliers in the data, we will remove those records from reports until the data are corrected.

Timeliness is also critical. DCA will need the ability to respond to inquiries from the Governor, legislature, and media in a matter of hours, not days or weeks. Our 20 years of managing disaster recovery have given us the knowledge to identify the questions that will be asked of DCA before they are asked. For example, DCA can anticipate questions such as:

- How many applications have been received so far, by type, from where, and by whom?
- How much money has been requested, and do we have enough funding?
- What percentage of our funding do we expect to distribute in the next three months, and what is the anticipated schedule for spending the remainder?

Interim solutions will be needed during start-up to fill the gap until the program's IT systems can be built out and integrated. ICF has used interim solutions such as spreadsheets for data tracking and program reporting, as well as critical QC functions.

Our experience also tells us that reporting is more than just the table, pie chart, or graph produced by an IT system. Reporting is the process of extracting useful information from the underlying data and presenting in a format that is easily consumed by DCA and other managers. In a disaster recovery situation as large as this one, managers and senior officials do not have time to wade through reams of data – they need critical information, and that information must be readily understandable. ICF knows how to produce visually useful reports for stakeholders, such as Application Dashboards, Award Status Dashboards, Draw Throughput charts, and multiple status graphics. Our interactive reporting team data analysts know how to take outputs from data warehouses, such as formatted tables, raw data, or calculated fields, and produce visual reports that are more quickly consumed by busy stakeholders. For example, ICF can work with DCA to create a format for periodic reporting to the governor's office and state agency partners.

Governor's Daily Report

In Louisiana, ICF produced a daily, one-page report on program status that came to be known as the "Governor's Daily Report." It was widely distributed to the Governor, other elected officials, media, HUD and other federal officials, and program officials. By ensuring the data in this report were accurate and up-to-date, ICF assisted the state in controlling the conversation about program progress.

PEOPLE

To support data management and data analysis for the programs, ICF is prepared to staff a team of data analysts led by a seasoned data management expert, [REDACTED] who recently led a four-year effort to provide reporting and IT support for USDA's broadband grants management effort. This support consistently received an "exceeds expectations" rating in quarterly program evaluation by USDA. [REDACTED] will be responsible for overall quality of the advice, analysis, and reports given to DCA regarding data analysis and management. He will work closely with DCA from Day 1 in the startup phase and will grow out his data team based on the task orders specific to data management, data analysis, and IT delivery. This work will be closely coordinated with the Program Director and Program Manager, DCA, other DCA IT vendors and program implementation contractors to manage work requests (for example, requests for data analysis that may translate into IT needs from other DCA vendors).

Depending on DCA's needs, ICF is prepared to provide a team of data analysts in the following areas:

- Producing visual reports from the data warehouse or interim solutions such as spreadsheets and conducting predictive analytics of future program performance.
- Ensuring the data warehouse is functioning as required and data are flowing from sources.
- Working with state geographic information system (GIS) resources to ensure a robust spatial analytics capability. We have found that maps are an effective part of the communications effort to show individuals and businesses how their communities are being served, and provide metrics on relative damage, expenditures, homes with completed repairs, etc. For example, in Louisiana, ICF developed a Web-based “What’s in My Backyard” application that showed the status of critical infrastructure, businesses, etc. within each neighborhood.
- Developing analytical procedures to inform DCA policy decisions. For example, in Louisiana ICF discovered that more than 10,000 household applicants were potentially not eligible due to incomplete data from a third party. ICF developed and implemented a quantitative, defensible procedure comparing available data on the extent of damage to the home to specific program eligibility criteria to determine whether the applicant was eligible for assistance. Upon approval of this procedure by the state, ICF found that the majority of these applicants were eligible.
- Liaising with DCA teams to source external data, structure the warehouse, and set up the right tools to expedite the acquisition of functional/data knowledge by the rest of the data reporting team, and ensure that there are no gaps in the mutual understanding of needs and requirements.

PROCESSES & TOOLS

Exhibit 1-5 presents ICF’s proposed work flow for data services.

To impact the data at their sources, ICF can participate in design sessions with DCA vendors to configure application intake systems such as eGrants[®] and Business Process Management (BPM) workflow system(s) used by the programs. ICF experts will provide specific guidance on how to optimize data quality, structure, usability, and auditability.

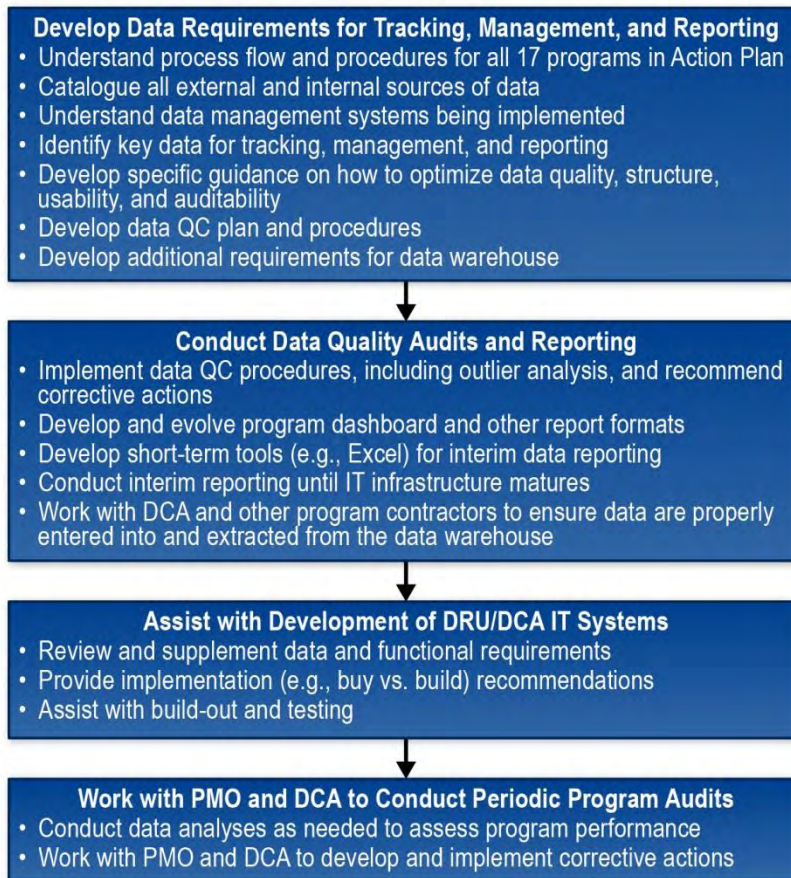
ICF will also work with DCA IT teams to obtain, store, and structure the many different external and internal sources of data needed to run the programs. For example, application data from the intake system, performance data from the workflow system, FEMA data on recovery activities, insurance company data on coverage, SBA data on eligibility, and mortgage lender data for verification are all needed to execute the lending programs. ICF will review and supplement DCA contact strategies, procurement strategies, and design strategies in performing these tasks to ensure data are loaded correctly and timely into the data warehouse.

As ICF works with different programs, we can also provide recommendations on data available for specific reports or other analytics, as well as update frequency, overall data quality, and possible relationships to other data sources. This deep understanding of the data reduces time-to-delivery by providing DCA with design options that were perhaps previously unavailable.

To turn data into useful information, ICF will employ a user-centered design methodology to create visually stimulating reports that are easily consumed by stakeholders. We will transform status tables extracted from the data warehouse or other sources into throughput flow diagrams and program-level summary dashboards to provide counts and dollars in phases. These reports provide managers with quick access to identify bottlenecks and report status through their management chains and can be provided at various levels, including state, program, industry segment, and neighborhood. Dashboards will be designed to enable ICF and DCA strategic

advisors to recommend improvements based on historical metrics about DCA's internal workload, processes, and timelines.

Exhibit 1-5. Work Flow Chart: Data



ICF can complement New Jersey's GIS capabilities by applying proven models and data sources to both calculate new fields to feed back into the data warehouse (such as distribution of awards by neighborhood, distance from Sandy landfall) and produce maps to foster analysis, status reporting, and communication.

Predictive analyses by ICF are available beyond summaries and visuals, allowing them to be used for prediction, forecasting, and "what-if" simulations. Using predictive analytics methods and models, DCA data can be used to help answer key business questions and to optimize resources and performance:

- How effective are cross-functional teams in terms of work load and in terms of employee retention?
- What will have more of an impact on response times – increased call center support or improved Web access?
- What categories of businesses are most likely to request different types of benefits?
- Which paper records are most likely to be needed for benefit processing?

- Will the planned Sandy Integrated Recovery Operations and Management System (SIROMS) Data Warehouse be effective on insurance claims?

Quality assurance and quality control (QA/QC) are essential to managing a fast-paced data management environment where new sources of data are constantly added, policies for the use of data are constantly refined, and strategies on the master set of “true” data shift with changing priorities. ICF will focus on QA/QC in two main fronts: ensuring the quality of the data itself; and ensuring quality of reports produced.

Outlier Analytics

In Louisiana, ICF performed outlier analytics to identify contradictory values such as an estimate to repair damage greater than 200 percent of the value of the home. Outliers such as this indicate a possible error in the application data or potential fraud.

To ensure the quality of the data itself, ICF will use analytical techniques to find trends, locate anomalies/outliers, and detect patterns that may differ from common expectations. ICF will investigate each of these in detail and provide recommendations to DCA to allow, update, or prevent the anomaly. For example, ICF will compare applications containing very large or very small numbers to their peers for context and acceptability. The IT intake system may be able to prevent “fat finger” problems of dollar values with extra digits to the right of the decimal, but ICF analysts are trained to look for potential outliers such as insurance coverage amounts more than \$10 million, relative to similar applications, to determine if extra digits were added to the left of the decimal.

To ensure the quality of reports produced, ICF data and reporting analysts and trained and experienced to always take the few extra minutes needed to look at a report as an outside stakeholder would view the report. Each file, PDF, booklet, or interactive Web page must be polished and clean. We will not tolerate rounding errors (e.g., \$3.2M + \$1.1M does not equal \$4.4M) because they raise questions about data quality even if the underlying metrics are correct. SIROMS will bring information from critical business systems together to support sophisticated tracking, reporting, trending, and decision support. While this and other state-developed IT tools are in development during the startup phase, the ICF Data Team Lead and data analysts from the Report Delivery Team will set up master Excel and master Access files to ensure the integrity of the data and produce Startup Reports in Word, Excel, and PDF. These tools include customized, recorded macros to automate repeated tasks and perform quality checks. Translating an avalanche of initial data into actionable reports for DCA, the Governor, and the media is too crucial to wait for the time needed to implement full systems, even if it remains COTS (commercial off-the-shelf)-based. To launch the programs with integrity and accuracy, ICF will bring existing report templates and master data tracking tools on Day 1.

After DCA IT teams have established their tools to report on the data, ICF will work to transition protocols and data sources to the new, long-term systems. We will use tools such as the Business Objects Cognos BI Suite and SAP Business Objects to interface with SIROMS and advise on both ad hoc and structured reports. ICF uses ESRI tools to interface with state GIS capabilities and geocoding services to perform their duties.

The knowledge, people, processes, and tools described above describe ICF’s solution to address the requirements of key decision makers, as they look to the data to help align DCA resources, work performance, and agency-level strategic goals. This approach ensures that decisions regarding policy, resource allocation, and process changes are based on quantitative methods that derive insights from data. As a result of these analyses, DCA’s business stakeholders can more effectively plan for the future, leveraging data towards making the best

policy and process choices, while meeting overarching government requirements for transparency and accountability.

1.3.3 Financial & Grants Management Tasks

RFQ Staff Task Orders Covered in This Section

- 3.1.1(h) – Assist with the submission of required forms and reports to HUD pursuant to its DRGR system
- 3.1.1 (k) – Oversee grant administration

Effective financial and grants management is the cornerstone for well-managed CDBG-DR grants. In fact, one of the most common ways that CDBG grantees get in trouble is not by undertaking incorrect activities but rather by failing to document what was done or track eligible costs. The ICF Team will assist DCA to develop the tools, staffing, and procedures to ensure that New Jersey's CDBG-DR grants not only meet the federal requirements established by OMB but also fully address the Governor's directives regarding transparent operations and the prevention of fraud, waste, and mismanagement.

KNOWLEDGE

ICF will partner with [REDACTED] to provide strategic management, counsel, and advice along with staff augmentation on all fiscal related matters. [REDACTED] is a well-regarded financial management firm with a national client base and strong reputation for providing technical assistance to cities, states, housing development authorities, community development financing institutions, land banks, and community development corporations. Highly regarded by HUD, [REDACTED] are experts in community development financing, design and implementation of financial systems, alignment of resources with business strategies and direct fiscal management of federal funds.

ICF's technical assistance team has worked closely with DCA to build financial systems to manage CDBG-DR funds. The team has gained the trust and confidence of DCA and sub-grantees. The ICF Team worked cross-functionally with DCA divisions and sub-grantees to design a voucher payment process that reaches the right balance of accountability, integrity, and efficiency. To ensure DCA current fiscal staff is prepared for the management of CDBG-DR funds, our team introduced staff to Web-based tools available to grantees and shared methodologies to research specific HUD regulations and provided guidance on myriad topics and questions that were raised during the planning phase.

The ICF Team has substantial CDBG, NSP, HOME and disaster recovery experience. Our team members have worked in a number of cities across several financial disciplines in government positions and as consultants in this field. Direct hands-on experience providing outsourced Chief Financial Officer (CFO) services to HUD sub-grantees will ensure that CDBG-DR financial systems are built sensitive to the needs of program production and sub-grantees. Our team members are experts in a number of financial areas unique to HUD or management of federal funds such as development of fringe and indirect cost rates, charging personnel and operating costs to program budgets to preserve limited administrative funds, cost allocation techniques, and strategic use of HUD funds to gain maximum productivity.

Managing budgets and performance reporting are essential to good fiscal management. The CDBG-DR Action Plan has allocated funds at the macro-level, but a detailed budget and cash flow forecast is needed. Budget-to-actual reports, performance analysis, and timely reporting of expenditures in context of production are tools necessary to ensure the program is delivering on

promised expectations. The ICF Team has substantial experience developing and managing budgets. Team members include a former Assistant Budget Director for a major mid-west city and several consultants performing at the CFO level, who bring a wealth of experience in this area. The ICF Team has already performed preliminary budget tasks with the DCA fiscal team, which will allow for a quicker jumpstart to budgeting if the ICF Team is selected.

Many grantees have suffered from the poor design and set-up of DRGR modules. Poor design can lead to a number of problems, including excessive tracking and reporting that could be avoided. The ICF Team has experts on staff capable of helping to set-up and even managing DRGR activities. Several sessions have already been held with DCA fiscal staff to help with this effort and positioned DCA to start the program. As details of expenditures are fully vetted during the budget process, ICF Team members will align budgets with DRGR for optimal use of the system.

PEOPLE

The finance team will be led by [REDACTED] MBA and [REDACTED] is a privately held minority and woman-owned consulting firm located in Plymouth, Michigan. Founded by [REDACTED] the company has grown both in size and stature over the last decade providing financial management services to the community development industry. The firm has expanded to include a number of well-recognized and highly qualified consultants whose experiences are deeply rooted in fiscal affairs in the community development industry. [REDACTED] and its team members are well established, having worked with all levels of the community development delivery system including community development corporations in many cities in the southern, Mid-west and East Coast regions; national Community Development Financial Institutions (CDFIs) including [REDACTED] major investors such as the [REDACTED] and numerous local, state and quasi-government agencies, land banks, redevelopment/port authorities funded by HUD.

[REDACTED] has already proven to be a capable leader and advisor to the DCA team. During just a few brief weeks on the ICF technical assistance team, [REDACTED] and her team were quickly able to design complex process maps for financial functions, facilitate a successful meeting with sub-grantees on financial management issues and provide a level of clarity and enlightenment around a number of financial functions necessary to carry out CDBG-DR activities. The initial team assigned to New Jersey is composed of highly experienced accounting and community development personnel.

PROCESSES & TOOLS

ICF staff will work with DCA's Integrity Monitor to review application and documentation procedures for programs prior to implementation as part of the program's risk management plan. We will work with program staff to make any modifications in forms or procedures that are necessary to reduce opportunities for fraud, waste, and misuse of funds. For the first 90 days of operation, our financial management experts are suggesting that all invoices be reviewed by DCA's financial staff prior to approving for payment. This review will pinpoint procedural and compliance issues. ICF staff will provide additional staff training as needed on CDBG regulations tailored for specific program needs and to address potential compliance concerns. Exhibit 1-6 summarizes our planned approach to the grants and financial management tasks.

Exhibit 1-6. Work Flow Chart: Financial and Grants Management



Planning: At the onset of the engagement, the ICF Team will work with the DCA staff to develop a detailed work plan of the financial management tasks that need to be accomplished for start-up and ongoing implementation. The ICF Team will work closely with DCA financial staff, Integrity Monitor and IT contractor to ensure that appropriate risk management tools are implemented at the “front end” to prevent fraud, waste and misuse of funds. As these tools are put into place and tested over the first 90 days, weaknesses in program design, application processing, documentation and voucher review will be identified and corrected. Vouchers will be reviewed beginning at program inception and for the first 90 days. This will enable the fiscal staff, with assistance from the ICF Team, to quickly identify and correct issues with documentation submission and approvals. There will be continuous analysis of process flow to identify opportunities to streamline the operation while still maintaining adequate controls. The work plan will include specific due dates and persons assigned (both DCA and ICF Team) for each task. The on-site team leader will manage the work plan, identify obstacles that are preventing progress and ensure all team members stay on point. The ICF Team will meet bi-weekly with DCA to review status of the work plan and ascertain any new or emerging tasks that must be addressed.

The ICF Team includes some of the nation's best regarded experts in the Disaster Recovery Grants Reporting (DRGR) system, including staff who have trained DCA on these topics. Combining financial review and DRGR entry functions within the DCA recovery function and aligning staff by program will improve both the efficiency and effectiveness of the operation. ICF will conduct intensive on-going training and mentoring of the DCA staff identified to carry out DRGR functions. This will include coaching and mentoring not only DRGR financial operations but also reporting requirements. Topics may cover tasks such as: project set-up; draw process; drafting and submitting the Quarterly Performance Report (QPR); ad-hoc reporting; and tracking of program income.

Budgets: Much more work is needed to fully prepare DCA for the task at hand, and the ICF Team is in a unique position to hit the ground running. The first and most essential place to start is to develop budgets for the program. There are numerous details to be addressed during the budgeting stage as DCA and sub-grantees think through the full costs of program implementation. The following budgeting process would be deployed:

- Create electronic budget tools, templates and guidelines for program budgets and expenditure forecasts
- Conduct training to program managers and sub-grantees on budgeting process; provide technical assistance as needed
- Aggregate program budgets into master budget; analyze to ensure accuracy, completeness and that production goals can be met
- Review and revise budgets as necessary with DCA management team

Fiscal Leadership: The disaster recovery program will need strong fiscal leadership at the beginning of the program to ensure state of New Jersey management, HUD, and the public that resources are managed wisely, funds are protected from abuse and systems are working smoothly to meet program expectations. Having performed at the CFO level, [REDACTED] is prepared to assist DCA to manage financial functions until the disaster recovery division and financial divisions are fully staffed.

Process Testing: A number of new processes that the ICF Team helped to develop will be introduced to DCA and sub-grantees to address what will undoubtedly be an unprecedented volume of work. The process maps created in the early stages of the program will need to be implemented, tested, and monitored for compliance. Reengineering of processes will be conducted to meet the changing needs of the program or to improve efficiencies.

Personnel: Fiscal staff recruiting, on-boarding, and training is a high priority for the finance team to ensure resources are well managed and capacity does not cause bottlenecks as production begins to accelerate. The ICF Team will help recruit the right leadership to manage fiscal affairs, augment staff until permanent personnel is in place, examine the benefits of in-house vs. outsourcing to handle certain functions, and determine how best to handle peak workload demands.

Training: The ICF Team is committed to providing training through a variety of mediums during the first year of the engagement. The Finance Task Order Manager will work closely with the Knowledge Transfer Lead to ensure training is appropriate and available. This endeavor will ensure staff have the knowledge to perform financial tasks accurately, reinforce rules and regulations that are not being followed, and improve processes as staff becomes more familiar with the work. Types of training could include:

- Classroom training on technical subjects such as CDBG rules and regulations, OMB Circulars, DRGR management, and compliance/monitoring of sub-grantees.
- Webinars with sub-grantees to introduce new tools, templates, or techniques.
- Brown-bag lunches focused on specific topics amongst fiscal staff and sub-grantees to iron out kinks in the process.
- Facilitated “idea sharing sessions” where program managers and fiscal staff have the opportunity to think creatively about how to improve the service delivery system.
- E-blasts and blogs to communicate with fiscal and program staff regarding financial matters.

Capacity Building: To ensure long-term success of the disaster recovery program, the ICF Team will make every effort to build the capacity of DCA and sub-grantees after the technical assistance has ended. Capacity building could take on a number of forms including training as indicated above, but also one-on-one counseling with senior staff, mentoring, and constant sharing of information and ideas.

The finance team will use a variety of proven tools, templates, and methodologies to manage disaster recovery resources. Many tools are readily available on the HUD OneCPD resource exchange and can be easily adapted to save time and money. In fact, ICF and [REDACTED] have both contributed to the resources found on the HUD Web site. The most important tool that ICF will have at its disposal is the new IT system under consideration. Our experience has shown that without financial representation on IT software selection and design, many of the financial requirements are not met or must be added through change orders.

1.3.4 Communications Tasks

RFQ Staff Task Orders Covered in This Section

- 3.1.1(d) – Provide community outreach and communication plan to be approved by the DCA and implement that plan subsequent to DCA approval

After a disaster, there are many different audiences/stakeholders who need information: property owners, government and elected officials, journalists, community leaders and business owners. The primary challenge of communications is helping those who are managing the rebuilding process provide timely information to the various groups that is clear, consistent and most of all, tailored to address the concerns that are most important to each audience.

“As a New Jersey resident, I saw the devastating effects that Hurricane Sandy had on friends and family, and I understand how important it is to have solid programs in place to help residents and businesses get back on their feet. Through rigorous community outreach, open communications, and engagement, New Jersey can ensure that those most in need are able to benefit from recovery resources so they can rebuild for the future.”

[REDACTED] ICF International

Answering these needs requires thoughtful messaging that takes into account the specific needs of each audiences and that is consistently communicated by all program staff. This type of comprehensive communications planning requires development of a written plan that is based on understanding the communications goals and intended audiences and developing tactics to accomplish these goals. ICF brings more than three decades of experience in developing and executing comprehensive communication plans that, when implemented, result in delivering the right information to the right people at the right time.

KNOWLEDGE

ICF has developed dozens of communication plans for communities across the U.S. with proven success for many of our clients in the areas of disaster preparedness, response, and recovery, including FEMA's Citizen's Corp and Risk MAP programs. During the recovery phase we have learned that there are four recurring questions that dominate the communications requirements:

- How much compensation for losses will I receive?
- When will I get the compensation?
- What do I need to do to get it?
- What progress is being made to get compensation to everyone else?

While the fundamentals of a communications plan are somewhat consistent across plans, the core of the plan is likely to center on these issues and the audiences specific to New Jersey's recovery program. Using the fundamentals, ICF will work with the state's leadership to develop a tailored communications plan that addresses the issues specific to New Jersey residents who are rebuilding after Hurricane Sandy. The plan will incorporate consistent messaging that focuses on transparency and engages the various stakeholders to become part of the overall process, rather than individuals who are "going through the process."

PEOPLE

ICF's Strategic Communications and Marketing Team will be led by [REDACTED] and a former small business owner, has a true understanding of the devastation left by the storm and the challenges that lie ahead in the recovery process. In the wake of Hurricane Sandy, she provided rapid response social media and customer communications strategic support for the [REDACTED]

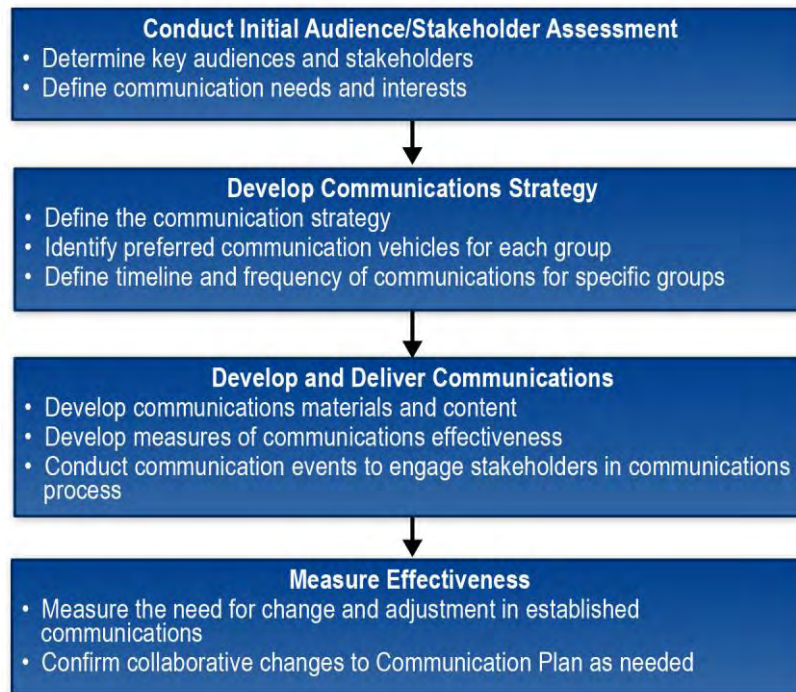
[REDACTED] has more than 15 years of experience managing communications, marketing, and public outreach campaigns in the [REDACTED] with extensive experience in strategic planning and legislative relations. Supporting her efforts will be ICF's award-winning strategic communications team of more than 200 people, ranked by *PR Week* in 2013 conducting public relations on federal programs in the United States.

To further support those efforts, enhance the local presence of our team, and ensure that hard-to-reach property owners are served by the program, we have partnered with two New Jersey-based small businesses. [REDACTED] based in [REDACTED] has worked with a number of state and local agencies to plan and implement public awareness and community outreach campaigns targeted towards New Jersey residents. The company has experience reaching Spanish-speaking and other hard-to-reach populations. [REDACTED] designs and implements communications campaigns that help revitalize neighborhoods; build relationships among public, private, and resident stakeholders; and grow local economies.

PROCESS

ICF has developed a proven approach to communications plan development that has been implemented by many of our federal and state clients and has yielded very positive results. ICF's method, shown in Exhibit 1-7, results in an organized plan for message development and delivery and allows for continual adjustment to the plan to meet the changing needs of its intended audiences.

Exhibit 1-7. Work Flow Chart: Communications



The first step when developing a communication plan is determining the intended audiences. While all audiences will need the same general information about the program, each will likely have specific information needs that must be addressed by targeted communications. Key audiences will be identified in coordination with DCA staff. While there are undoubtedly a vast number of interested groups, ICF recommends the following priority audiences for program communications:

- **Applicants and Potential Applicants** – These property owners, particularly homeowners and small rental property owners, are facing the daunting task of rebuilding their homes, properties, and lives. Each day that passes increases the sense of burden and frustration that they feel. DCA’s communications must be sensitive to the situation these applicants are in, but just as important, must be timely, clear and must break down/demystify the application processes to receive recovery grants. These individuals need practical information about how to apply for assistance, the documentation required, the anticipated time between application and assistance, and where to get their questions answered.
- **Elected Officials (state and local)** – Local public officials are oftentimes facing similar rebuilding challenges as those of their constituents and require special communications. Because of promises made to constituents and personal motivations, this audience can be

Coordination with Other Consultants

While not an “audience” for communication, the contractors taking applications, conducting inspections, and performing program audits are important stakeholders in the communication process.

As directed by DCA, the ICF Communication Team will coordinate with other contractors to ensure that:

- Messages are consistent
- Communication documents are clear and accurate
- Information is reaching to hard-to-reach audiences, including non-English speaking and low-income property owners

one of the most challenging to address but can yield incredibly high value as a champion of the program and through collaborative messaging efforts.

- **Business Owners** – While many business owners will be program applicants, others will be seeking information about how to provide services. Construction contractors as well as trades people such as plumbers, electricians, and roofers will be seeking information about licenses, bidding, zoning, building codes changes, and flood plain adjustments that impact their work.
- **Media** – Proactive outreach to local media is important to the success of the program, as local media are able to quickly provide information across a community from a trusted source. Like property owners, the media also need accurate information about the process and timetables so that they can help reinforce reasonable expectations about the recovery and its progress.
- **Community and Neighborhood Organizations** – Key associations and community organizations can provide critical context, support, and guidance to their members (and the general public) regarding recovery and program process. It is important to build relationships with associations to seek their support of the program and to proactively engage their members.
- **HUD Staff and Program Managers** – HUD staff and the managers of other state and local governments that have received funding for rebuilding will seek peer to peer sharing of what works. The shared experiences of those involved in managing Sandy recovery will help to bring lessons learned and best practices to all.

Once we identify or confirm these key audiences, we will analyze each audience to determine the specific information needs. This analysis includes identifying specific groups within each audience, as well as their key concerns, motivators, and potential communications challenges. ICF will accomplish this through consultation with DCA and by leveraging the existing relationships that we and [REDACTED] have with members of the various priority audience groups. This research will be further supplemented by a thorough review of past and current media coverage (traditional and social media) related to the recovery efforts.

Using the information learned from the audience analysis, we will develop an overarching communications plan and will have an outline of this plan at start-up. The plan will include not only the types of information that must be communicated, as well as how often and using what methods. ICF will assist DCA in developing appropriate messages as they relate to all phases of the program, from initial applications to program deadlines and post-construction guidance – tailoring each in a manner appropriate for the intended audience. Messages must be delivered through multiple communications channels, implementing the use of both traditional and social media. As the media landscape continues to change at a rapid pace, ICF has developed a dedicated media team that includes both paid and earned media experts who can provide support to DCA to determine the most effective outlets to disseminate program messages and can tailor them to be most appropriate to the given medium.

Quality Data Supports Quality Communication

A successful communications strategy starts with the quality of information available to DCA. As noted in Section 1.3.2, ICF has the experience and proven success to ensure DCA will have accurate and timely information to communicate.

To be most effective, DCA’s communications strategy must be proactive and must emphasize collaboration with trusted audiences. ICF recommends that state officials should be the primary

deliverer of messaging to their constituents and DCA should control the messaging for all contractors working on this program. Past experience has shown that the most effective communications voice is that which comes from a trusted source. Given the complex nature of the program process and message content, use of traditional communications methods such as town hall meetings and public forums should be combined with earned and paid media strategies. These types of community outreach events foster ongoing dialogue and interaction with property owners. They provide opportunities to illustrate collaboration with local representatives and community organizations and will serve to elicit trustworthiness in DCA's activities by multiple audiences.

Audience assessment and development of the communications strategy are the two fundamental components of the communications plan that will guide the program. Upon approval of the plan, ICF will assist DCA in its execution to include development of communications materials and planning and implementation of outreach events to promote program messaging. ICF's creative team includes art directors, designers, copywriters, social media experts, production specialists, and vendors to conceptualize, develop, produce, and implement informed and compelling materials. We will place emphasis on crafting materials using "plain language" so that people can more easily understand the messages. Words and phrases that are unnecessarily complex (e.g., mitigation steps) will be replaced with easier-to-understand terminology (e.g., steps to protect yourself from future flood and storm damage) to address a variety of education and levels. For minority audiences, we tailor content and imagery to reflect each group's values, evocative themes, social patterns, and connection to the issue. The process is driven by formative research and our diverse staff, which includes native Spanish speakers and communication experts.

ICF's partners, [REDACTED] bring substantial expertise in implementing community outreach efforts in New Jersey. For example, [REDACTED] has handled multiple outreach campaigns throughout the state, most recently completing a two-year initiative on behalf of [REDACTED]

[REDACTED] For this campaign, [REDACTED] forged alliances with YMCAs, Jewish community centers, women's shelters, and a number of retail establishments throughout the state and in the course of the campaign, distributed information to 858 locations throughout New Jersey's 21 counties. Both [REDACTED] have a deep understanding of the populations that have been affected by Hurricane Sandy and existing connections in these communities, which can be utilized to engage hard-to-reach property owners and build support around the program.

An important component of a successful communications approach is measuring the effectiveness of the messaging. Despite best efforts, there are times when messages may not be understood or may meet opposition from stakeholders. Throughout all phases of the program and the recovery process, sustained media interest and scrutiny are to be anticipated. Unexpected developments, rumors, or misinformation may place further media demands on DCA. Criticism about the response and recovery effort is inevitable and to be expected. ICF will assist DCA by staying on top of the information flow and making ongoing adjustments to the communications strategy in coordination with DCA and can assist the agency with maintaining coordinated efforts with both program staff and contractors, as well as with program champions and partners to ensure consistent communications across all fronts.

PROCESSES & TOOLS

The primary tool that ICF will develop with DCA is the overarching communications plan that will provide the basis for all communications efforts related to the program. In addition, there are a number of other tools that ICF recommends to supplement the development, execution, and monitoring of the plan.

Governor's Recovery Report is a daily report with standardized information about the status of the recovery efforts. Sent to media outlets, community-based organizations, social networks, and elected officials, the report offers standardized, accurate information about the program that helps avoid confusion and conflicting statements about the progress of various rebuilding programs. While the facts may not please everyone, the transparency about what is happening, where, and how much serves to build trust and is a basis for informed conversation about how to move forward when the inevitable delays do occur. As noted in Section 1.3.2, in Louisiana ICF developed and distributed a Governor's Daily Report on the status of the housing program progress.

Media monitoring is a process in which ICF gathers and assesses traditional and social media posts to identify what is being said about a specific topic. This monitoring is a critical part of the communications process, to gather baseline information about existing attitudes toward the state of recovery and allow ICF to follow media coverage that results from our communications and outreach efforts. To effectively understand online media audiences and their discussions, and to continue to identify the best online tactics, media monitoring for both traditional and social media is recommended using both Radian6 and Cision software. Based on the outputs from these reports, ICF will develop an analytics report, called SMART Tracks, that aggregates and explains the information from the reports and can be used to track media trends. Moving through the recovery process, monitoring will help gauge communications efforts and identify any strategies or messages that may need to be modified.



Shared Communications Portal To ensure a coordinated communications response across the program, it is critical that all program staff have access to and are well-versed with approved program messaging. Program staff must all “read from the same sheet of music” to ensure that all audiences receive consistent information about the program and the recovery process. To make these messages accessible to program staff, ICF recommends the use of a shared communications portal as a place to house all program messaging and materials. This portal can be password protected and can be developed with a number of access levels, ranging from administrator privileges (full access) to a read-only level with access to specific information. The information contained within the portal can be organized in a variety of ways to be most effective for the end user, whether it be by topic, program phase, or intended audience.

1.3.5 Project Management Tasks

RFQ Staff Task Orders Covered in This Section

- 3.1.1(b) – Create and implement project management measures for task prioritization, increased workload, and time sensitive matters to be approved by the DCA
- 3.1.1(i) – Continue to address and assist with the oversight of housing recovery strategies

ICF will provide New Jersey with a Project Management team that is led by experienced personnel, that has large disaster recovery experience, and that has experience with a broad array of process and tools and the knowledge in how to apply it. We will work in partnership with the ICF CDBG-DR policy experts to ensure the program is kept in compliance with the Action Plan at all times. In advance of contract award, we will prepare to position ICF for a quick start-up, and our organization will continue to assist DCA throughout the program to ensure programmatic success.

As expectations will run high, ICF will begin immediately to assist New Jersey in defining and communicating the housing recovery process. At start-up, ICF will work with DCA to establish management plans and procedures, including process and results measures, to help manage all aspects of the program. ICF will assist DCA in creating this framework quickly such that control and confidence in management is established throughout the program, including state and federal stakeholders and especially citizens affected by Sandy. ICF will bring all needed resources, expertise, and qualified personnel to ensure a successful start and finish to this critical program. Throughout the program, we will work closely with New Jersey leadership to begin the planning process, identify critical issues, and initiate problem solving for each of them immediately. With our many years and experience in multiple disasters, ICF understands the challenges of disaster recovery and its associated high expectations from multiple stakeholders.

KNOWLEDGE

ICF has a substantial history in disaster recovery and all of its complexities, making ICF a well-qualified company, able to address the many aspects of initiating and managing a large disaster recovery program. Not just across the broad areas of domain expertise that are affected by disasters such as energy, environment, and housing, but very specifically within the areas of disaster planning, training, and project management. ICF has been a leader within the project management community for the past 30 years. We are charter members of the Project Management Institutes Corporate Council, focusing on training our managers in industry best practices, and have been featured in the council's World Congress (2008) and PM Network Magazine for our expertise in applying the discipline of project management specifically to disaster recovery efforts.

In addition, as described in Section 1.3.1 (policy), we have deep domain knowledge of HUD regulations, the CDBG-DR funding model, and local knowledge of the New Jersey disaster environment. In addition, we have provided project management at the federal level supporting HUD, the Department of Homeland Security (DHS) (National Infrastructure Protection Program), and various states, including California and Louisiana.

PEOPLE

ICF is able to staff our PMO with veteran disaster leadership with experience from Katrina, Deep Water Horizon, and other engagements. Each of these individuals was selected with specific requirements and skills in mind. ICF anticipates and knows that the hours are long in the disaster recovery environment and the pressure is high to perform in a consistent and

quality manner. ICF also has a very robust roster of subject-matter experts (SMEs) who can bring to this program a full and complete understanding of CDBG-DR policy and all applicable impacts from legislation, exceptions, and completed program design.

Based on past experience, we will be deploying [REDACTED] as the Management Task Lead. [REDACTED] has served in disasters before, leading facilities and security, and then ascending to Deputy Program Executive, managing 2,800 employees and 64 subcontractors. His experience included integrating IT functions. In addition, he served in Fallujah, Iraq, and supervised the rebuilding of basic services and restoring the civilian infrastructure. [REDACTED] also holds a bachelor's and master's degree as well as Project Management Professional (PMP) certification, the Project Management Institute's worldwide certification. ICF has more than 100 PMPs on staff with all types of domain and functional expertise.

PROCESS & TOOLS

At project start-up, ICF will establish a Project Management Office (PMO) to define standards for project management and provide documentation, guidance, and program management measures. Throughout the life of the program, the PMO will assist DCA and its contractors in establishing and defining the supporting processes of the program and the underlying procedures that define the execution of the program. The PMO will also liaison with other DCA contractors, and other state and federal agencies to ensure that DCA understands program risks and has the information to manage those risks to prevent crises.

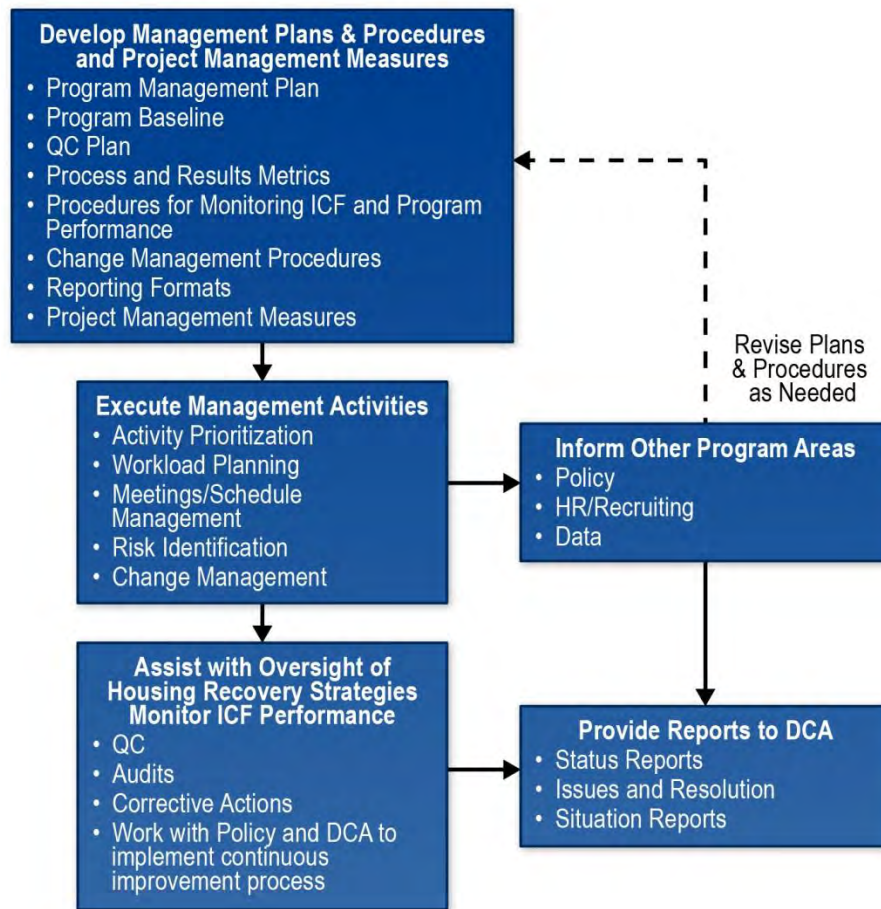
- **Management Plans and Procedures.** As shown in Exhibit 1-8, the first priority of the PMO will be to work closely with DCA to develop the Program Management Plan, QC Plan, and Project Baseline. These overarching management plans are critical to program success. For example, the Program Management Plan will cover all aspects of program delivery (e.g., intake, award calculation, construction management, IT systems). It will provide a roadmap of the overall program's priorities and direction, and it will proactively identify "pinch points" and other areas of potential risk so that appropriate monitoring can be put in place to identify problems and implement corrective actions before they escalate to a crisis.

The PMO will also develop procedures for monitoring the performance of ICF as a contractor and the program as a whole, as well as change management procedures. ICF understands that these plans and procedures need to be approved by DCA and in place as soon as possible. We have already developed drafts of these plans and will work with DCA to finalize them within 14 days of start-up.

Project Management Measures. With a completed program design and implementation defined and documented, it will be the job of the PMO to identify the critical measures that will be used to measure, manage, and communicate progress of the program. These critical measures come in two forms: 1) the measures used to manage the programs progress, called process measure, or "P" measures, and 2) the measures that reflect actual results, or "R" measures. ICF and its key personnel have a long history in program management and disaster recovery housing specifically that make this task especially suited to our skills.

For example, on the State of Louisiana CDBG Disaster Recovery Program, we identified twelve critical points of the project in which we established daily performance measures to understand our progress towards goals; example – "Appraisals per day" and "Evaluations per day" were considered good indicators of our making progress or "P" measures and "Closings per Month" were considered the definitive "Result or "R" measure by which the overall progress of the program was largely judged upon by all stakeholders.

Exhibit 1-8. Work Flow Chart: Project Management



Task Prioritization, Work Load Planning, Identification of Risk, Change, Problems and Issues (Time Sensitive Matters). Once project management measures are established, they will serve many purposes throughout the life of the program. One of the basic functions of the PMO in the disaster recovery environment is to identify the critical-path functions that are most important to the success of the program. This identification leads to the task priorities, which support the critical path. With the priority tasks identified, the PMO can begin workload planning, which will aid DCA and its contractors in anticipating increases (and decreases) in work schedules and associated activities and resources. Examples of this in the disaster recovery environment are the initial spike of “intake” activities and ensuring that the appropriate people are trained to handle all the applicant questions and are able to explain the program to a sufficient level. DCA and its strategic advisor may want to gain sufficient confidence that the contractor has invested in appropriate levels of training and role-playing for this activity. This is just one of many areas that ICF’s PMO will use task prioritization and workload planning to assist DCA and its contractors.

In addition, the PMO will be responsible for facilitating and identifying all time-sensitive matters. This requires a mature approach that is born out of experience and “statesman like” skill to manage this function in the disaster recovery environment. A certain trust must be established that facilitates the free-flow of information among DCA, other state agencies, and DCA’s contractors. Each party must not be threatened to share its perceived risks, issues, problems, and the effects of change such that DCA can make informed decisions. The PMO must be

viewed as a trusted facilitator, and the participants must see the value of doing so. We will bring a controlled and quick-paced methodology to manage all these aspects and give the state the ability to make adjustments on an ongoing basis, which is required in this environment.

Ongoing Support to Disaster Housing Recovery Efforts. The PMO staff will be able serve DCA in the oversight of the program throughout its course. We have lived most all the issues and know the course of action that will lead to success. Over several disasters, we have developed and honed many tools and methodologies that we will be able to use and provide to DCA. In our experience, the PMO, through its oversight function, is often relied upon to identify early any matters that may threaten the success of the program. ICF believes it is critical to build at the onset a function called the situation report (sit-rep). The sit-rep is used to communicate the progress made as it relates to the program performance and results measures and other program details. This function is used to facilitate each component of the program, elevating important aspects of their work. It is critical that the PMO facilitate a trusted environment and format for this exchange of information to take place. ICF will work closely with DCA to ensure the sit-rep meets DCA's needs and expectations. At the same time, the PMO will be required to support daily data calls emanating from many stakeholders. The PMO will need to take these on in an effortless fashion so as not disrupt the rest of the organization and provide quality reports and data back to inquiries. In ICF's experience it is important to establish a single point of contact for all data calls and work closely with data management staff to ensure analyses and reports are accurate and complete. As noted in Section 1.3.2 (data), we cannot overstate the importance of QC as the most critical part of data tracking/management.

In our experience, disaster recovery programs are subject to near-continuous audits from state and federal agencies, as well as "audits" of performance in the media. The PMO will serve as the point-of-contact for all audit questions and will work within ICF and with other DCA contractors to ensure responses are complete, accurate, and timely.

Many times the Sit-Rep will identify process issues and the PMO will need to provide DCA with subject matter expertise to address many of these issues. In past disasters, we have highly leveraged the Lean Six-Sigma (LSS) methodology to improve process and eliminate waste. LSS is a commonly used best practice from commercial organizations to improve productivity issues, and ICF is the first to utilize successfully in a disaster-recovery environment.

Lastly, the PMO may serve DCA in its oversight role by serving as the "easy-button" for things that DCA did not anticipate or that emerged as a new requirement. DCA will occasionally need to react quickly to a matter and turn to a knowledgeable and trusted advisor to assist with addressing an urgent matter. The list is long as to what these matters may be; examples are special needs and disability issues, media matters, construction skills shortages, union issues, and insurance data incompatibilities. ICF can be that trusted strategic advisor and the PMO can serve that capacity.

ICF has always been at the forefront of disaster management and has pioneered the use of commercial best practices in the management of disaster recovery efforts. These include both process methodologies and tools. The state of New Jersey can expect ICF to assist in utilizing the following process as part of the PMO function and serving in the capacity of strategic advisor:

- **Change Control Board (CCB):** As DCA has already identified the need for managing "time-sensitive matters," we will assist DCA in establishing the function of a CCB. This is a structured method of identifying and taking appropriate actions on a program changes,

problems, issues, and risks. The CCB consists of representatives from all functional areas of the program (e.g., policy, data, communication) so that the implications of proposed changes on program performance can be fully understood and documented – including any “show-stoppers” that would prevent successful implementation. The CCB also ensures that any changes made are appropriately implemented and documented per CDBG-DR program policy and design; this is a critical function to maintain a program’s good standing with the stakeholders.

- LSS (Lean Six Sigma): ICF recommends that serious skills be deployed with regard to process improvement to assist and address in the oversight of the program. LSS represents the leading edge of process improvement methodologies. Many issues that will be encountered in the disaster recovery environment will be business process in nature. We will retain within the PMO the required skills to address these and assist DCA in its oversight function.
- “Progressive Elaboration”: Progressive elaboration is a concept that the Project Management Institute promotes to address the need for beginning a project without all the known factors being completely understood. The disaster recovery environment is one such environment. The ICF PMO will monitor and coordinate the repercussions of constant change and its impacts on the program’s resources, timelines, and critical path.

ICF will also develop and utilize the appropriate technology that will facilitate PMO functions without complicating or delaying the recovery process. Tools must be intuitive and easy to use, add real value to the recovery process, and be tied to the CDBG-DR program requirements. To this end, the PMO will apply the following technologies to the State of New Jersey’s disaster recovery programs:

- MS/SharePoint Portal - While quite a basic technology, appropriate use of a portal technology facilitates establishing a system of record for program information including policy and program design, current Sit-Rep information, and data calls. This can also be a useful tool for meeting the requirements of auditors that need access to authoritative data.
- Decision Lens - This tool can provide an authoritative record trail on important decision that are likely to receive scrutiny and are highly visible to the public. An example would be subcontractor decisions that need to be above reproach and will most certainly solicit an audit.

ICF will also utilize a number of IT tools for data management and reporting, as discussed in Section 1.3.2 (data). The PMO will work with the Data Task Lead to ensure reports and analyses provide DCA with the requisite situational awareness.

1.3.6 Staff Augmentation Tasks

RFQ Staff Task Orders Covered in This Section

- 3.1.2 – Provide an adequate number of key personnel at the DCA offices and other state departments and agencies.

ICF and a team of New Jersey-based small, woman-, and minority-owned staff augmentation firms are prepared to respond to DCA’s and its partner agencies’ immediate and long-term staff augmentation requirements. We have assigned a senior ICF manager to supervise onsite augmentation staff and oversee their hiring, on-boarding process, training, and ongoing performance. The majority of augmentation staff will remain on the payroll of the staffing firm that successfully places them providing DCA with flexibility in matching the number of staff to

the immediate demand. If there are requirements for highly specialized staff resources, we will provide ICF or other subcontractor employees. We will select staff based on the requirements of our assigned task.

KNOWLEDGE

ICF's staffing approach builds upon our past experience in similar disaster recovery settings and support for implementation of CDBG-DR housing recovery programs in particular. Although currently unspecified, we are using the contract scope of services to guide our recruiting preparations focusing first on policy, program management, communications and outreach, data, finance, grants management, construction, environment, and insurance skill sets. We anticipate that New Jersey will require a diverse workforce including entry and mid-level staff, and we are prepared to provide more experienced personnel. Labor categories are anticipated to include clerks and administrative assistants, records managers and data analysts, IT professionals and project managers, writers, editors, researchers, and policy analysts.

Because personnel needs and task assignments are unspecified, our capacity to respond agilely, quickly, and effectively is critical. The complexity, volume, and tight deadlines associated with this disaster recovery program bring their own particular challenges. And while efficient sourcing of staff to meet evolving state requirements is imperative, speed must be coupled with effective and high-quality staff orientation and training, as well as human capital management, monitoring, and problem resolution processes. Our staff augmentation solution includes:

- Use of standardized processes and templates that facilitate a clear understanding of client requirements, which helps us find the right staff resource
- Standardized training for augmentation staff so they understand the overall context of the work the client is performing

Our approach is based in part on the lessons we learned after Hurricanes Rita and Katrina, where, within 90 days, ICF stood up 14 housing assistance centers and fielded a fully trained and functioning team which eventually totaled some 2,300 employees, with 75% of the staff hired locally. This ramp-up was carried out in storm-ravaged communities that did not have even the most basic infrastructure.

PEOPLE

ICF's Staff Augmentation Task Order Manager is [REDACTED] who has spent 28 years managing and leading large, complex teams of personnel and subcontractor staff. Supporting [REDACTED] is [REDACTED] Senior Recruiting Director at ICF's corporate headquarters. [REDACTED] leads our corporate recruiting team, which is armed with systems and tools that ensure our success in identifying and hiring candidates on a short- and long-term basis. Our Recruiting Team manages a robust database of candidates and an internal resume database complete with skill sets that may be valuable for this augmentation task. [REDACTED] will work with our Staff Augmentation Task Order Manager to review the procedures of our New Jersey-based partners, recommending tools and procedures to identify candidates she has found effective in her 20+ years of experience in recruiting and management.

Highlights of ICF's Staff Augmentation Approach

- Utilizing an onsite manager responsible for overseeing augmentation personnel and ensuring client satisfaction
- Partnering with NJ small business staffing firms
- Focusing on hiring from communities impacted by Hurricane Sandy
- Clearing processes to onboard staff rapidly and validate their skills, knowledge, and abilities to support DCA and partner agencies

Staff Augmentation Partners. The Staff Augmentation Manager will work closely with our selected subcontractors, described in Exhibit 1-9:

Exhibit 1-9. ICF is Subcontracting with New Jersey-Based Staffing Partners

NJ-Based Staffing	Company Classifications	Core Services
	Minority/Woman-Owned Small Business Enterprise	Accounting/Finance, Administrative Support, Customer Service Reps, Data Entry, Human Resources Assistants and Receptionist <ul style="list-style-type: none"> ▪ “Small Business of the Year” - NJ Chamber of Commerce ▪ “One of the Best Staffing Firms in Central New Jersey” - Courier News
	Small Business Enterprise	Accounting/Finance, Administrative Support, Customer Service Reps, Data Entry, Light Industrial, Receptionist, Science and Technology <ul style="list-style-type: none"> ▪ Currently partnering with the state of New York on a similar project ▪ Tasked with hiring 150 administrative, receptionist staff within two weeks; goal was achieved
	Small Business Enterprise	Accounting/Finance, Administrative Support, Customer Service Reps, Data Entry, Legal, Pharmaceutical, Receptionist, Retail <ul style="list-style-type: none"> ▪ Named Top 50 Executive Search and Staffing Firm - NJ Biz ▪ Staffed customer service coordinators for large non-profit in support of disaster relief efforts

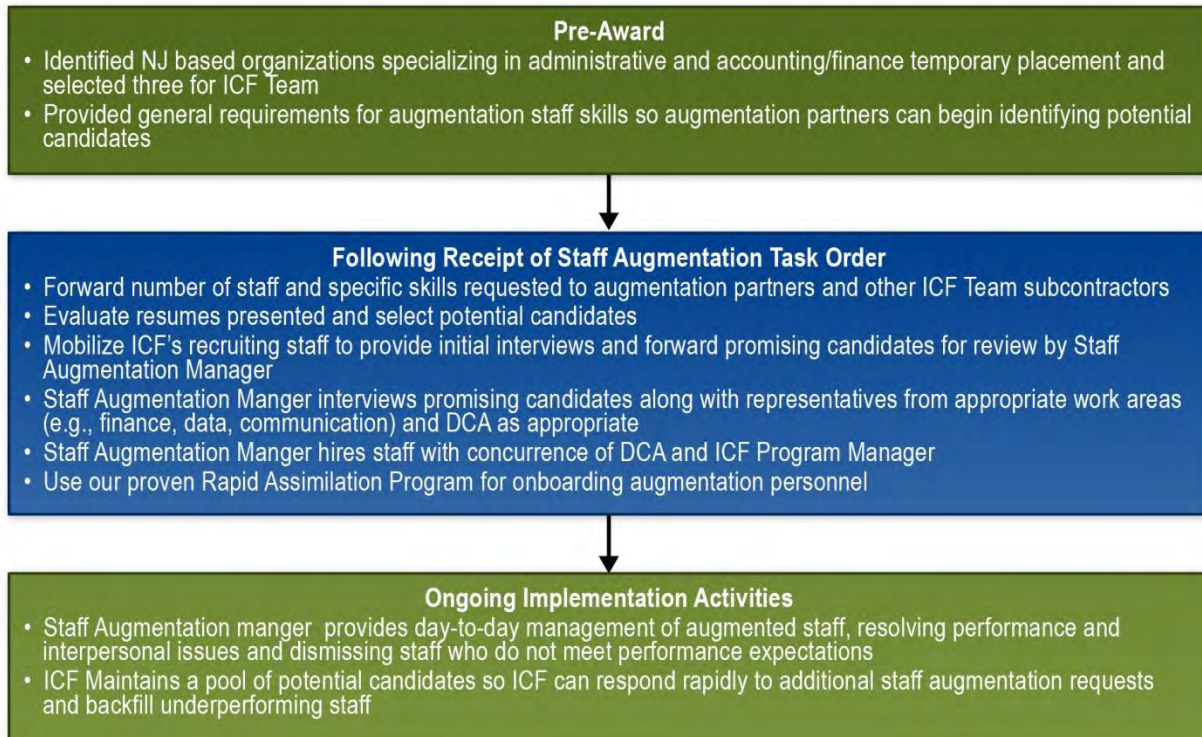
PROCESSES & TOOLS

Our first step for supporting DCA in this area was to select our New Jersey staff augmentation partners. Our corporate recruiting team, led by [redacted] screened potential partners by first doing a general search, then performing a series of interviews and due diligence to make sure we have selected the best teams available. Our research included the following:

- Conducting an online search, first obtaining a list of New Jersey-based agencies, specializing in administrative and accounting/finance temporary placement
- Using the Red Book (a resource tool) to identify New Jersey-based agencies, specializing in administrative and accounting/finance temporary placement
- Contacting each identified agency via phone, obtaining information including
 - ◆ Ability to service Trenton, NJ
 - ◆ Certifications (small, minority, woman owned)
 - ◆ History of high-volume projects
 - ◆ Experience working with the state of New Jersey
 - ◆ Recruiting process
 - ◆ Background check process
 - ◆ References
 - ◆ Fees/terms
 - ◆ Performance management

Exhibit 1-10 summarizes our planned approach to the staff augmentation tasks.

Exhibit 1-10. Work Flow Chart: Staff Augmentation



Structured Response to Staff Augmentation Task Orders. Our collective team is organized to recruit and staff multiple, concurrent, high-tempo staff augmentation task orders. When we receive a staff augmentation task order, the ICF Program Manager and Staff Augmentation Task Order Manager will forward staffing requirements to our augmentation partners. Our partners specialize in candidates with specific skill sets such as accounting or IT staff, but we will give an opportunity to all partners to provide their selected candidate or candidates in a time frame that allows the Staff Augmentation Task Order Manager to review and possibly interview candidates, while still meeting the timing requirements of DCA.

For staff augmentation tasks under 90 days, the Staff Augmentation Manager will either select multiple candidates from a single staffing partner, or depending on the nature of the task order request, the Staff Augmentation Manager will combine the best qualified candidates from all of our partner teams. We will issue multiple subcontracts to our staffing subcontractors as needed. ICF will manage the staff augmentation task order team and provide a single unified set of personnel for DCA and partner agencies.

For staff augmentation contracts of greater than 90 days, a subcontract will be awarded to whichever partner can provide the most qualified candidate. Our intention is that staff augmentation personnel remain on the payroll of our staffing subcontractors, but trained and supervised by ICF.

Preparing for Hard-to-Find Staff Resources. If a highly skilled position is identified that requires staff that our partners may be unable to provide, ICF can use several methods to identify, recruit, and hire personnel. Key to our ability to quickly recruit for positions that typically have long lead times is our use of Taleo, software that streamlines and automates the recruiting process from candidate sourcing through hiring. In coordination with ██████████ ICF has 26

experienced recruiters who support our hiring requirements and maintain an available pool of promising candidates. [REDACTED] meet regularly with the Staff Augmentation Task Order Manager to identify DCA's potential requirements to facilitate this fast-turnaround effort. Our recruiters constantly source technical talent from a variety of sources (e.g., posting on our Internet sites, New Jersey and local and national job fairs, and professional association Web sites.)

We regularly maintain and update an active skills database of candidates available to fill emerging openings. Our skills database tracks information such as profiles, salary, skill sets, and certifications and allows quick identification of qualified candidates from more than 20,000 resumes. By maintaining an ICF resume database of qualified current staff members and external candidates, the ICF Team can provide a rapid response to filling critical resource needs by closely matching position requirements with candidate skills. We also have corporate agreements with dozens of nationally recognized technical and engineering placement firms who have access to thousands of temporary/contract technical personnel, as well as more than 250 professional service agreements with engineering and IT consultants.

Onboarding, Training, and Placement. Once we identify new employees, ICF will use our proven Rapid Assimilation Program for on-boarding augmentation personnel. This is a set of procedures we have developed to ensure that all employees know their job assignment and objectives, how to access support, and their role in supporting DCA. ICF uses a similar process when on-boarding our own staff. For the augmentation personnel, our training will focus on:

- Recognition that the assigned team is serving DCA or a related customer, and the customer's needs and interests are of paramount importance.
- Awareness from across the team that ICF is fully accountable for all performance.
- Acknowledgment that there may be additional or follow-on work, and augmentation staff can seek permanent positions if they choose. Our Staff Augmentation Task Order Manager is responsible for ensuring that we understand the career choices and expectations of our selected augmentation staff so that we can support them as they support DCA.
- Commitment in organizing and managing the project, sharing responsibilities, and who to go to for resources, advice, or recommendations.

We will conduct our training in two parts. A key to implementing this rapidly is first using Web-based online orientation, which we have developed for similar projects, and we will customize specifically for this program. If an augmentation staff does not have online access, we will provide additional support, to include offering use of ICF office space and computers.

The second training stage is completed in person, led by the Staff Augmentation Task Order Manager, typically performed the day before work starts in supporting DCA. The result of this preparation and careful vetting of augmentation staff is to enable the temporary employee to be ready to work on his or her first day on the job and provide valuable service to his or her client at DCA.

Managing. The Staff Augmentation Task Order Manager will provide day-to-day management of augmented staff; resolving performance and interpersonal issues; and dismissing staff who do not meet performance expectations.

1.4 Approach to Other Required Tasks

1.4.1 Reporting & Documentation

RFQ Requirement Covered in This Section

3.2 – Contractor shall provide and submit monthly reports, retain records and make information available for audit and review

One of the key tasks that DCA must undertake is to document and report its results not only to HUD, but also to the public. Similarly, the Housing Program Implementation Strategy Advisor must be able to manage and report on the tasks assigned to it. ICF is experienced in managing and reporting on contract performance. For more than 20 years, we have worked with federal, state, and local contracts to provide detailed monthly reports on budgets and costs, milestones and timelines, status of products, and outstanding issues (if any). We have existing, detailed procedures for documenting our results and maintaining our files.

As noted in Tab 3, ICF will submit to the State Contract Manager, on the fifth day of every month, a Task Order Progress report – including financial tracking of cost vs. budget and cost control measures implemented or recommended – and a Staff Augmentation Progress Report. ICF has already drafted templates for these reports and will finalize these templates after submission and review by DCA.

ICF has already developed a draft Records Management Plan and will work with DCA to finalize it within 14 days of contract award. The plan:

- Definition of a “record” – any record, document, and communication that relates in any manner to the award and performance of this contract.
- Requirements for all ICF and subcontractor staff, including augmentation staff, with respect to identifying and preserving records.
- Records retention schedules for each record – at a minimum five years from the day New Jersey closes its disaster recovery grant, and longer as directed by the state.
- A dedicated SharePoint site for storage and archiving of all records, which will be backed up on a daily basis and stored on backup servers as part of ICF’s normal business practices.
- Procedures for on-boarding and off-boarding staff with respect to ensuring all records are obtained during their tenure on this project and at completing of this tenure.
- Periodic audits of staff and subcontractors to ensure compliance.

Exhibit 1-11 is a flow chart describing our key tasks in reporting and documentation.

At the direction of the state, ICF will provide all records as requested pursuant to N.J.A.C. 17:44-2.2.

Exhibit 1-11. Work Flow Chart: Reporting & Documentation



1.4.2 Knowledge Transfer

RFQ Requirement Covered in This Section

3.3. – Initially key resources will concentrate primarily on knowledge transfer activities that will be developed by the State. The activities will target specific knowledge transfer objectives and will include documentation review, interviews, discussion, and shadowing.

Even as the ICF Team is prepared to focus on rapid program start-up, we recognize that our role is to augment the state’s existing capacity to manage the programs and share knowledge with the state’s new hires. We have an obligation to not just “do,” but to communicate information so the staffs of the state and local government community development programs, non-profits, and other stakeholders that work in partnership with us to implement the high-production programs demanded as a result of Superstorm Sandy. In the course of implementing the CDBG-DR programs, there are ample lessons to be learned and knowledge shared that can inform the future operation of the state and local CDBG activities.

Knowledge-sharing may focus on improved business processes, knowledge, or skills. For example, through effective knowledge transfer community development, staff will be able to:

- Implement housing rehabilitation programs at the higher volume/scale demanded by the catastrophic events
- Enhance techniques for communicating with neighborhood residents
- Identify additional performance metrics, track progress, and report status of implementation of programs
- Use new templates and tools developed for emergency purposes to run day to day CDBG programs

- Explore new methods to assess the financial performance of their programs
- Creatively use CDBG programs for community improvement while remaining compliant with program rules

The ICF Team is well prepared to promote knowledge transfer (also referred to as capacity building). For more than 25 years, ICF has been one of HUD's premier providers of technical assistance and training. We provide capacity-building services for the OneCPD Program, the Neighborhood Stabilization Program, and the Homeless Housing Programs. We have worked across the United States to transfer our knowledge and experience of community development to staff of state and local agencies. Through more than 1,000 training and webinar deliveries, 100 publications, and 600+ grantee technical assistance engagements, we have been deployed to build capacity of government and nonprofit staff to run their community development programs. Examples of our work are found at www.OneCPD.info, the Web site created by ICF under contract with HUD to provide easy access to community development tools, training, and products. The written materials take complicated laws and regulations and help to make them understandable and practical. The training helps seasoned professionals to improve the capacity and performance of their programs by learning about best practices and applications of program regulations to real life situations. And, our work also introduces newly hired personnel to the CDBG program and other HUD-funded community development initiatives.

Two things about our knowledge transfer capabilities are important to what we can share with staff in New Jersey:

- Because we work closely with HUD, our knowledge of policy, regulations, and procedures are up to date and well grounded. If we don't know something, we know exactly who to ask.
- Furthermore, because we work throughout the United States, we bring to New Jersey examples of best practices, alternative models, and processes and procedures that worked in other places that can jump-start implementation.

And, while we bring knowledge transfer and capacity building experience from our work for HUD, we also provide similar services across the spectrum of federal agencies including the Head Start Program, the Department of Justice's Office of Victims of Crime, the National Aeronautics and Space Administration's Senior Executive Service (SES) program, the National Academies of Science Transportation Resource Board, and the Federal Highway Administration's (FHWA) Transportation Knowledge Initiative.

██████████ will serve as the lead for the knowledge transfer activities. Her role is to ensure that that knowledge transfer is happening consistently, provide guidance on ways to share knowledge, and hold ICF and DCA staff accountable. We selected ██████████ for this role because, as a classroom training, e-learning, and knowledge transfer expert, she has worked closely with ICF's housing and community development professionals. Examples of her work include development of Web-based learning and knowledge tools for HUD's HOME, Office of Special Needs Assistance Programs (SNAPS) and OneCPD Learning Center. Further, ██████████ has experience managing knowledge transfer activities on fast-paced disaster-related projects as she developed short-term and long-term training plans, as well as wrote and established the training policies, procedures, and processes for a Louisiana-based disaster recovery program. ██████████ will report directly to ██████████ our proposed Program Manager, to ensure she has the necessary resources and support.

As the state program staffs identify priorities for knowledge transfer and capacity building, [REDACTED] will work to define the needs, identify the best methods to meet them, and work with other staff to implement capacity building. While we routinely expect our consultants to work in collaboration with state and local program staff and thus share what they know through association, [REDACTED] will focus on additional opportunities for knowledge transfer. For example, if the DCA director is concerned that local governments are not appropriately reporting financial information, [REDACTED] might work with [REDACTED] to develop a webinar and set of reporting tools and templates to help improve the quality and flow of information. Similarly, [REDACTED] might work with [REDACTED] to modify ICF's respected *Basically CDBG* course into a series of short just-in-time modules to ensure staff of subrecipients have appropriate knowledge of the program. And, to reinforce the training, [REDACTED] might identify a team member or a peer working for another agency to further mentor a staff person who, based on the training, is working to revise their CDBG process and procedures.

Hypothetical Knowledge Transfer at Work: Understanding CDBG-DR

The Challenge: Subrecipients have little experience working with the rules and regulations associated with CDBG-DR.

The Process: ICF interviews staff to identify knowledge strengths, gaps, concerns; collects process and performance data; defines audience, and objectives.

Determine Methods: (Hypothetically) two actions: training workshop for staff to include training-of-trainers, and imbedded staff assigned to subrecipient so program staff can shadow consultant.

Design, Implement: Customize CDBG-DR training; identify co-trainer from agencies; delivery training jointly with agency trainer. Imbedded staff assigned to work side-by-side with subrecipient staff to augment capacity and support process improvements, compliance reporting, etc.

Results

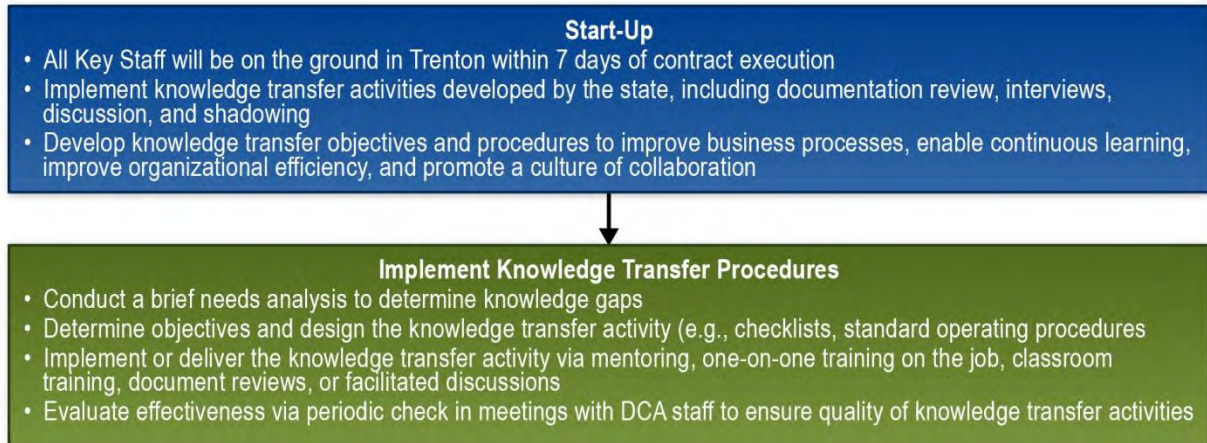
- Better informed program staff
- Local trainer familiar with materials and able to train others
- Enhanced productivity and compliance

The ICF Team's approach to knowledge transfer includes seven basic steps:

- **Identify the knowledge gap or need:** What do people need to know, do better, or do differently? What are the priorities for providing knowledge transfer? This step can be as simple as a discussion with a program's leader or more intricate including interviews with multiple leaders as well as staff, review of documents, files and reports, collection of data.
- **Clarify the audiences:** Who needs to know, and what does each audience need to understand or be able to do?
- **Define the objectives:** How will the state and others know if the knowledge transfer/capacity building was successful?
- **Determine best methods:** What are the best ways to transfer knowledge given the content, audiences, objectives, and other constraints (e.g., time, money)? For any given focus, one or more methods may be better than others.
- **Design materials, as needed:** Adapt existing materials or protocols such as webinar slides or mentoring plans to meet objectives of knowledge sharing.
- **Implement:** Carry out the plan based on schedule.
- **Assess results:** Using performance metrics, pre- and post- assessments, or other tools, determine what worked, what did not, and how to improve knowledge transfer process in future.

Exhibit 1-12 summarizes the steps we will undertake for knowledge transfer.

Exhibit 1-12. Work Flow Chart: Knowledge Transfer



Central to the process articulated above is selection of methods to promote the knowledge transfer. The ICF Team, with the state’s program leaders, will discuss the most appropriate methods given the objectives and available resources. Exhibit 1-13 describes knowledge transfer techniques used by ICF and available to DCA, and the advantages of each.

Exhibit 1-13. Knowledge Transfer Methods

Knowledge Transfer Option	Description	Advantages
Intensive		
Shadowing/Mentoring	Pairs the consultant with a program staff person on a one-on-one basis so consultant and mentee are sharing responsibility for activities such as needs assessments, document review, training, and/or data analysis	<ul style="list-style-type: none"> ▪ Allows mentee to observe mentor in action as well as participate as partner in activities ▪ Offers opportunities for immediate feedback to mentees ▪ Permits mentee to be actively engaged in process and move from observing, to practicing, and eventually teaching others as mentee becomes proficient
Site Exchanges	Grantees visit with other grantees	<ul style="list-style-type: none"> ▪ Helps grantees learn how peers overcame similar barriers implementing new practices ▪ Builds relationships among grantees and connects different functional staff among grantees (e.g., principals to principals, finance to finance)
Webinars/Video Conferences	Uses the Internet to allow for simultaneous viewing of material, permits interaction in moderated discussions and provides archived materials for later viewing	<ul style="list-style-type: none"> ▪ Delivers the one-on-one technical assistance cost effectively without disrupting grantee schedules due to travel ▪ Provides more depth on high-interest topics or issues identified by some of the communities ▪ Delivers new information, tools, and strategies in response to needs raised during conferences and meetings ▪ Allows archived versions to be replayed to share with additional

Exhibit 1-13. Knowledge Transfer Methods

Knowledge Transfer Option	Description	Advantages
		audiences or as part of ongoing professional development activities
Targeted		
Roundtables	Brings together groups of grantees with expert facilitation (facilitated dialogue) to frame critical issues and address programmatic challenges to moving forward	<ul style="list-style-type: none"> ▪ Ensures discussions are proactively planned and results are outcome-focused
Trainings/Workshops	Offers knowledge sharing and/or skill development in a group setting	<ul style="list-style-type: none"> ▪ Serves as cost-effective tool because reaches large numbers of participants at a time
Learning Communities	Allows users to find resources, post resources for review/comment and post questions and answers in a collaborative, online environment	<ul style="list-style-type: none"> ▪ Networks grantees and helps build sustainable relationships ▪ Promotes mutual support, problem solving, and encouragement to sustain change ▪ Allows for feedback from communities on products and services for continuous improvement ▪ Provides central online place for individual grantees to share information within their own team structure while easily tracking progress on a management dashboard tool
Conference Calls	Host discussion among multiple communities about a particular topic, share lessons learned, or convey information about a new product or resource	<ul style="list-style-type: none"> ▪ Is expedient and low cost
Talk and Text Assistance	Provide individualized but cost-effective form of direct technical assistance by answering questions via phone, e-mail, or online chat to explore a narrow technical area, and otherwise provide “just in time” technical assistance	<ul style="list-style-type: none"> ▪ Elevates high-priority questions or issues quickly for response or resolution by content experts ▪ Provides cost-effective one-on-one TA
Universal		
Web Site	Uses the Internet to disseminate information to a large number of stakeholders	<ul style="list-style-type: none"> ▪ Facilitates resource sharing from a wide variety of sources ▪ Promotes dissemination of tools, resources, guidance and information
Electronic Mailing List	Allows for quick contact to all SEAs and LEAs to convey and share information	<ul style="list-style-type: none"> ▪ Efficient, low-cost way to push information out to grantees lessons learned, tools, and strategies developed by grantees, and announce network products, training dates and registration information

Exhibit 1-13. Knowledge Transfer Methods

Knowledge Transfer Option	Description	Advantages
Newsletter	Provides relevant and actionable topics (e.g., best practices, change strategies) with examples from existing grantees/localities of successful achievement	<ul style="list-style-type: none"> Builds understanding by providing case studies and examples of how other educators have adopted new practices Motivates grantees to action through compelling stories of peer accomplishments and sustains momentum during unanticipated lulls
Product Development (e.g., Fact Sheets, Implementation Guides, Toolkits)	Conveys information for reform activities	<ul style="list-style-type: none"> Provides grantees detailed step-by-step written guidance and tools Synthesizes best practices or provides brief synopses of important topical issues in formats accessible to all stakeholders

1.4.3 Ramp Up/Scale Down and Estimated Level of Effort

RFQ Requirement Covered in This Section

- The bidder shall provide ramp-up & scale down projections for the duration of the program

Effective disaster recovery requires staff on the ground and ready to work immediately. Never was this truer than under the Sandy recovery, where Congress imposed a two-year expenditure deadline, requiring that staff and systems be in place and ready proceeds. DCA has hired new staff and plans to hire more but needs expert support that is ready to go now, with no learning curve.

Program Ramp-Up Period (90 days). ICF is experienced in ramp up and rapid deployment of staff around the world. We bring over 20 years of experience in providing disaster recovery assistance to areas in the wake of devastation. In assisting Louisiana to address Hurricanes Katrina and Rita, ICF rapidly deployed a fully trained and functioning team which exceeded 2,300 people. We also assisted HUD to quickly implement the NSP program, deploying technical assistance (TA) providers across the country within days of work plan requests and creating a comprehensive Website for grantees within six weeks. Our team has proven, and continues to prove, its ability to quickly deploy the appropriate staff members to the location needed, as shown in Exhibit 1-14.

Exhibit 1-14. The ICF Team Has Proven Experience Providing Start-Up Teams

Proven Record of Quick Start-Up Team	
Example of Start-Up	Timeframe
Rapid Deployment of Staff. For the Louisiana CDBG-DR Recovery Program, despite a lack of basic infrastructure in many areas after the storms, within 90 days ICF stood up 14 housing assistance centers, a complete MIS system, and a fully trained and functioning team which later exceeded 2,300 people.	Within 90 Days
Rapid Start-Up of Technology. For USDA Broadband program, stood up technology to access application data, perform QC, and issue an initial report on number of applications received and amount of money requested. QC identified several outliers that needed to	Within 14 Days

Exhibit 1-14. The ICF Team Has Proven Experience Providing Start-Up Teams

Proven Record of Quick Start-Up Team		
Example of Start-Up	Timeframe	Key Personnel Involved
<p>be addressed before an accurate report could be issued.</p> <p>Access to Necessary Experts. For Superstorm Sandy in support of the FEMA Public Assistance Program, ICF provided historic and environmental experts as part of the first team deployed into the impacted Region to write project worksheets which provide much needed recovery dollars to state and local government entities.</p>	Within 3 Days	

Immediately at start-up, the ICF Team will be prepared to provide DCA with the following:

- **Experienced Staff.** Our proposed start-up team is ready to deploy to New Jersey DCA’s office locations to begin working immediately upon contract award.
- **Proper Tools and Technology.** The right tools and technology are already suggested for this project (see Section 1.3.2 Data), and will be readily available for use upon contract award.
- **Large Pool of Experts.** The ICF Team has compiled a large pool of SMEs with expertise in a variety of topic areas. These experts will be called upon as needed, and are capable to begin providing necessary assistance upon contract award. For example, the ICF Team includes leaders in CDBG program design, DRGR, environmental review, FEMA programs, construction and green building, and finance. Program Manager and Task Order Managers will access this pool of experts for a specific task, as needed by DCA. Each of these experts can both be assigned to work on site with DCA or remotely for immediate on-call advice or problem-solving.

Fully staffed at project inception, with project management and technology, ICF has the capability and the scale and is prepared to respond quickly and effectively to address the full range of tasks outlined in the RFQ and allow us to attack multiple tasks simultaneously.

Ramp-Up Approach (90 days). Shortly after contract award, ICF anticipates receiving one or more task orders that would cover the following scope:

- Provide advisory services as outlined in the RFQ.
- Begin augmenting DCA staff.

ICF understands the critical importance of “hitting the ground running” at start-up. Hurricane Sandy hit nearly seven months ago, and individuals, businesses, and communities continue to hurt. Once the program is launched, the affected people, and the citizens of New Jersey, will expect results sooner rather than later. Patience will soon run out if the program is perceived as slow and unresponsive. To facilitate program start-up, ICF has developed a Ramp-Up Checklist with critical milestones (Exhibit 1-15). We will ensure this checklist is completed within the scheduled time period.

Exhibit 1-15. Ramp-Up Checklist

Time Period	Activities
Pre-Contract Execution	<ul style="list-style-type: none"> ▪ Prepared draft Program Management Plans and Procedures and Project Management Measures: <ul style="list-style-type: none"> ▪ Program Management Plan

Exhibit 1-15. Ramp-Up Checklist

Time Period	Activities
	<ul style="list-style-type: none"> ▪ Program Baseline ▪ QC Plan ▪ Program Monitoring and Performance Procedures ▪ Change Management Procedures ▪ Program Management Measures ▪ Task Order Management Plan and Cost Proposal Template ▪ Identified New Jersey-based organizations specializing in administrative and accounting/finance temporary placement to support staff augmentation and contacted each agency to find qualified subcontractors for the ICF Team. ▪ Began developing program-specific training materials for ICF, subcontractor, and DCA staff as well as new staff, including staff augmentation. ▪ Developed draft subcontract agreements with ICF Team. ▪ Drafted Templates for Task Order Progress Report (including cost control reporting) and Staff Augmentation Progress Report. ▪ Drafted Records Management Plan and Schedules. ▪ Prepared Strategic Communications Plan outline. ▪ Developed report templates and master data tracking tools that can be adapted to DCA needs
First Week Post-Execution	<ul style="list-style-type: none"> ▪ Review status of implementation tasks. ▪ Assign staff to support DCA staff in coordination of pre-launch and launch activities. ▪ Develop implementation assistance plan. ▪ Meet with subcontractors to explain task order process and communication. ▪ Conduct pre-briefing of our highly qualified staff to ensure full understanding of scope of program requirements. ▪ Identify any required real estate assets and living quarters. ▪ Conduct pre-staging of IT and other office support assets for ICF personnel. ▪ Finalize subcontract agreements with ICF Team. ▪ Hold kick-off meeting with DCA and key ICF staff on Day 7. ▪ Begin set up of media monitoring systems.
Second Week Post-Execution	<ul style="list-style-type: none"> ▪ Help DCA leadership to develop protocols for tracking and disseminating policy decisions. ▪ Assist in developing programs and administrative budgets. ▪ Continue to refine procedures used for invoice processing. ▪ Assist in completion of sub-recipient agreements for remaining partners and sister agencies. ▪ Monitor responses provided on hotline calls to track policy decisions that are being made in response to questions. ▪ Support DCA leadership in working with contractors on launch of RREM, Resettlement, and Small Rental programs. ▪ Assist EDA in business grant program implementation. ▪ Develop process map and program guidelines for Community Revitalization and Business grants for EDA if not already completed. ▪ Provide assistance as requested to staff up recovery staff positions. ▪ Continue to clarify and provide technical assistance on federal regulations. ▪ Finalize Program Management Plans and Procedures, Project Management Measures, Reporting Templates, and Records Management Plan (as noted above).

Exhibit 1-15. Ramp-Up Checklist

Time Period	Activities
	<ul style="list-style-type: none"> ▪ Facilitate data team meeting with IT vendor(s) to assess their project plans, schedules, and capabilities to deliver for application intake, workflow, data warehouse, evaluations of data quality control upon data entry, and data quality control for reporting. ▪ Facilitate data team meeting with DCA to understand programs already underway and methods for reporting status on those programs. ▪ Begin to develop reporting requirements and interim steps to deliver status reports until IT vendor(s) are operational. ▪ Finalize program-specific training materials for ICF, subcontractor, and DCA staff as well as new staff, including staff augmentation. ▪ Establish schedule for regular status meetings with State Contractor Manager, other DCA staff as appropriate, other DCA contractors, and other agencies as appropriate. ▪ Complete set-up of media monitoring systems. ▪ Ensure that DCA approves Strategic Communications Plan outline. ▪ Confirm key audiences with DCA. ▪ Begin review/evaluating existing press and social media on the recovery efforts. ▪ Begin drafting Strategic Communications Plan. ▪ Begin Communications Portal setup.
First Month Post-Execution	<ul style="list-style-type: none"> ▪ Audit all operational programs to determine number of intakes/applications, status of applications, etc. for program status reporting. ▪ Identify intake, processing, and invoicing issues that are delaying implementation/payment and facilitate problem solving. ▪ For each program that has started, ensure that data team is delivering status reports until IT vendor(s) are up and running. ▪ Develop budget templates, guidelines and instructions on use of CDBG-DR funds. Work with DCA fiscal staff to revise indirect cost plan to incorporate CDBG-DR funding. Conduct training session with sub-grantees to review budgeting process. Compile overall budget; review with DCA Management team and make recommendations to align productivity with resources. ▪ Develop guide for charging expenses to CDBG-DR including personnel eligible to charge time, specific guidance on program vs. administration, indirect costs, operating costs and program expenses. ▪ Assist DCA leadership with final determination of fiscal responsibilities, organizational structure of DCA fiscal staff, job descriptions and division of labor. Determine methodology for filling positions including analysis of outsourcing options. ▪ In conjunction with Accountability Officer, ensure internal controls are designed to adequately protect resources but also supports efficient transaction processing. ▪ Finalize financial management processes including voucher documentation requirements, fiscal checklists, reconciliation methodologies, tools and templates to manage resources. In conjunction with OMB, Treasury, DCA fiscal staff, establish appropriate accounting codes in various systems (NJCFIS, SAGE, DRGR and new software) to account for disaster response expenditures and program income. ▪ Participate in design of disaster response management software to ensure fiscal needs are adequately addressed. Assist DCA fiscal staff to establish interim systems to manage disaster response funding until permanent software is in place.

Exhibit 1-15. Ramp-Up Checklist

Time Period	Activities
	<ul style="list-style-type: none"> ▪ Assist with selection and on-boarding of fiscal personnel; provide training and support as needed with focus on transfer of knowledge. ▪ Design financial management reports including budget to actual, performance dashboards, variance analysis and production reports for various audiences and purposes. ▪ Identify and contract with local accounting firm(s) to provide interim accounting support until permanent staff structure is in place. ▪ Implement training program for existing staff and new hires, including staff augmentation. ▪ Ensure that audience analysis is complete. ▪ Ensure that media review/evaluation is complete. ▪ Ensure that key messaging is established. ▪ Ensure that draft Strategic Communications and Media Plan are complete. ▪ Ensure that Communications Portal is complete.
First 90 Days after Execution	<ul style="list-style-type: none"> ▪ Audit all operational programs to determine number of intakes/applications, status of applications, volume of invoices, timing, etc. for program status reporting. ▪ Identify intake, processing, and invoicing issues that are delaying implementation/payment and facilitate problem-solving. ▪ Train new staff on regular basis as new personnel join the team. ▪ Test systems and processes and fine tune as needed. ▪ Conduct reviews of sub-grantee systems to ensure adequate measures and controls are in place to safeguard assets, process vouchers and ensure compliance with OMB circulars. ▪ Monitor distribution of applications for public facing programs to ensure geographic representation and access by hard to reach and underserved populations. ▪ Hire local New Jersey permanent, onsite replacements for deployed ICF resources other than Key Personnel. ▪ Transition activities to staff-augment/permanent team. ▪ Ensure that communications materials are developed. ▪ Implement Strategic Communications and Media Plan. ▪ Submit weekly SMART Tracks reports to DCA (pending execution of media activities).

Based on our experience with similar projects, we estimate approximately the following full-time equivalent (FTE) needs during the 90-day ramp-up period (Exhibit 1-16), given our understanding of the scope of work. We will refine these numbers based on discussions with DCA.

Exhibit 1-16. Estimate of FTE Needs During Ramp-Up

Position	Labor Category	Employer	FTE	In NJ	Outside NJ
Management					
Director	Partner/Principal/Director	ICF	.75	√	
Program Manager	Program Manager	ICF	1	√	
Deputy PM	Program Manager	ICF	1	√	
Admin Support	Administrative Support Staff	ICF	2	√	
Project Management (PMO)					
Project Management Task Order Manager	Program Manager	ICF	1	√	

Exhibit 1-16. Estimate of FTE Needs During Ramp-Up

Position	Labor Category	Employer	FTE	In NJ	Outside NJ
Staff	Supervisory/Senior Consultant	ICF	1		√
Staff	Consultant	ICF	1		√
Staff	Associate/Staff	ICF	1	√	
Policy					
Policy Task Order Manager	Program Manager	ICF	1	√	
Policy Staff	Supervisory/Senior Consultant	ICF	1		√
SMEs	Subject Matter Expert	ICF/subs	4		√
Policy Staff	Consultant	ICF/subs	1		√
Policy Staff	Associate/Staff	ICF	1	√	
Data					
Task Order Manager	Program Manager	ICF	1	√	
Staff	Consultant	ICF	.5		√
Staff	Associate/Staff	ICF	.5		√
Finance					
Task Order Manager	Program Manager	Sub	1	√	
Staff	Supervisory/Senior Consultant	Sub	1	√	
Staff	Consultant	Sub	1	√	
Staff	Associate/Staff	Sub	1	√	
Communication					
Task Order Manager	Program Manager	ICF	1	√	
Staff	Supervisory/Senior Consultant	Sub	1		√
Staff	Consultant	Sub	1		√
Staff	Associate/Staff	Sub	1	√	
Staff Augmentation					
Task Order Manager	Program Manager	ICF	1	√	
Sr. Recruiter	Consultant	ICF	1		√
Staff	Project Manager	ICF	1		√
Staff	Associate/Staff	ICF	1		√
Augmentation Staff	Varied	Subs	50+	√	
Other Staff					
Other Support Staff	Project Manager	ICF	2		√
Other Support Staff	Supervisory/Senior Consultant	ICF	2		√
Other Support Staff	Consultant	ICF	2		√
Other Support Staff	Associate/Staff	ICF	2		√

Program Delivery Period (2-4 years). During the program delivery period, ICF anticipates the following changes:

- Policy staff can be reduced to 1.5 FTE as the program matures and fewer policy issues are being considered by DCA.
- Data staff can be reduced to 1 FTE as the IT contractor's systems mature and adequate data QC protocols are implemented.

- Finance staff may need to be augmented by 1 to 2 FTE as the volume of financial transactions increases.
- Staff augmentation staff can be reduced to 2 FTE once the initial wave of augmentation has been completed; a certain level of staff turnover will continue throughout the program.
- Other staff can be reduced to 4 to 6 FTE or perhaps lower as the program matures and there are fewer analytical needs to support DCA decision making.

Although it might seem reasonable to assume that certain functions will be largely completed at a certain point, in our experience a program of this nature will be subject to multiple audits, and the staff in the core areas of support will be essential to assist with DCA's response to these audits.

During program delivery, we develop metrics to monitor the workload being performed by the augmentation staff (e.g., number of transactions to be processed/week) and adjust the workforce accordingly. However, we anticipate the workload generally will be fairly level during program delivery. Initially, program work will focus on application processing and award calculation. After awards are being made, program work will shift to construction management. Given that incremental payments are anticipated during construction, DCA will need to "process" each award multiple times, and processing will continue after all awards have been made.

During implementation, workload is expected to spike periodically due to external events (e.g., audits), internal policy changes, and other unforeseen events. DCA may need to draw on SMEs within ICF and our subcontractor team to address specific technical or policy issues. With broad capability within ICF and our subcontractors, ICF will be prepared to mobilize staff as needed for short-term workforce requirements. Our management structure allows calls for surge staff to be rapidly communicated to managers who can identify staff with the requisite skills and make them available to DCA.

Program Scale Down Period. As projects reach completion and close-out, ICF will ramp down the augmentation and core program staff as appropriate, based on appropriate workload metrics. In Louisiana, [REDACTED] was responsible for planning the orderly reduction of staff, including closing more than 10 facilities – he knows how to manage a complex workforce reduction.

Once the majority of projects have been completed, ICF anticipates a much-reduced workforce focused on supporting DCA's monitoring, audit, and related needs. At that point, we anticipate the support from ICF needed by DCA, even at the senior level, will be reduced significantly. However, intervening factors such as audits or workload surges may affect ICF's ramp-down trajectory.

TAB 2

2. Start-Up Team

2.1 Key Start-Up Team Personnel

The ICF Team brings an experienced and dedicated group of staff to DCA to advise on this project. This includes 10 Key Personnel and additional start-up staff. Exhibit 1-2 on page 7 shows the ICF Team’s organizational structure for our proposed start-up team.

██████████ ICF Senior Vice President, will be the Project Director. She will draw upon her more-than 20 years of experience in working on tasks and contracts for HUD to ensure DCA’s work meets the quality, timeliness, and outcome measures outlined in the contract and subsequent task orders. ██████████ will be a senior point of contact for DCA and will provide overall direction and technical leadership to the ICF Team. In recent years, ██████████ has played a similar Officer in Charge role for ICF’s HUD HOME, NSP, OneCPD and CDBG technical assistance grants. ██████████ will serve as Project Director for ICF’s DCA work. In this role, he will manage the ICF Team’s day-to-day operations. He will draw upon more than 10 years of program management experience, including three years of experience on the Louisiana CDBG-DR project, ██████████ will provide overall internal direction to the ICF Team, including implementing the procedures discussed below, managing the work of Task Order Managers, and coordinating with our finance and administrative teams. ██████████ and ██████████ will act as a cohesive leadership team, ensuring that DCA will always have onsite or remote access to our key leaders. ██████████ will serve as Deputy Program Manager, utilizing her disaster recovery experience in Louisiana, California, and New Jersey to work closely with ██████████

As described in Section 1.4.3, our start-up team also includes SMEs and additional project staff. The additional project staff will assist in executing the work specified in Task Orders. The SMEs will provide technical advice on critical policy and other issues. This mix of senior, mid-level, and junior staff will allow ICF to complete all start-up Task Orders effectively and in a cost-effective manner.

The ICF Team has identified seven major subject areas where a specific Task Order Manager is necessary to lead the operation as part of the start-up team. These subject areas are shown in the charts in Section 1.3: data, policy, PMO, finance, communications, staff augmentation, plus knowledge transfer. The Task Order Managers will be available to on site within seven days of contract award. Staff resumes, expanding on our start-up team’s education and experience, are shown in Tab 6. Exhibit 2-1 displays a sample of responsibilities the ICF Team anticipates our start-up team members to have. All key management team members will work on site in New Jersey during the start-up phase, with the Program Manager and Deputy Program Manager on site in New Jersey full time. The Director, Task Order Managers and Subject Matter Experts will be in Trenton as is needed to lead and conduct work and as frequently as requested by DCA.

Exhibit 2-1. Roles and Responsibilities of ICF’s Start-Up Team Key Personnel

██████████	<p>Responsibilities</p> <ul style="list-style-type: none"> Senior point of contact for DCA; will provide overall direction and technical leadership to the ICF Team
██████████	<p>Responsibilities</p> <ul style="list-style-type: none"> Manage the ICF Team’s day-to-day operations, providing overall internal direction to the ICF Team,

Exhibit 2-1. Roles and Responsibilities of ICF's Start-Up Team Key Personnel

including implementing all policies and procedures, overseeing the work of Task Order Managers, coordinating with ICF corporate functions such as contract administration and project accounting, and coordinating the State Contract Manager and other DCA staff as appropriate

Responsibilities

- Provide backup to [REDACTED] in managing day-to-day operations, troubleshooting problems and recommending solutions, and supporting liaison with FEMA and other agencies

Responsibilities

- Manage ICF Knowledge Transfer activities; including developing capacity building tools and methods; developing and delivering training; coordinating capacity building activities such as shadowing, mentoring, and one-one-one counseling; and ensuring appropriate tools and knowledge are transferred to DCA

Responsibilities

- Manage ICF data support activities; develop data requirements for tracking, management, and reporting; conduct data QC audits; develop data reports; assist with developing DCA IT systems, assist PMO and DCA in conducting program audits; support data management capacity building within DCA

Responsibilities

- Manage ICF policy support activities; assist DCA with liaison with HUD and other agencies; assist DCA and its sister agencies in interpretation of and compliance with federal regulations, including environmental review, historic review, Davis Bacon, Fair Housing; work with DCA to develop and implement new policies and policy changes; support policy capacity building within DCA
- Will be located in New Jersey

Responsibilities

- Manage ICF project management support activities, including developing management plans, procedures and program management measures; lead prioritization of activities, workload planning, risk identification, and risk management, ensure ICF milestones and deliverables requirements are met; manage change management process; monitor program performance; implement continuous improvement; support project management capacity building within DCA

Responsibilities

- Manage ICF finance support activities; develop templates and guidance for budget, charging expenses, etc.; work with DCA to ensure internal controls are in place and functioning efficiently; develop program budget; support finance capacity building within DCA

Responsibilities

- Manage ICF communication support activities, including developing and implementing a community outreach and communication plan; developing and implementing a communication strategy; work with DCA to coordinate messaging and address media inquiries; coordinate communication events with stakeholders; support communication capacity building within DCA

Responsibilities

- Manage the staff augmentation process, including working with staffing subcontractors to identify potential hires; manage the interview process; select and on-board new hires; provide day-to-day management of augmented staff; resolving performance and interpersonal issues; and dismiss staff who do not meet performance expectations

TAB 3

3. Contract Management

The ICF Team will be led by [REDACTED] who has spent four months leading HUD’s technical support to DCA under our HUD contract and will continue to lead this effort. During this time, she has been able to work with DCA to develop program guidelines and process maps, update the Action Plan, develop suggestions for the DCA staff organization, mentor DCA’s partners, obtain and track policy answers and manage the team of all HUD technical assistance providers. She fully understands DCA’s needs and objectives and has assembled a team that is dedicated to achieving these results. Using ICF’s proven project management methodologies and tools, and backed by a strong management team, [REDACTED] will continue to provide quality, on-time, and within-budget delivery of support to facilitate the state’s ability to meet the needs of its citizenry during this difficult recovery.

[REDACTED] has assembled an experienced and talented management team to ensure seamless continuation of this technical support. For example, [REDACTED] our proposed Program Manager, [REDACTED] who has worked for ICF for more than 23 years. He is a long-term, senior manager within the firm who is trusted to lead complex projects across a wide variety of subjects including disaster recovery. He has relocated for projects previously and understands the scope of activities that need to occur and the many pitfalls that need to be avoided. [REDACTED] our proposed Task Order Manager for Policy, and [REDACTED] our Proposed Task Order Manager for Finance, have been on the ground in Trenton since February 2013 and will continue to provide the quality of support expected by DCA. The professional experience of our proposed management team is summarized in Section 5.

ICF is a worldwide leader in delivering project management structure to complex programs. As a member of the Project Management Institute’s (PMI) Global Corporate Council, ICF is at the forefront of designing international standards for project management excellence. Our experience working with clients on intense and rapidly evolving projects has resulted in ICF embracing scalable, agile project management systems. Our strong management team will be supported by a project management office (PMO) focused on task prioritization; work load planning; identification of risk, change, problems and issues, and other time-sensitive matters. The PMO will also lead a rigorous quality assurance process for all task order deliverables and services. Finally, the PMO and the ICF management team will focus not only on work performed under this contract, but more broadly across the entire program. We are poised to help DCA ensure efficient, effective, and timely delivery of the program. To accomplish tasks, our leadership team will:

The Strength of the PMO Structure

ICF has employed a PMO structure on numerous engagements, including Louisiana’s CDBG-DR Program. ICF established a PMO to manage the largest disaster relief program in U.S. history, enabling the processing of more than 200,000 grant requests and 120,000 cases needing eligibility determination and fund dispersal to homeowners impacted by Hurricanes Katrina and Rita.

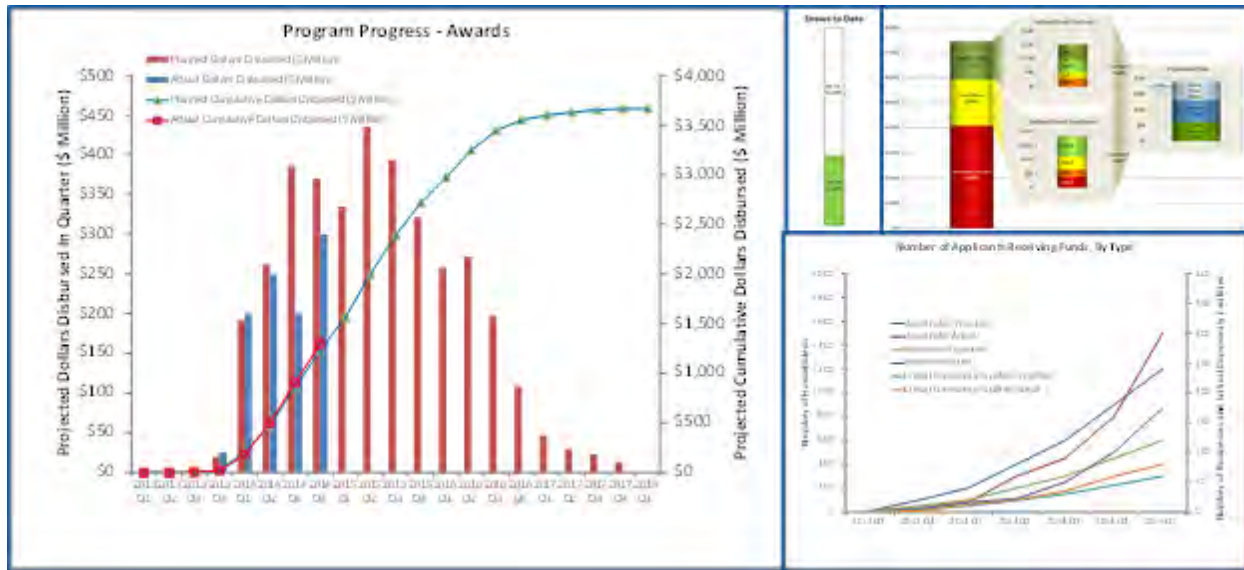
- **Ensure staff clearly understand the results New Jersey is seeking.** [REDACTED] has been supporting housing and community development programs for nearly 25 years and has been on the ground since February leading ICF’s technical assistance to DCA’s housing recovery program. Working together with [REDACTED] will ensure the entire team will focus on New Jersey’s key objectives – successfully implementing the

Housing Recovery program, and leaving behind a DCA with enhanced expertise and ability to manage similar programs in the future.

- **Develop a program management plan with a timeline to achieve the desired results.** Based on our experience to date, ICF has begun to develop a management plan that covers all aspects of program delivery (e.g., intake, award calculation, construction management, IT systems). This management plan will serve as a roadmap that will ensure that the ICF Team and the program delivery contractors, in partnership with DCA, all have a shared understanding of the program’s priorities and direction. This plan will focus on overall schedule, inter-dependencies, key milestones to achieve, and identification of “pinch points” where failure has major impact on program performance and/or schedule. By aligning those milestones with the program’s desired results from the outset, the ICF Team will be able to assist DCA in managing closely to achieve those milestones, yet remaining flexible enough to adjust the plan if ongoing data gathering efforts suggest the need for a shift.
- **Select proven professionals to efficiently and creatively implement the plan.** [REDACTED] selected the Task Order Managers based on the expertise they brought and their experience in setting up a program team that will hit the ground running and adapt to changing circumstances. Task Order Managers have access to a large network of ICF and subcontractor staff and will select the most appropriate individuals from ICF and our subcontractors to complete task orders.
- **Provide clear direction and administrative processes to ensure smooth implementation.** We have begun to develop a standard Task Order Management Plan template that we will use to specify how we intend to complete each task, the staff and resources needed, and a timeline to ensure that completion of the scope of work will be on time and will achieve the desired outcomes. In addition, we will provide effective and transparent progress reporting and invoicing.
- **Coordinate activities and track progress.** [REDACTED] will maintain a master schedule, and Task Order Managers will monitor the progress on each task order against the established and agreed upon milestones. If the team is not on target to meet the milestones, the Task Order Manager will work to resolve the problem and adapt the approach so that the intended outputs and outcomes will be achieved. If necessary, [REDACTED] will step in to ensure a satisfactory resolution. Throughout this process, communication with the State Contract Officer is critical and built into the process flow.
- **Implement continuous improvement.** We never assume that we “have it all figured out.” To ensure continuous improvement, we will build a performance assessment component into each task whenever feasible. By rigorously collecting and reviewing this information, we will determine whether ICF as a contractor and the program as a whole are delivering the results the state of New Jersey expects, and will identify ways to further improve our services. ICF will keep the state informed of activities undertaken, results achieved, improvements that may be possible, and challenges encountered through formal monthly reports and regular communication (meetings, telephone calls, emails) as preferred by the State Contract Officer and as dictated by the needs of the contract. Guiding this will be the mutually agreed upon qualitative/quantitative performance criteria that will be established in a task order.
- **Access and communicate results.** ICF will work with the state to develop a program dashboard and robust program reporting capability that will provide DCA with an overview of program progress (e.g., number of applications received, number of awards issued, dollars awarded), analytics (e.g., percent of awards to LMI population), and projections (e.g., projected number of applicants that can be served with existing funds). Through the robust

reporting capability, ICF will also develop reports to provide information on specific issues of concern to DCA or answers to questions posed to DCA.

Example Dashboard from USDA Broadband Project



- Effectively communicate with State Contract Officer.** Effective communication between and among project and state staff is critical to achieving success. For the team to perform effectively, information will need to be shared regularly to keep the lines of communication open, address challenges, complete the activities of each ICF task order, and ensure the program is performing in a coordinated fashion. To achieve these objectives, [redacted] and the Task Order Managers will conduct regular conference calls with the State Contract Officer for direction and guidance on all task Orders and preferred formats for communication (e.g., email, phone calls, and/or reports). Through the PMO, Task Order Managers will submit monthly progress reports to ensure ongoing compliance with all contractual requirements. [redacted] will also conduct periodic in-person meetings with the State Contract Officer to monitor satisfaction with the contract performance. The chart below describes planned status meetings.

Exhibit 3-1. Periodic Meetings

Communication	Designated ICF Staff	Recommended Frequency
Conference call with State Contract Manager and designated DCA staff	Program Manager/Task Order Managers	Weekly
In-person status meeting with State Contract Manager and designated DCA staff	Director/Program Manager	As Needed/Directed
Email/telephone with State Contract Manager and designated DCA staff	Director/Program Manager/Task Order Managers	As needed/directed
Task Order Progress/Status Reports, including cost controls to State Contract Manger	Task Order Managers	Monthly
Staff Augmentation Progress Report to State Contract Manager	Staff Augmentation Task Order Manager	Monthly

3.1 Business Processes and Procedures

██████████ are experienced senior managers with thorough knowledge of ICF's business processes and procedures. More importantly, they have experience **implementing** these processes/procedures in a fast-paced housing recovery program. We are prepared to apply lessons learned to focus on the critical elements of success, anticipate and avoid problems and delays, adapt to change, recommend corrective actions as needed, and transfer this knowledge to DCA staff. We will utilize the following business processes/procedures that have proven to contribute to success.

3.1.1 Program Management

- During start-up, we will convene a daily “stand up” meeting of all ICF Team staff to communicate start-up progress, key issues identified, critical problems, priorities, etc. This meeting provides all staff with a common understanding of key accomplishments, issues, and remaining priorities to help focus their efforts.
- We will develop a Program Management Plan that will cover all aspects of program delivery (e.g., intake, award calculation, construction management, IT systems) and provide a roadmap of the overall program's priorities and direction.
- We will hold regular meetings with the ICF Program Manager and the State Contract Manager and designated DCA staff to discuss program schedule and performance as well as ICF performance on this contract.
- We will provide regular program dashboard reports (recommend weekly) on program progress and projections. This report will evolve over time as program moves from start-up (focus on application processing) to maturity (focus on construction progress and completion).
- We will hold regular meetings with leads for other program contractors (e.g., intake, construction management, IT) and ICF subcontractors for coordination and problem-solving.
- Finally, we will hold regular internal meetings between the ICF Program Manager and Task Order Managers to monitor schedule and performance, identify problems, and implement solutions.

3.1.2 Task Order Management

- We engage in proactive task order management. The individuals proposed as ICF Task Order Managers have reached that level of responsibility by demonstrating strong project management skills that include proactive identification of potential problems and implementation of solutions before reaching a crisis point. The quality and experience of our team's Task Order Managers is the first line of defense against problems. Upon receipt of a task order from DCA, the Task Order Manager will staff and manage the day-to-day delivery of the work scope.
- We will develop a Task Order Management Plan and Cost Proposal that provides the basis for task execution, monitoring, controlling, and reporting, including the comparison of planned and actual schedule and costs, work accomplishment, and product delivery. We will apply our QC process to ensure the work scope is delivered on time and within budget (see section 3.4.1).
- Task Order Managers will meet regularly with ██████████ for schedule and performance monitoring, identifying problems, and implementing solutions.

- Through the PMO, the Task Order Managers will deliver a monthly task order progress report for each task order summarizing work completed, hours and dollars expended, and work anticipated during the following month, as well as any cost control measures recommended or implemented. Through these progress reports, ICF will notify DCA when 75% and 90% of the budget has been reached. The progress reports will be delivered by the fifth day of following month.
- Concurrent with the monthly progress report, ICF will deliver a monthly invoice that tracks the progress reports for each task order and provides transparent backup for hours and other expenses.
- Financial management by Task Order Managers using ICF's automated accounting system (CostPoint) provides timely financial information for monitoring project budgets. The Task Order Managers also will review subcontractor invoices to ensure consistency with progress made on their assignments and reasonableness in light of the subcontractor's budget for the assignment and the subcontract agreement.
- ICF's process for identifying and resolving problems at the task order level will follow the same procedure as at the contract level (see below).
- We will notify the State Contract Manager when 75% and 90% of task order dollars have been spent.

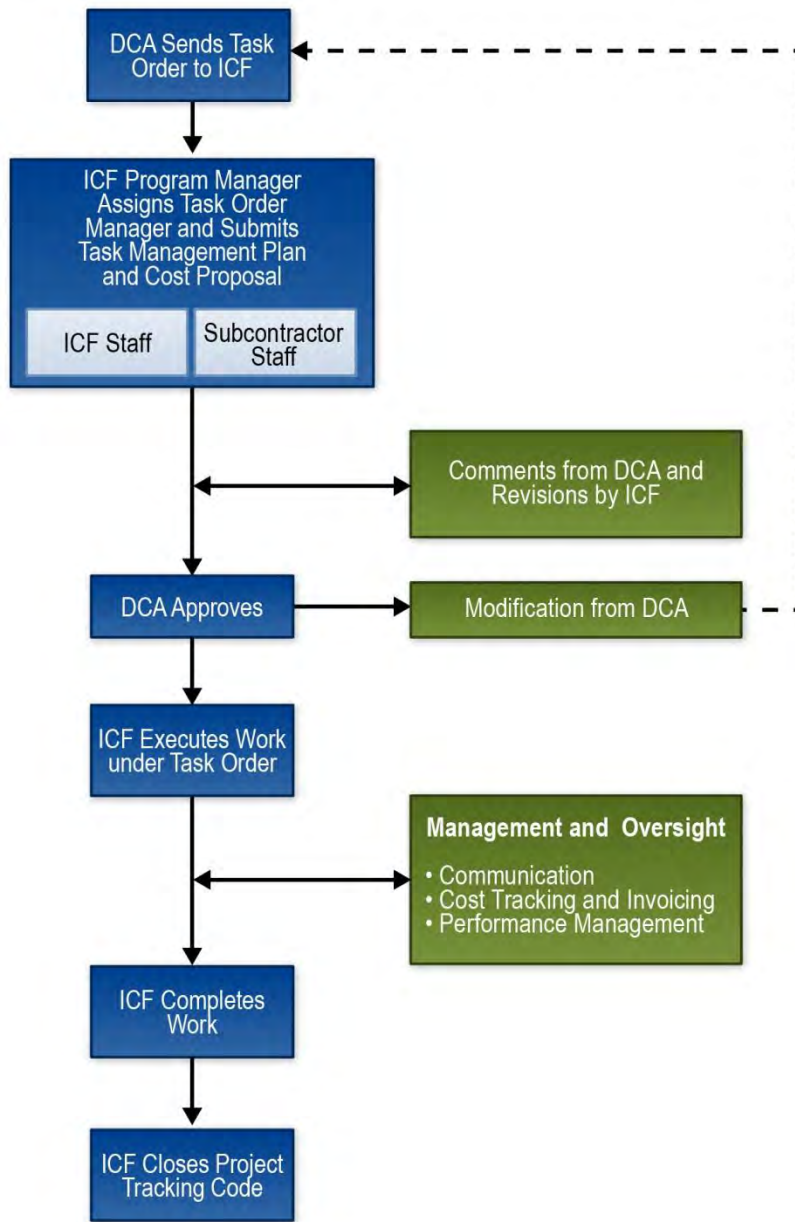
3.1.3 Work Flow for Completing Each Service

GENERAL TASK ORDER WORK FLOW

ICF's general work flow for completing each task order is shown in Exhibit 3-2 and is described below.

- The work flow begins when DCA sends a task order to ICF. Note that DCA may elect to modify a task order, in which case the work flow cycles back through the initial steps through DCA approval of the revised management plan and budget.
- [REDACTED] will assign the task order to the appropriate Task Order Manager and/or Subcontractor Lead. In cases where the scope of an individual Task Order spans more than one technical area, [REDACTED] will assign it to the most appropriate Manager. The Task Order Manager will staff the work and, as appropriate, identify any additional subcontractors required to complete the work scope.
- The Task Order Manager will prepare a Task Management Plan (including schedule) and cost proposal (including level of effort), with input from subcontractors as appropriate, and forward to [REDACTED] for review and approval.
- Through the Contract Administrator, [REDACTED] will submit the approved Task Management Plan and cost proposal to DCA within 10 business days. As appropriate, ICF will respond to comments from DCA and submit a modified management plan and cost proposal.
- When ICF receives DCA approval of the Task Management Plan and cost proposal, ICF will begin executing work under the task order.
- During execution of the task order, ICF will implement management and oversight using the business processes, procedures, and tools described elsewhere in this section.
- Upon completion of work under the task order, ICF will close the project tracking code so no additional cost can be charged to the task order.

Exhibit 3-2. Work Flow for Completing Each Service



WORK FLOW FOR CORE SERVICES

ICF’s proposed work flows for each core service are presented in Tab 1, along with a description of the business processes and procedures to be put in place, identified management and other plans and procedures, and work flow management diagrams.

PROBLEM IDENTIFICATION AND RESOLUTION

ICF teaches our managers that we want to hear good news quickly and bad news even faster so that problems can be resolved quickly. Early identification of problems and clear mechanics for escalation is critical so that problems have the smallest impact on budget, schedule, and quality. Proactive management, monitoring, communication, and coordination are the keys to early identification. Our plan for early identification of problems includes the following activities:

- Proactive management – [REDACTED] and our Task Order Managers have strong management and technical skills as well as specific experience in housing programs and disaster recovery. We have experienced and solved most, if not all, of the problems that can occur in a program of this nature, and this experience allows us to proactively identify potential problems, implement controls to avoid many problems, and where necessary implement solutions before reaching a crisis point. The quality and experience of our senior team is the first line of defense against problems.
- Monitoring and communication – As noted above, we will maintain a regular internal reporting schedule with the State Contract Manager and other DCA staff as designated to provide information on progress and expected results. At these meetings, we will openly discuss potential problems and offer solutions.
- Quality monitoring – Our quality control process is described in Section 3.4.1.
- Coordination with other contractors – As noted above, [REDACTED] will have regular meetings with other contractors to ensure coordination and with ICF subcontractors to monitor schedule and performance.
- Problem escalation – When potential problems are identified, the Task Order Managers – in conjunction with [REDACTED] and subcontractor leads as needed – will assess the situation to formulate and implement solutions. If any issue is expected to have an unavoidable impact on a work product, budget or schedule, [REDACTED] will immediately notify the State Contract Manager and other DCA staff as designated. These discussions will include a description of the difficulty, the extent of the impact anticipated, the actions required to correct or minimize the impact, and options for additional actions. [REDACTED] and the ICF Task Order Manager will use the information provided by the State Contract Manager to select the course of action that best suits DCA's needs and priorities.

3.1.4 Contract Administration

ICF has identified [REDACTED] as the Contract Administrator who will provide the following functions:

- Serve as the point of contact between ICF and the State Contract Manager for all contractual issues, such as receipt of task orders, receipt of contract modifications, and submission of Task Order Management Plans and cost proposals.
- Review of all task orders to ensure the scope of work falls within the scope of work as stated in the contract.
- Adding subcontractors and consultants to the contract, as approved by DCA. As appropriate, managing a competitive procurement process.

HUD SECTION 3 PROVISIONS

To the extent practicable, [REDACTED] will ensure ICF will hire staff and execute agreements with subcontractors in accordance with HUD Section 3 Provisions. We also, to the extent practicable, ensure that all subcontractors are licensed, bonded, and insured pursuant to state and federal law, HUD requirements, and FEMA requirements, as applicable. Upon contract award we meet with the appropriate DCA staff to understand DCA's specific objectives with respect to application of Section 3 and expectations related to a hiring plan.

SUBCONTRACTOR MANAGEMENT

ICF's Subcontractor Management plan is presented in Tab 9. As noted therein, [REDACTED] will be responsible for managing all subcontractors on the ICF Team. Once a subcontractor has been added to a Task Order, he will ensure their performance is monitored and their personnel are trained using the same procedures that we use for our own staff. [REDACTED] will also be responsible for ensuring our team meets or exceeds small business subcontracting goals. He will have the support of ICF's corporate Small Business Director, Director of Procurement and Subcontracts, and contract administrator

RISK MANAGEMENT

Managing program risks is an iterative process requiring review and monitoring. Our approach to risk management will include:

- Proactive risk identification and mitigation throughout the life cycle of the program.
- Establishing a risk baseline for the overall project.
- Managing daily mitigation activities and developing, implementing, and tracking mitigation strategy effectiveness.
- Diligently monitoring the effectiveness of the risk strategy while implementing contingencies that mitigate the consequences of risk.

While ICF will internally monitor the work we perform under this contract, we will also assist DCA in managing risk for the entire program. As noted earlier, our Program Management Plan will proactively identify "pinch points" and other areas of potential risk so that appropriate monitoring can be put in place to identify problems and implement corrective actions before they escalate to a crisis. [REDACTED] and the management team have many years of experience with disaster recovery and housing programs. We know what can go wrong and how to help DCA prevent it.

QUALITY CONTROL

As noted above, ICF will establish a Project Management Office (PMO) for task prioritization, work load planning, identification of risk, change, problems and issues, and other time sensitive matters. The PMO will develop a Quality Control Plan (QCP) focused on ensuring quality services and products to fully meet all objectives, contract requirements and standards and to promote continuous improvement. The QC roles and responsibilities are as follows:

- **Director:** Provide oversight to ensure full implementation of the QCP and corporate quality program.
- **Program Manager:** Provide overall contract quality management; maintain the Project Management Plan; ensure continual collection of metrics based on contract critical success factors; manage and report on agreed upon metrics; maintain corrective action log; conduct quarterly assessments of quality performance and opportunities for improvement, identify trends and issues, and report results to the State Contract Manager.
- **PMO Lead:** Conduct periodic and random audits of work performed; report to Director and Program Manager; develop corrective action plans as needed; monitor corrective actions to closure. Ensure the following inspections and monitoring actions:
 - ◆ On-time delivery of all deliverables and services
 - ◆ Review of tracking sheets and status of all outstanding actions

- ◆ Feedback survey of support requested/provided
- ◆ Review of time to implement any corrective actions
- ◆ Periodic and random audits by PMO
- ◆ Reports that identify deliverables, delivery dates and dates
- **Subject Matter Experts (SMEs):** Serve as quality reviewers for work they are not performing (e.g. performing structured peer reviews); ensure quality reviews are performed on work they manage

The PMO will provide the following monitoring against established baselines:

Frequency	Monitoring Method
Weekly	Project status updates (current work, requests in process, problems/challenges, proposed resolutions, items requiring client action)
Monthly	Task Order Progress/Status Reports to State Contract Manager of progress against the baseline, customer support, issues, risks, etc.
Quarterly	Corporate QA meetings with senior management, to include review of this program, including a review of satisfaction monitoring performed by Director
Annual	Review of QCP to identify problems, cost efficiencies, and potential process improvements
Annual	Client satisfaction survey to monitor and respond to client feedback.

3.2 Management Tools

ICF’s administrative and technical reporting systems allow managers to systematically track labor hours and budget in near real time, which in turn allows for quick identification of any discrepancies against the project baseline in order to address potential problems as soon as possible. Our tools are flexible and can be tailored to this contract. ICF’s project managers are thoroughly familiar with these tools and how to adapt them to the tasks at hand. All of ICF’s Task Order Managers participate in training sessions on new and successfully implemented tools for contract administration. ICF’s standard suite of management tools include:

- **WebET**, our electronic timekeeping system, ensures DCA that 1) only authorized staff can charge to a task order, 2) charges are recorded in near real-time, and 3) costs are applied to the appropriate task order. ICF staff are required to record hours spent on each task order on a daily basis using a unique project code. Hours are entered via the Internet from work, home, or elsewhere. Audits are conducted frequently, and supervisors receive email notification when staff are delinquent. WebET does not allow staff to enter hours if the project code has expired or they are not authorized to bill to the contract.
- **CostPoint**, a federal government-approved accounting system. CostPoint can be configured to track costs at many levels, including contract, task order, subtask, and many levels below the subtask. Managers can use CostPoint to monitor cost against budget, track hours charged by individuals, and track subcontractor costs and other charges. Routine reports can be run weekly and monthly and custom reports can be run daily if needed. Invoices are produced directly out of CostPoint and provide transparent backup to all charges against each task order.

ICF’s Management Tools Help DCA

- Task Order Managers know what costs have been charged to their task orders in near real-time, avoiding “surprises.”
- Invoices provide the transparent detail for DCA to understand the charges on each task order and ask questions as appropriate.
- Invoices and internal reports show costs against remaining budget, avoiding overruns.



- **MS/SharePoint Portal**, which facilitates establishing a system of record for program information including, policy and program design, current Sit-Rep information, and data calls. This can also be a useful tool for meeting the requirements of auditors that need access to authoritative data.

TAB 4

4. Potential Challenges

“Phase One of returning to normalcy is over; today begins Phase Two,” remarked Governor Christie on April 30, marking the approval of \$1.8 billion in HUD funding for Superstorm Sandy recovery. From announcing “Phase Two” to putting money for construction in people’s hands will be a journey. People who lost their homes and businesses months ago have understandably high expectations for getting assistance for disaster recovery—they will want it fast and likely want more than the program can afford to provide. With assistance, though, comes complex rules for eligibility, proof of ownership, estimation of damages, duplication of benefits, compliance with building codes, and other requirements that present challenges. Homeowners living in hotels, or small business owners who cannot open their doors to customers, are likely to have limited patience for process and procedures. Providing CDBG assistance “right” and providing it fast will be in dynamic tension, presenting challenges throughout the implementation of the recovery program.

The ICF Team, through our current work in New Jersey, has already begun to work through a number of issues and offer solutions. For example, when HUD asked DCA to amend its Action Plan to further describe needs at the local level, ICF assisted DCA to develop content describing needs by county and by the most impacted communities. And, based on our experience helping other communities recover from disasters, we can anticipate upcoming challenges and draw on our experience to recommend solutions. The availability of a large and diverse Team that can handle multiple tasks across a wide range of issues is critical to our team’s ability to respond to the inevitable challenge of delivering assistance to more than 40,500 affected property owners and tenants. The breadth of experience in our expert Start-up Team allows us to jump in as challenges occur, thus assuring that small issues do not become big problems. Further, our experience working in similar projects for other clients allows us to anticipate likely challenges and mitigate them.

ICF uses a standard process for dealing with problems that includes: raising issues at daily project stand-up meetings; assigning action items and resolution deadlines; preparing recommended responses; presenting alternative solutions to clients; documenting the decisions to create an audit trail; training and updating staff; and communicating the decisions with stakeholders.

Exhibit 4-1 offers challenges we anticipate and possible measures to mitigate the challenges. The challenges are organized in two clusters: internal to the program and its operations, and external challenges related to stakeholders and applicants.

Exhibit 4-1. Strategies for Addressing Challenges

Challenges	Solutions
External Challenges	
Flood of applicants at opening of program	<ul style="list-style-type: none"> ▪ Work with intake contractor to establish priorities for outreach ▪ Plan and execute staged communication plan to control application process ▪ Prepare communications materials to explain priorities
Data sources required for review of duplication of benefits (DOB); for example, confirming insurance, SBA or	<ul style="list-style-type: none"> ▪ Require applicants to provide all documentation (FEMA, SBA, insurance) so DOB can be calculated ▪ Consider use of self certification of other sources of funding subject to future verification

Exhibit 4-1. Strategies for Addressing Challenges

Challenges	Solutions
FEMA payments not being provided by third parties	<ul style="list-style-type: none"> ▪ Encourage state to put pressure on insurance companies to share data electronically ▪ Work with IT contractor to establish data feeds from SBA and FEMA
Media providing negative stories about the program's progress	<ul style="list-style-type: none"> ▪ Develop talking points for state program staff and Governor's communication team ▪ Prepare fact sheets for media outlets
Participation of low-income, elderly and special needs populations in programs is below expectations	<ul style="list-style-type: none"> ▪ Deploy communication specialists to work with community-based organizations to encourage applications ▪ Develop materials and articles for media serving low-income and special needs populations
Rehabilitation or construction progress is slow or contractors are performing shoddy work	<ul style="list-style-type: none"> ▪ Use program data to track complaints from property owners to identify patterns and take actions where there are patterns of abuse ▪ Develop materials for owners to help them manage the construction process
Applicants unable to provide documentation required for processing (for example, proof of ownership and property insurance) because lost, damaged by storm, or otherwise unavailable	<ul style="list-style-type: none"> ▪ Consider policy allowing self-certification ▪ Identify alternative sources of proof as surrogate for the preferred documents
Applicants dispute estimated cost of repair	<ul style="list-style-type: none"> ▪ Encourage state to develop a policy/procedure for calculating estimated cost of repair that establishes level of quality for covered items ▪ Work with intake contractor to development a training/brochure to explain to applicants that only certain types of repairs are covered and they won't get marble countertops or a Sub-Zero refrigerator ▪ Work with intake contractor to develop a dispute resolution/appeals process with the state as the final arbiter
Internal Challenges	
Estimated cost of repair difficult to establish for certain types of structures (e.g., mobile homes, homes that have already been renovated)	<ul style="list-style-type: none"> ▪ Ensure policy/procedure for calculating estimated cost of repair covers all eligible structure types ▪ Encourage state to develop policy whereby construction contractor does NOT estimate cost of repair for an eligible structure until policy/procedure is established for that structure type
Elected officials are interceding on behalf of constituents who have complaints or other issues or who are looking for preferential assistance	<ul style="list-style-type: none"> ▪ Establish a "constituent services" functionality within DCA to address specific concerns ▪ Establish a workflow process whereby specific issues get elevated to correct manager
Data used for reporting progress is inconsistent, incomplete, and/or not reported properly creating confusion among stakeholders and in media	<ul style="list-style-type: none"> ▪ Establish data quality QA/QC process ▪ Created single daily report using standardized metrics that is shared with all stakeholders so that everyone has same baseline for talking about progress of program.

Exhibit 4-1. Strategies for Addressing Challenges

Challenges	Solutions
Original policies and procedures, for example, policies related to proof of ownership or eligible repairs, need to be adjusted to accommodate unanticipated situations	<ul style="list-style-type: none"> ▪ Establish a change control process to include contractor and NJ program staff to consider options, their costs, and risks ▪ Maintain policies and procedures tracking system ▪ Communicate changes to stakeholders
Estimated cost of repair not calculated correctly	<ul style="list-style-type: none"> ▪ Work with construction management contractor staff to develop staff training ▪ Encourage state to develop a policy that final benefit will NOT be calculated until estimated cost of repair has been through QC ▪ Establish QC functionality
Structure eligibility not correctly established (duplexes, mobile homes, primary residence, etc.)	<ul style="list-style-type: none"> ▪ Encourage state to develop clear policy on what types of structures are eligible and what types of documentation are required to prove eligibility ▪ Encourage state to develop policy whereby structure is NOT eligible until definitive documentation is obtained ▪ Develop training/checklist for intake contractor ▪ Establish structure QC functionality



TAB 5

5. Organizational Support and Experience

ICF has been providing community development support for over 40 years. We were founded in 1969 as the Inner City Fund, a venture capital firm whose mission was to finance inner-city businesses. We now have more than 4,500 employees in over 60 offices worldwide.

Housing, community, and economic development continue to be the core of our firm. We have been providing outreach, training, and technical assistance to CDBG grantees through multi-year and multi-task Cooperative Agreements for HUD for more than 20 years. Our integrated project teams support community development block grants; rehabilitation and reconstruction; pre- and post-disaster housing and recovery planning; and program design, training, and technical assistance communication; data management/reporting; and knowledge transfer. ICF has a history of working with states to help rebuild sustainable communities that are more resilient to future natural disasters and to promote the region and its residents.

This section of our proposal provides an organizational overview of our company focusing first on our disaster recovery experience. We then provide an overview of our experience in the areas of support described in Tab 1 – Project Management, Policy, Communications, Data Analysis, and Finance. Following this, we provide brief biographies of the key personnel supporting this program. Our organizational chart is provided in Tab 1; references for individual staff are included in the resumes at Tab 6; corporate references for past projects can be found in Tab 7; and corporate information for subcontractors is found in Tab 9.

5.1 Disaster Recovery and Additional Organizational Experience

5.1.1 Disaster Recovery Experience

ICF is a leading national expert in the CDBG, state CDBG, and CDBG-DR programs with experience designing and implementing complex recovery and community development programs.

THE LOUISIANA CDBG-DR DISASTER RECOVERY PROGRAM

From 2006 to 2009, ICF supported one of the largest disaster relief programs in U.S. history, the federally funded Hurricane Katrina disaster response program. At the project's peak, ICF led a team of 2,300 contracting staff working under the direction of the state of Louisiana to revise disaster recovery Action Plans and implement procedures consistent with state policy and CDBG-DR homeowner and rental property programs. A first-of-its-kind program in terms of size, swiftness, and mission, ICF created a start-to-finish case management system to handle 188,000 grant requests and more than 120,000 cases needing eligibility determination and fund dispersal. Our staff, under contract to the state's CDBG-DR program, interacted with the program staff, local governments, legislators, HUD, SBA, insurers, EPA, FEMA, lenders and others to work through the large legal, legislative, and regulatory issues impacting the program and to handle more than 170 state initiated program design changes. Our team developed procedures to ensure compliance with CDBG program requirements and those of other federal programs to preclude duplication of benefits.

Long before ICF arrived in Louisiana in 2006 (almost a year after the hurricanes), sluggish response and recovery efforts in the midst of so much destruction and loss of life had riled the

public; attracting negative media attention, and resulted in a highly charged, political environment that continued throughout the program. Despite these challenges, ultimately ICF:

- Processed more than 188,000 applications (53% more than originally anticipated)
- Delivered 124,000 grants awards (24% more than anticipated)
- Delivered grants totaling \$7.9 billion (34% more than anticipated)
- Accomplished this 6 months ahead of the original schedule

OTHER EXPERIENCE IN DISASTER RECOVERY

In addition to the Louisiana CDBG-DR Disaster Recovery Program, ICF's experience includes disaster recovery work in Grand Forks, ND; Oklahoma City, OK; and Mississippi. More recently ICF developed *CDBG-DR Toolkits* for HUD's Disaster Recovery Unit (<https://www.onecpd.info/resource/2853/cdbg-dr-toolkits/>). These toolkits, which have been provided by HUD to DCA and other Sandy CDBG-DR grantees, provide guidance on program design considerations and sample procedures, checklists, and forms for typical CDBG-DR programs.

The ICF Team also is currently supporting DCA in planning for using CDBG-DR funds, where our tasks have included:

- Providing information and advice to DCA staff and DCA sub-recipient state agencies regarding potential CDBG-DR options, program design and which programs may be strategic, given needs in the state. This advice covers all potential CDBG-DR activities including housing, economic development, and public facilities and services.
- Providing advice about how to integrate or coordinate CDBG-DR with other existing state or federal programs, including FEMA and SBA
- Providing suggestions on draft Action Plan text developed by DCA sub-recipient the New Jersey Economic Development Authority (EDA). Assist EDA to design CDBG-DR economic development programs.

In non-disaster settings, ICF has developed program handbooks, provided technical assistance, and developed project management tools for state CDBG programs nationwide, including Kentucky, South Carolina, Louisiana, Indiana, and California as well as local CDBG grantees such as Cincinnati and San Diego.

5.1.2 Additional Organizational Experience

PROJECT MANAGEMENT OFFICE

ICF has designed and started some of our nation's most complex programs. We were the prime contractor for supporting the National Infrastructure Protection Plan (NIPP) PMO starting in 2004 through 2012. Our team helped the newly formed Department of Homeland Security (DHS) design and execute a process that identifies our nation's most critical infrastructure and determines how to provide funds to help protect building, bridges, air and water ports, food and water supplies, hospitals and a broad

Strengths of Our PMO

- Recognized by DHS for contributing to NIPP PMO winning Secretary's Award
- Received 2011 Outstanding Contractor Award for grants management and training for U.S. Health and Human Services (HHS) Administration for Children and Families
- Serves on Corporate Council for Project Management Institute (PMI)

range of facilities networks. Other program management projects include serving as prime contractor for helping start up the national Broadband Initiatives Program (BIP), a project for providing grants and loans to make broadband infrastructure possible throughout rural America. We also serve as prime contractor standing up a program to support the Department of Energy, Office of Electricity Delivery and Energy Reliability (OE) in its mission to modernize and protect our national electrical grid.

On all of these projects and more, ICF uses templates and guidelines from the Project Management Institute (PMI), where we participate on the Corporate Council. We use procedures and techniques that help us design a project, clearly identify measurable goals, and then track our progress in setting up and implementing a program. This careful approach makes it easier to then hand over a project to other stakeholders once it has been successfully established.

POLICY

ICF's community planning and disaster recovery teams use the Recovery Support Functions (RSF) in FEMA's National Disaster Recovery Framework as guidelines for helping communities be prepared for a disaster and as steps to take for rebuilding after a disaster occurs. Our team currently supporting HUD and DCA in New Jersey are part of a larger line of business that helps CDBG grantees design and improve their programs, report results in the DRGR data system used by both NSP and CDBG-DR grantees, and comply with other federal requirements such as Davis-Bacon, Section 3 and lead paint regulations. We've developed numerous program policy and procedures handbooks, monitoring plans and checklists, and performance reporting systems for housing rehabilitation programs, small business loan programs and other CDBG-eligible activities.

ICF's Policy Experience

- 20+ years supporting CDBG grantees
- 10 years as prime contractor supporting for FEMA's Individual and Community Preparedness Division helping communities be resilient in the face of disasters
- Prime contractor for planning and training DHS for Continuity of Operations in case of a disaster
- Co-author with George Washington Homeland Security Policy Institute for report on policy recommendations to enhance our nation's resilience for manmade and natural disasters.

COMMUNICATIONS

ICF delivers communications and outreach to residents, businesses, hospitals and healthcare workers, local police, and government officials at all levels. We combine the resources of one of the largest public relations firms in the country with the domain expertise of a leading HUD, FEMA, and state disaster recovery and community rebuilding consultancy. Our team develops communications plans that target audiences and result in specific actions that we measure. We use social marketing, Web sites, printed material sent through mail, advertising campaigns through traditional media, public conferences, and facilitated meetings. We also use GIS analysis to deliver highly targeted messages directed at specific neighborhoods. Finally, our experience in

ICF's Communications Experience

- 5th Largest public relations agency in the United States – *PRWeek*
- 36 awards for marketing and communications products in 2012
- 500+ capacity call center able to send, receive, and track online and telephone communications.
- 10+ years as Division of the Civilian Volunteer Medical Reserve Corps prime contractor, organizing volunteer emergency first responders in neighborhoods nationwide

disaster recovery shows that communications has to flow two ways – we reach out to communities to give residents, businesses, and property owners the ability to talk to us and the government clients that we serve - through email, online blogs, chats rooms, telephone, or in person.

DATA ANALYSIS

ICF’s approach for housing, community, and economic development services includes defining the data that needs to be tracked for supporting a program and measuring the effectiveness of our approach. Our data analytics team then develops the database tracking systems and visualized decision-making tools that help guide our managers and our clients. Our data analysis teams have experience tracking grant funding patterns, executing fraud detection algorithms, forecasting program participation, and gauging economic and environmental impacts of a wide range of policies. We devise models for financial distribution, analyze how weather patterns and climate change may impact long term development of communities, track progress of complex construction programs and determine how changes in regulations may impact traffic and transportation systems.

We apply a rigorous QC process to ensure all key information reported is timely and accurate. Our visualization experts ensure that key information is effectively communicated via intuitive reports, charts, maps, and online programs. We are technology-agnostic, meaning we do not promote any specific technology software solutions. Instead, we work with clients to understand their needs, and often to understand what they currently use, and then make recommendations.

ICF’s Data Analysis Experience

- For Louisiana CDBG-DR Disaster Recovery Program, built case management system that handled 188,000 grant requests
- Integrated 20 different systems for detecting fraud and identifying national security threats for U.S. citizenship and immigration services
- Developed CE Explorer, a Web-based mapping and targeted marketing tool for home performance (energy efficiency) contractors
- Pioneered use of mobile data collection in hard to access areas – ICF developed a system for organizing 4,000 consultants in 7 countries in Africa over 5 years to collect, manage, and report on healthcare data

FINANCE

ICF provides cost benefit analysis, economic impact models, financial analysis of policies and regulations, economic development and competitiveness strategies, risk analysis, and marketing profiling. We work with government agencies at multiple levels to document how their budgeting process works, how they define priorities, how to measure the impacts of investments and dispersal of funds, and how to achieve the most meaningful benefits with a scarce amount of resources.

In a disaster recovery situation, there are complex interrelated priorities. ICF’s job is to help the government responders that we serve make appropriate investment decisions. Seeing the connections between short-term emergency needs and longer-term opportunities is essential to

ICF’s Finance Experience

- Prime contractor supporting HHS to increase grantee effectiveness on three discretionary grant programs: the Community Economic Development Program, the Job Opportunities for Low-Income Individuals Program, and the Rural Community Facilities Program.
- Supported City of San Francisco in creating the city’s first economic development strategy
- Recognized by *Environmental Finance Magazine* four years in a row as a leader in assessing policy and environmental impacts of climate change

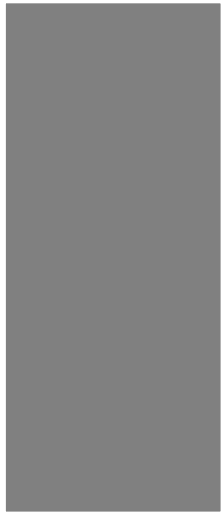
developing a successful grant distribution process. ICF is skilled in illustrating how different policies will impact a neighborhood, market sector, or an entire community. This information can help guide policymakers.

5.2 Personnel

Our team is led by supervisory and key managers with the qualifications and experience to meet the requirements of DCA, as evidenced by the biographical summaries of the project leaders below. In addition to these summaries, **Exhibit 5-1** on the following page shows the key areas of focus mentioned in the RFQ, and the supervisory and key managers as well as other staff members' expertise with these key areas. Additional details about staff skills are provided in their resumes in Tab 6. These resumes include descriptions of previous project experience and references for each proposed ICF staff person.

Exhibit 5-1. The ICF Team Brings NJ DCA Strong Subject Matter Expertise

Name	Staff Task Orders (RFQ 3.1.1)										Additional Experience (RFQ 4.9)										
	Implementation of HUD Action Plans (a)	Project Management (b)	Support CDBG and Other Grantees (c)	Community Outreach and Communications (d)	Data Tracking / Management (e)	Environmental and Historic Review (f)	Evaluate Options and Data Analysis (g)	Reporting to HUD Using DRGR (h)	Oversight of Housing Recovery Strategies (i)	Interacting with HUD (j)	Grant Administration (k)	Disaster Recovery (a)	Housing Recovery Requirements (b)	Quantitative Data Analysis (c)	Environmental and Historic Requirements (d)	Designing Housing Recovery Efforts (e)	Large-Scale Housing Recovery for States (f)	Working with HUD After Catastrophic Events(g)	Expertise in CDBG-DR (h)	Data Management Related to Storms (i)	Assessing Mitigation Efforts (j)
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* Subcontractor

5.2.1 ICF Team Leadership – Key Personnel

DIRECTOR [REDACTED]

[REDACTED] has more than 20 years of professional experience in housing community development, and economic development. Her particular expertise is the management, design, and delivery of housing capacity building initiatives and she leads ICF's nationwide Housing and Community Development Technical Assistance and Training Team. [REDACTED] is an expert in managing large, multi-site training and technical assistance initiatives in a demand-response environment, including managing staff, subcontractors, budgets and timelines for tasks such as direct on-site TA, websites, training, conferences, webinars, written products, on-line learning, facilitation and program support. She is a nationally recognized expert in the State CDBG, CDBG, HOME and the Neighborhood Stabilization Programs, having written many of HUD's courses on these subjects and provided training and technical assistance nationwide. She is also an expert in performance measurement and in the federal relocation/acquisition requirements. [REDACTED] provided her CDBG-DR expertise to the State of Louisiana's disaster recovery program after Hurricane Katrina and helped train state sub-recipients. She also led the HUD TA team providing services to New Jersey DCA in response to Sandy.

PROGRAM MANAGER [REDACTED]

[REDACTED] has 35 years of experience includes three years implementing the largest disaster recovery program in U.S. history and more than 10 years managing contract support to large federal programs. This experience gives him the skills and knowledge to successfully manage this contract and provide sound strategy advice to DCA. From 2006 to 2009, he served on the senior management team for the Louisiana CDBG Recovery Program in several capacities, including Director of Operations. He stood up and stood down ICF's contract support; managed more than 1,500 staff, 10 housing assistance centers, a call center, and all aspects of application processing and grant disbursement; and worked with all facets of the program, including policy, communication/outreach, and IT/data systems. [REDACTED] recently has been managing a large contract with the Department of Energy's Office of Electricity Delivery and Energy Reliability. In addition to preparing management plans and cost proposal for nine Tasks, managing more than 12 concurrent Tasks, and managing approximately 20 ICF staff in an onsite staff augmentation role, he has gained increased knowledge of energy efficient construction and has provided outreach and technical assistance to assist Indian Tribes develop renewable energy. From 2009 to 2011, [REDACTED] managed information management and reporting for a Department of Agriculture program to stimulate broadband expansion into underserved areas in the United States. His work included: establishing a robust reporting capability for data tracking, management, and grants administration and developed and maintained systems to track applications through the review and award process; developing a set of program management dashboards and streamlined grant management tools and procedures and transferring the tools to USDA; and managing an on-site team completing environmental reviews of each project. [REDACTED] also has worked in the areas of homeland security, risk analysis, training, and outreach. He has published more than 20 peer-reviewed scientific papers and holds a Secret security clearance.

DEPUTY PROGRAM MANAGER [REDACTED]

[REDACTED] has nearly 20 years of experience in program management and implementation of disaster assistance recovery operations, and grant programs in leadership roles at the federal, state, and local level. She has worked on 18 major federally declared disaster events including the 1994 Northridge Earthquake, Hurricanes Rita and Katrina, where she has served as Program Manager for all three FEMA disaster recovery programs (Individual

Assistance, Public Assistance, and Hazard Mitigation Grant Program) and is currently supporting Hurricane Sandy recovery operations through the FEMA Public Assistance Technical Assistance Contract by deploying required staff experts into the field to assist with the recovery of public facilities. [REDACTED] led the team that developed the *Block Grant Playbook: Workbook and Programs for Catastrophic Housing and Community Recovery* for the NY-NJ-CT-PA Regional Catastrophic Planning Team. [REDACTED] served as the Deputy Director of Operations for ICF's disaster recovery work in Louisiana where she was responsible for Special Projects in the Homeowner program, for the planning and day to day operations of the Small Rental Property Program (SRPP), and for the Home Evaluation Team that inspected and assessed damage of multi-family and small rental units. She helped manage an \$832 million dollar budget and ensured compliance with the rental program's guidelines and HUD federal regulations. She instituted quality control procedures to ensure that the awards and determinations satisfied the requirements and guidelines of the federal and state regulations as well as the State's program policy and design. [REDACTED] also successfully assisted the Louisiana Office of Community Development in securing a Federal Emergency Management Agency HMGP grant in the amount of \$1.2 billion dollars for an Elevation Grant Program and was successful in working with FEMA to streamline the historic review process.

KNOWLEDGE TRANSFER MANAGER

[REDACTED] has 15+ years working in community development and affordable housing programs, disaster recovery programs, and emergency management as well as 20+ years of providing and leading knowledge transfer activities for many Federal and State clients including for the Department of Housing and Urban Development (HUD), the State of Louisiana Community Development Agency, Substance Abuse and Mental Health Services Administration (SAMHSA), Office of Personnel Management (OPM), Social Security Administration, Veterans Affairs (VA), Environmental Protection Agency (EPA), Pennsylvania Department of Environmental Protection (PA DEP), Department of Justice (DoJ), American Red Cross, and Volunteers of America. [REDACTED] has employed all phases of the Instructional Systems Design (ISD) process (analysis, design, development, implementation, and evaluation; a.k.a., ADDIE model) for knowledge transfer activities for HUD's CDBG, HOME, HOPWA, SNAPS, and ONAP program rules. [REDACTED] has applied her expert knowledge and skills by developing instructionally sound and effective distance and mobile learning, interactive multimedia, video-based training, on-line certification tests, performance support systems, instructor-led training, mentor programs, and paper-based training that are Section 508-compliant and SCORM-conformant. As an integral part of knowledge transfer activities development, [REDACTED] has conducted numerous Team Building Exercises at all stages of this process (using the ADDIE model) to foster cross-collaboration and learning as well as build emotional intelligence at the individual and group levels.

TASK ORDER MANAGERS (ALPHABETICAL ORDER)

[REDACTED] (*Project Management*) brings to the ICF Team his hands-on experience as the Deputy Program Director for the Louisiana CDBG-DR Disaster Recovery Program, management acumen earned as director of ICF's Business Operations Center, and leadership skills learned during his 31 year career in the US Marine Corps. In Louisiana [REDACTED] was responsible for program operations including scheduling, assuring timely delivery of work, and oversight of task deliverables. As Director of ICF's Operations Center he has overseen the work of 250 employees and diverse operations spanning several large programs. One of the large programs managed at the Center involves Energy Efficiency projects for multiple utilities, including the delivery of disaster recovery benefits to utility customers in New York and Massachusetts that are rebuilding or renovating using energy efficient materials. [REDACTED] career with

the United States Marine Corps culminated in two tours to Iraq, where among other things he was the Operations Chief for the Civil Military Operations Center. This required the mobilization and management of multi-national contractors to remove debris and restore utilities within the city. A collateral duty involved the establishment and delivery of multiple humanitarian assistance centers through the province. [REDACTED] brings to this project the ability to get things done calmly, fast and right in the context of high emotions, great expectations and public scrutiny.

[REDACTED] (*Communications Manager*) [REDACTED] and has over 15 years of experience managing communications, marketing, and public outreach campaigns. Prior to joining ICF, she managed her own consulting firm in Glen Rock, New Jersey. Her most recent disaster recovery work was providing emergency social media and customer communications strategic support for the New York State Department of Transportation during Hurricane Sandy, including message development, monitoring, and analysis for the 511NY travel, traffic and transit program. After the September 11 terrorist attack in New York, she worked in the Emergency Response Command Center coordinating information for elected officials and the media, as part of the Metropolitan Transportation Authority communications team. Her experience in managing public awareness and outreach programs has resulted in increased participation and public recognition for a number of initiatives. She is also an experienced writer, public speaker, and project manager with strong knowledge of strategic planning, legislative relations, and public policy.

[REDACTED] (*Financial Services Manager*) is the founder of [REDACTED]. She leads a team of highly skilled consultants that provide accounting, financial management, consulting and training solutions focused primarily in the non-profit and government sector. [REDACTED] has provided technical assistance and advice to the State of New Jersey on the design of financial systems to administer CDBG-DR funds. She developed process maps for cash management, budgeting, voucher processing and DRGR management. In addition, [REDACTED] assisted the City of St. Paul with expenditures of over \$30M in Neighborhood Stabilization Program (NSP) funds including streamlining operations, developing a property disposition program and assisting with the selection and implementation of data management tools to track NSP expenditures. [REDACTED] is a key member of the HUD OneCPD technical assistance team to redesign the community development service delivery system for the city of Flint. She helped lead the strategic planning effort that identified key priorities for Flint and community development partners. Under her direction, [REDACTED] assessed the capacity of local CDCs, conducted a work-out strategy for a troubled real estate portfolio, developed an indirect cost rate and implemented a new staff time tracking system to charge HUD grants with personnel expenditures.

[REDACTED] (*Staff Augmentation*) has 28 years' experience managing and leading large, complex teams of personnel and subcontractor staff. He has overseen large recruitment efforts, built large teams, and managed geographically dispersed staff. [REDACTED] has planned and led personnel deployments and recruiting programs for the Marine Corps, including leading deployment of over 600 Marines and Sailors in Kuwait and Iraq. He also served as Director of Recruiting Operations for the 1st Marine Corps District, where he developed, planned, and executed an annual training plan that supported 320+ recruiters and he facilitated leadership development and effectiveness training for the District's leadership team.

[REDACTED] (*Data and Reporting Manager*) is a PMP certified manager with 14 years of experience in project leadership and execution roles for large, complex IT implementations. He brings a real world understanding of Federal enterprise architecture practices, years of experience in multi-project technical implementations, and a detailed knowledge in both

geospatial- and user- centric information technology. He has been an analyst, lead consultant, and account manager on projects ranging from single FTE consulting engagements to staffs of 30 dedicated to full life cycle development. As a solutions engineer and consultant, he designs, develops, and delivers large-scale, multi-vendor implementation. [REDACTED] is responsible for senior level management and oversight for the coordination of all aspects of website design and development, database design and integration, functional requirements analysis, business process engineering, and website production for multiple data management websites for HUD, including OneCPD.org, HUDNSPHelp.info, HUDHRE.info, and HOMETA.info. Key in the portfolio of projects, he oversees a multi-million dollar initiative to consolidate 4 different websites into a single site with a single content management system and consolidated processes. He is responsible for budget management, client management, resource allocation, and master work plan deliverables.

[REDACTED] (*Policy Manager*) has 20 years of experience in strategic planning, site consultation, organizational development, project management (including construction project management) and grant writing assistance to industry, government, non-profit organizations, and educational institutions. [REDACTED] has extensive experience in community, economic development and housing development. She has also served as Project Manager for HUD-funded affordable housing projects. She provided comprehensive strategic planning in distressed communities, as well as assisted local municipalities to develop and implement a range of economic development programs in Michigan's 83 counties. She served as a trainer for the International Economic Development Council (IEDC), Professional Certification Program, the Economic Development Institute, and the National Association of Workforce Boards. She is also a member of FEMA's Long Term Disaster Recovery Subject Matter Experts Cadre.

5.2.2 Subject Matter Experts (alphabetical order)

Our team is led by supervisory and key managers with the qualifications and experience to meet the requirements of DCA, as evidenced by the biographical summaries of the project leaders below. In addition to these summaries, **Exhibit 5-1** on the following page shows the key areas of focus mentioned in the RFQ, and the supervisory and key managers as well as other staff members' expertise with these key areas. Additional details about staff skills are provided in their resumes in Tab 6. These resumes include descriptions of previous project experience and references for each proposed ICF staff person.

[REDACTED] has worked in all aspects of affordable housing financing and understands the underpinnings of the way local, state, and national capital markets work in the affordable housing, housing preservation and development market. His experience includes arranging financing for affordable rental and homeownership ventures and consulting with cities, counties, and states in Neighborhood Stabilization and Community Development initiatives. [REDACTED] previously worked on the design and implementation of the rental housing rehabilitation program in post- Katrina Louisiana. Prior to 2006 he led the multifamily tax exempt and taxable bond investment business for Fannie Mae. He also has experience leading state and local Housing Finance Agency mortgage and bond programs, including stints at the Rhode Island Housing Mortgage Finance Corporation and the Montgomery County (MD) Housing Opportunities Commission. During his tenure in Rhode Island he served as a principal of the Rhode Island Housing Equity fund, a pioneering state tax credit equity fund.

██████████ has more than 15 years of experience working with both public- and private-sector clients, helping them use data to report on the status and progress of programs. ██████████ is experienced in conducting economic analyses and econometric modeling, delivering operational analytics, providing regulatory support, and optimizing and/or developing analytical information tools. His clients have included HUD, the Census Bureau, the Environmental Protection Agency, the Department of Agriculture, Freddie Mac Corporation, Nuclear Regulatory Commission, Department of Homeland Security, National Aeronautics and Space Administration) as well as state's and state agencies (e.g., State of Louisiana CDBG-DR Disaster Recovery Program, State of Mississippi) and private sector clients (e.g., MD electric utilities, healthcare associations).

██████████ has 15 years of experience in urban planning, community development, sustainability, affordable housing financing, long-term post-disaster recovery, and grant/financial management (DRGR). She is an expert in neighborhood revitalization, CPD programs such as CDBG, NSP, HOME, performance measures, organizational capacity of non-profits, and CDBG-DR—expertise gained as a Disaster Recovery Specialist at the U.S. Department of Housing and Urban Development's Office of Block Grant Assistance. She has delivered “one-on-one” technical assistance, provided training, developed written products and research papers, conducted research and managed projects and teams. ██████████ ran multiple CDBG- and HOME-funded programs for small cities in northern California under the State CDBG program, and most recently was a Vice President of ULI-Urban Land Institute working on planning and affordable/workforce housing issues nation-wide. She assisted the Sacramento region to create a sustainable development blueprint, helping their growth patterns align with their liability principles.

██████████ has over 36 years of environmental experience working with the National Environmental Policy Act and related Federal laws and authorities. She is an expert in HUD environmental compliance regulations because of her many years of employment as an Environmental Officer with the Department. She has extensive experience helping state and local government staff navigate inconsistencies between program rules and environmental requirements that can be roadblocks to implementation. While at HUD she maintained intergovernmental relationships with the U.S. Environmental Protection Agency, Advisory Council on Historic Preservation, State Historic Preservation Officers, and State environmental agencies. Since her retirement from HUD she has been providing technical assistance and training on environmental compliance requirements to HUD staff and recipients of HUD assistance, including cities, counties and states. ██████████ was the lead technical advisor on environmental compliance issues for the State of Louisiana's Disaster Recovery Program. In 2012 she authored a Training Manual on the Environmental Review Process for HUD.

██████████ is a marketing specialist with more than 30 years of experience including work in government and corporate arena, as well as a news and special projects writer for a major media chain. During her tenure with the City of Newark, she coordinated the communications effort for the City in the aftermath of the September 11, 2001 attacks on the World Trade Center—Newark was a major staging area for people injured in the blasts and handled media. She also managed outreach efforts when a small plane crashed in a Central Ward neighborhood killing all on board and two residents. As Newark's communications director, she was an integral part of the City's Emergency Management Team taking part in all exercises and drills in preparation for an emergency.

██████████ has over 30 years of experience in housing and community development. He has worked for neighborhood-based organizations, state and local governments, national

associations, and private lenders. His work has helped finance more than 4,000 units of affordable housing in 81 projects with a combined development cost of more than \$275 million.

██████████ has more than 20 years of experience designing and implementing programs, directing and managing teams, developing and delivering training and technical assistance, and conducting research and evaluation. His expertise is in housing, community development, and economic development, real estate finance and development, policy and process development and analysis, leadership and organizational development, regulatory compliance, architecture, and urban planning. In addition to working with ICF since 1998 in the firm's Washington, DC, San Francisco, CA, and Baton Rouge, LA offices, ██████████ has worked for a local government implementing federally-funded programs, a real estate development firm originating and underwriting development projects, and universities and colleges directing operations and developing future leaders.

██████████ has over seven years' experience providing consulting services with ICF in Housing and Community Development and 25 years in finance. Prior to joining ICF, ██████████ worked as the ██████████ a Charleston, SC based non-profit focused on meeting the needs of low-income and homeless families and individuals. While there, ██████████ developed over 500 units of affordable housing utilizing Low Income Housing Tax Credits, HOME funds, CDBG funds, AHP funds and private sector loans. ██████████ financial experience comes from working for commercial banks in Charleston and Arizona and in Economic Development for the City of Charleston. In addition to her professional experience, ██████████ has served as a Commissioner of a Local Housing Authority and on many community organizations' Board of Directors.

██████████ has over 25 years of experience in affordable housing rehabilitation, construction and sustainable development. Including his 12 year tenure with Enterprise Community Partners, ██████████ has managed production for a citywide owner occupied rehab program and housing development for two Community Development Corporations, including 6 years as Executive Director. Working with nonprofits and city governments, he provides training and technical assistance on community development, affordable housing production, organizational development and green and sustainable approaches to all of the above. ██████████ authored significant portions of NeighborWorks America's curriculum on addressing vacant and foreclosed housing and he has developed green building specifications for housing rehabilitation programs in multiple cities nation-wide. Recently he developed a set of templates for HUD's NSP program: a Housing Rehabilitation Standard; a library of Housing Rehabilitation Specifications; and an Inspection Checklist. <http://hudnsphelp.info/index.cfm?do=viewToolkitsHome>. ██████████ also developed the Housing Developer Pro® software application, an automated specification writing, cost estimating and construction management tool.

██████████ established ██████████ in 1995 to help state and local governments and community organizations to revitalize urban areas and restore neighborhood markets. He has more than 25 years of experience in the field of community development and neighborhood revitalization. In the past five years, ██████████ developed expertise in disaster recovery, both storm related and financial. In 2009, ██████████ developed the vision, strategy and implementation plan that resulted in a \$223 million grant for the Michigan Neighborhood Stabilization Program (NSP2) Consortium. This project is the largest award made by HUD in the national NSP2 \$2 billion competition.

██████████ is a management consultant with more than 35 years of professional experience in organizational and operational assessments, assisted real estate development, and urban planning. ██████████ has assisted clients in the planning and administration of HUD Public Housing, Community Development Block Grant, HOME, and HOPE VI Programs and projects. She has provided assistance to HOPE VI grantees since the program's inception, helping housing authorities make the transition from performing modest rehabilitation of their properties to becoming private development partners in sophisticated revitalization efforts. She has been engaged as an "Expediter" on behalf of the US Department of Housing and Urban Development (HUD) to facilitate stalled revitalization efforts or resolve development problems in Baltimore, New York City, Washington, DC, San Antonio, Dallas, Little Rock, New Haven, St. Louis, Fresno, and Roanoke. In addition, she has assisted clients with: capital planning and compliance; stakeholder consensus building; procurement; demolition/disposition plans; relocation plans; developing documentation needed to obtain HUD approval to proceed to financial closing on low-income housing tax credit; bond and homeownership projects; developing and monitoring community and supportive service programs; and reviewing and advising clients on the implications of various legal structures and evidentiary documentation.

██████████ has 32-years of experience in housing and community development. As Principal of ASK Development Solutions, he leads housing and community development service delivery to governmental entities, community development corporations, foundations, and other non-profits across the country. From 1989 to 1994 he was CDBG Program officer monitor and the first HOME Program Coordinator for Palm Beach County, Florida. From 1994 to 1998, he served as Housing Manager and Interim Director of the Housing and Community Development Department at the City of West Palm Beach where he was responsible for overseeing CDBG, HOME and HOPWA programs, including administrating a CDBG funded owner-occupied rehabilitation program. He holds certifications in housing development finance and economic development finance from National Development Council.

██████████ has over 22 years of professional experience in planning, housing and community development, including in the public sector. ██████████ experience includes overseeing housing and community development programs funded by a variety of sources and providing direct TA to states and localities on HOME, CDBG and the Neighborhood Stabilization Programs. ██████████ also designs and delivers training courses nationwide on HUD's housing and community development programs and effective program design and implementation.

██████████ has 20 years of professional experience in planning, real estate, and housing and community development programs. Before joining ICF he served as the Grants Administrator for a large urban county. ██████████ now manages large, multi-task technical assistance projects that help build the capacity of States, cities and urban counties to implement effective CDBG, NSP and HOME Programs. Currently certified in HOME Program regulations, rental housing compliance and administration, he also specializes in the implementation and program compliance for the other Federal requirements including the OMB Uniform Administrative Requirements (URA) and Financial Management, the Lead Safe Housing Rule, the Uniform Relocation Act, Davis-Bacon Prevailing Wages Standards and Related Acts, and Environmental Review. He brings to this project hands-on experience running community development programs and the best practices gleaned from working with state and local governments across the country to build effective community development programs.

██████████ brings 16 years of experience successfully completing NEPA reviews for federal agencies. He is providing environmental technical assistance support to the New Jersey

DCA/DEP under a contract with HUD -- providing guidance on compliance with HUD's environmental regulations at 24 CFR Part 58 for the first \$1.8 billion of Hurricane Sandy relief funding. [REDACTED] has also managed an environmental technical assistance support project for the Michigan State Housing Development Authority under a technical assistance contract with HUD. In addition, Neil has managed and prepared EAs and EISs and provided NEPA guidance and support for DOJ, the Department of Energy (DOE), Department of Transportation, Surface Transportation Board, Federal Aviation Administration (FAA), Federal Housing Finance Agency, Nuclear Regulatory Commission, and Environmental Protection Agency (EPA). He offers New Jersey the skills to successfully manage and bring together the nuts and bolts of the NEPA process, coupled with an overarching understanding of NEPA and related requirements.

[REDACTED] has over fifteen years of legal, public administration, and community development experience, including public- and private-sector projects aimed at increasing community investment in environmental quality, sustainable public infrastructure, neighborhood-scale economic revitalization, renewable energy solutions, and public access and participation in governmental decision-making. His experience includes acting as Special Assistant to the City of New Orleans Office of Recovery & Development Administration in the aftermath of Hurricane Katrina. Among recent projects, [REDACTED] and his consulting firm coordinated the New Orleans Citizen Sewer, Water & Drainage System Reform Task Force, which was created by the City of New Orleans to recommend how post-disaster funding, paired with policy and governance reforms, can increase the resiliency and efficiency of the City's water and storm water flood protection systems.

[REDACTED] specializes in business and economic development, disaster recovery and resiliency planning and implementation. She advises communities on how to conduct economic impact assessments, identify recovery programs and funding sources, and develop disaster recovery action plans that promote community engagement. [REDACTED] served as the Public-Private Partnership Coordinator for the NIMSAT Institute. In that role she engaged public and private sector partners at the regional and local levels in Louisiana to participate in what is today a national model to stand up a business emergency operations center following a state-wide disaster. [REDACTED] hands-on disaster recovery experience also includes preparation of the Tampa Bay, FL Catastrophic Disaster Recovery Plan that addresses the roles and responsibilities of organizations that are responsible for preparing for, responding to and recovering from a major economic disruption caused by natural, technological or terrorism-related disasters. Additionally, [REDACTED] conducted an economic analysis of the important industries in Hillsborough County, FL and their financial vulnerabilities, resiliency planning and post-disaster recovery for the County's Post-Disaster Redevelopment Plan.

[REDACTED] has more than 35 years of experience administering and implementing state housing and community development programs. He is an expert in: CDBG regulations; program design, administration and implementation. He also has experience with URA and other Federal regulations. Since joining ICF from the State of Ohio, he has delivered training and provides consulting services to help communities implement their Neighborhood Stabilization, CDBG and HOME programs. Prior to joining ICF, [REDACTED] managed the implementation of a \$32M Ohio State Community Housing Improvement Program, resulting in long-term, comprehensive approaches to addressing affordable housing, public service, and infrastructure needs.

[REDACTED] is a leading expert in the field of affordable rental housing. Key areas of expertise include policy, finance, asset management and property management. He works primarily for federal and state agencies on projects involving program design, program implementation, transaction structuring, and negotiation. He was a primary consultant for

Louisiana's mixed income redevelopment initiatives after Hurricane Katrina and engaged in post disaster recovery projects in Mississippi.

[REDACTED] an innovative and award-winning communications agency. Among other projects, she is responsible for rebranding Lincoln Park Coast Cultural District, once a blighted neighborhood, into a national model and music destination that attracts over 50,000 visitors to the City of Newark annually. [REDACTED] led the Newark based event planning team that produced the red-carpet premiere of "Brick City", an Emmy award winning documentary series produced by the Sundance Channel. She is a local economy fellow of the Business Alliance for Local Living Economies and founder of Forward Ever Sustainable Business Alliance, a BALLE affiliate dedicated to the growth of a sustainable community economy in Greater Newark, NJ

[REDACTED] is a Certified Public Accountant with over 20 years of professional business management and financial planning experience. [REDACTED] is experienced using automated cost estimating tools to develop complex lifecycle cost estimates and schedules. [REDACTED] also worked for a year in an Air Force command post reacting to emergency events and has worked as a focal point in an electrical utility during storm recovery, where he was in charge of procurement operations and shipping critical recovery equipment.

TAB 6

6. Resumes

This Tab provides resumes for the 10 Key Personnel who comprise our management team as well as SMEs in each of the subject area identified in the RFQ. As described more fully in the previous proposal sections on technical approach and management, for specific tasks, the ICF Project Director and Program Manager can draw upon the expertise of these SMEs to provide the team skills and methodology needed to effectively complete the work. In addition, these SMEs are an example of the types of skills and experience available on the more than 4,500-person ICF staff.

In particular, the ICF staff is composed of more than 350 disaster recovery, housing and community development specialists with regulatory, policy, and program administration expertise across all HUD CPD, FEMA, and other recovery programs. The team has extensive experience in helping grantees to understand and implement the CDBG-DR and cross-cutting program requirements such as environmental review, Davis Bacon, and the Uniform Relocation Act at the state and local level, to ensure program compliance, and make effective use of important resources.

The credentials and references for our management team and the many SMEs we bring to this project are provided in the Tab 6: Resumes Attachment, presented in alphabetical order.



TAB 7

7. Experience of Bidder on Similar Contracts

As experts in disaster recovery and CDBG-DR, ICF has the knowledge and demonstrated experience necessary to support the DCA's successful implementation of its disaster recovery programs. ICF offers nationally recognized expertise in recovery planning in federally declared disaster areas, including post-hurricane, flood recovery work for FEMA projects in Florida, Mississippi, Louisiana, and Texas. ICF also has decades of combined professional expertise working with federal, state, regional, and local agencies in supporting housing, community development and interagency coordination. Team members have successfully partnered to develop consensus for community recovery, redevelopment, and growth in diverse communities across the country. Finally, as noted below, ICF was supported on several of these projects by our team member subcontractors.

Exhibit 7-1 provides a list of 18 projects similar to the tasks envisioned under this contract and demonstrates the depth of our expertise. As shown in the exhibit, five of our projects covered all of the scope of service areas envisioned for this engagement and two additional projects cover all but two of the areas. In Exhibit 7-2, we provide a more complete description of projects of similar size and scope, and show the breadth of our experience related to the statement of work.

Exhibit 7-1. The ICF Team’s Project Experience Aligns with NJ DCA’s Goals

Name	Staff Task Orders (RFQ 3.1.1)											Additional Experience (RFQ 4.9)									
	Implementation of HUD Action Plans (a)	Project Management (b)	Support CDBG and Other Grantees (c)	Community Outreach and Communications (d)	Data Tracking / Management (e)	Environmental and Historic Review (f)	Evaluate Options and Data Analysis (g)	Reporting to HUD Using DRGR (h)	Oversight of Housing Recovery Strategies (i)	Interacting with HUD (j)	Grant Administration (k)	Disaster Recovery (a)	Housing Recovery Requirements (b)	Quantitative Data Analysis (c)	Environmental and Historic Requirements (d)	Designing Housing Recovery Efforts (e)	Large-Scale Housing Recovery for States (f)	Working with HUD After Catastrophic Events (g)	Expertise in CDBG-DR (h)	Data Management Related to Storms (i)	Assessing Mitigation Efforts (j)
NY-NJ-CT-PA Regional Catastrophic Planning Team	✓	✓				✓	✓			✓	✓	✓	✓		✓	✓	✓	✓	✓		✓
State of NJ Disaster Recovery TA	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
New York City CDBG-DR TA	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
OneCPD Technical Assistance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
State of Louisiana CDBG Disaster Recovery Program	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
FEMA-ESF-14				✓	✓	✓	✓		✓		✓	✓	✓		✓						✓

Exhibit 7-1. The ICF Team’s Project Experience Aligns with NJ DCA’s Goals

Name	Staff Task Orders (RFQ 3.1.1)											Additional Experience (RFQ 4.9)										
	Implementation of HUD Action Plans (a)	Project Management (b)	Support CDBG and Other Grantees (c)	Community Outreach and Communications (d)	Data Tracking / Management (e)	Environmental and Historic Review (f)	Evaluate Options and Data Analysis (g)	Reporting to HUD Using DRGR (h)	Oversight of Housing Recovery Strategies (i)	Interacting with HUD (j)	Grant Administration (k)	Disaster Recovery (a)	Housing Recovery Requirements (b)	Quantitative Data Analysis (c)	Environmental and Historic Requirements (d)	Designing Housing Recovery Efforts (e)	Large-Scale Housing Recovery for States (f)	Working with HUD After Catastrophic Events (g)	Expertise in CDBG-DR (h)	Data Management Related to Storms (i)	Assessing Mitigation Efforts (j)	
Long-Term Community Recovery																						
Basically CDBG for States Training Development and Delivery		✓	✓				✓	✓	✓	✓	✓	✓	✓		✓				✓			
DRGR Training, US Dept of Housing and Urban Development	✓		✓		✓		✓	✓	✓	✓	✓	✓	✓				✓	✓	✓			
Mississippi Data Project	✓		✓		✓		✓	✓			✓	✓	✓		✓	✓		✓	✓			
Neighborhood Stabilization	✓	✓	✓	✓	✓	✓	✓		✓	✓			✓	✓								

Exhibit 7-1. The ICF Team’s Project Experience Aligns with NJ DCA’s Goals

Name	Staff Task Orders (RFQ 3.1.1)											Additional Experience (RFQ 4.9)										
	Implementation of HUD Action Plans (a)	Project Management (b)	Support CDBG and Other Grantees (c)	Community Outreach and Communications (d)	Data Tracking / Management (e)	Environmental and Historic Review (f)	Evaluate Options and Data Analysis (g)	Reporting to HUD Using DRGR (h)	Oversight of Housing Recovery Strategies (i)	Interacting with HUD (j)	Grant Administration (k)	Disaster Recovery (a)	Housing Recovery Requirements (b)	Quantitative Data Analysis (c)	Environmental and Historic Requirements (d)	Designing Housing Recovery Efforts (e)	Large-Scale Housing Recovery for States (f)	Working with HUD After Catastrophic Events (g)	Expertise in CDBG-DR (h)	Data Management Related to Storms (i)	Assessing Mitigation Efforts (j)	
Program Technical Assistance																						
Disaster Recovery Planning for Grand Forks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Oklahoma City, OK, Disaster Recovery Report and Strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
FEMA Region IX Southern California Catastrophic Earthquake Response Plan	✓	✓		✓	✓							✓	✓							✓		

Exhibit 7-1. The ICF Team’s Project Experience Aligns with NJ DCA’s Goals

Name	Staff Task Orders (RFQ 3.1.1)											Additional Experience (RFQ 4.9)									
	Implementation of HUD Action Plans (a)	Project Management (b)	Support CDBG and Other Grantees (c)	Community Outreach and Communications (d)	Data Tracking / Management (e)	Environmental and Historic Review (f)	Evaluate Options and Data Analysis (g)	Reporting to HUD Using DRGR (h)	Oversight of Housing Recovery Strategies (i)	Interacting with HUD (j)	Grant Administration (k)	Disaster Recovery (a)	Housing Recovery Requirements (b)	Quantitative Data Analysis (c)	Environmental and Historic Requirements (d)	Designing Housing Recovery Efforts (e)	Large-Scale Housing Recovery for States (f)	Working with HUD After Catastrophic Events (g)	Expertise in CDBG-DR (h)	Data Management Related to Storms (i)	Assessing Mitigation Efforts (j)
HHS Substance Abuse and Mental Health Services Administration (SAMHSA) Disaster Technical Assistance Center (DTAC)		✓		✓								✓									
National Infrastructure Protection Plan (NIPP)	✓	✓		✓	✓		✓					✓		✓						✓	
New Orleans Citizen Reform Task Force (Subcontractor)		✓	✓	✓	✓	✓	✓			✓	✓		✓	✓				✓	✓	✓	



Exhibit 7-1. The ICF Team’s Project Experience Aligns with NJ DCA’s Goals

Name	Staff Task Orders (RFQ 3.1.1)										Additional Experience (RFQ 4.9)										
	Implementation of HUD Action Plans (a)	Project Management (b)	Support CDBG and Other Grantees (c)	Community Outreach and Communications (d)	Data Tracking / Management (e)	Environmental and Historic Review (f)	Evaluate Options and Data Analysis (g)	Reporting to HUD Using DRGR (h)	Oversight of Housing Recovery Strategies (i)	Interacting with HUD (j)	Grant Administration (k)	Disaster Recovery (a)	Housing Recovery Requirements (b)	Quantitative Data Analysis (c)	Environmental and Historic Requirements (d)	Designing Housing Recovery Efforts (e)	Large-Scale Housing Recovery for States (f)	Working with HUD After Catastrophic Events (g)	Expertise in CDBG-DR (h)	Data Management Related to Storms (i)	Assessing Mitigation Efforts (j)
Post-Disaster Commercial Property Revitalization (Subcontractor)	✓	✓	✓	✓	✓	✓				✓	✓		✓	✓					✓	✓	
City of New Orleans Office of Recovery and Development Administration (Subcontractor)	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓

Exhibit 7-2. ICF Team Listing of Similar Contracts

Project Name Client Period of Performance	References Telephone number e-mail address	Project Description
NY-NJ-CT-PA RCPT and New York City Office of Management October 2009–July 2013		<p>ICF provides the NY-NJ-CT-PA Regional Catastrophic Planning Team (RCPT) and NYC Office of Emergency Management ongoing professional services to strengthen preparedness for catastrophic events and facilitate delivery of Federal assistance for community recovery for 30 counties across 4 states. Selected task orders awarded include:</p> <ul style="list-style-type: none"> ▪ Block Grant Playbook for Disaster Housing and Community Recovery Programs: ICF has developed a playbook that includes 60 actionable program options and waivers that will assist disaster housing and community recovery specialists with implementing of HUD grants post disaster. The playbook is organized into four major categories of eligible activities: housing, public infrastructure, economic development and planning/administration. ▪ Regional Infrastructure Protection Plan for Electric Power Restoration and Recovery: ICF designed and facilitated four workshops with public and private stakeholder and supported developing a plan for restoration and recovery following a catastrophic incident affecting the electric power grid in the NY-NJ-CT-PA RCPT Project Site. ▪ Training Program Development / Regional Logistics Program: ICF is developing four Web-based courses to prepare disaster logisticians for their roles during a catastrophe. The courses will be delivered through a variety of Learning Management Systems. ▪ Radiological Dispersal Device Response Incident Action Plan (IAP): ICF supported developing three generic IAPs for response after the detonation of multiple RDDs in a jurisdiction. ▪ Regional Catastrophic Plan Finalization Project: ICF is providing program and technical support to plan, organize, and execute a process to finalize the existing suite of eight regional catastrophic plans. ▪ Web Site Design and Implementation / Regional Logistics Program: ICF supported developing a Web Site for the Regional Logistics Program (RLP), which is part of a substantial information-sharing capacity.
<p>Relevance to Project: Implementation of Action plans, Project Management, Environmental review, communications and knowledge transfer.</p>		

Exhibit 7-2. ICF Team Listing of Similar Contracts



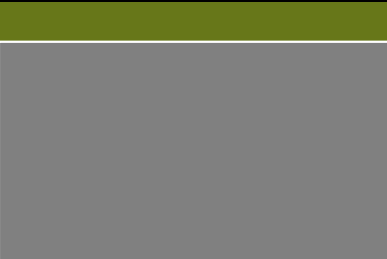
Project Name Client Period of Performance	References Telephone number e-mail address	Project Description
State of NJ CDBG-DR for DCA TA, U.S. Department of Housing and Urban Development January 2013–Present		<p>Under contract with HUD, the ICF Team assists the State of New Jersey and its Department of Community Affairs to plan for implementing the anticipated CDBG Disaster Recovery (CDBG-DR) funds. The team provides advice to the state and its sub-recipient state agencies related to program setup and implementation. In addition, ICF assists the state DCA to develop selected programs. This includes tasks such as:</p> <ul style="list-style-type: none"> ▪ Providing information and advice to DCA staff and DCA sub recipient state agencies regarding potential CDBG-DR options, program design, and programs that may be strategic, given needs in the state. This advice covers all potential CDBG-DR activities including but not limited to housing, economic development and services. ▪ Providing advice about how to integrate or coordinate CDBG-DR with other existing state or Federal programs, including FEMA and SBA ▪ Offering suggestions regarding draft action plan text and content. ▪ Providing expert advice about eligible CDBG-DR activities and requirements. ▪ Assisting DCA and its sub-recipients to understand CDBG-DR requirements, ask policy questions/waivers, and maintain a questions/answers log. Facilitating and hosting weekly policy and coordination calls. ▪ Advising on DCA's people, process, and systems to implement CDBG-DR. ▪ Working with DCA sub-recipients including but not limited to EDA, Department of Environmental Protection (DEP), the Housing and Mortgage Finance Authority (HMFA), the NJ Redevelopment Authority, and state social service agencies to assist these organizations to understand the CDBG, cross cutting and other requirements.
<p>Relevance to Project: Implementation of action plans, project management, and CDBG compliance, staff planning, and coordination with HUD.</p> <p><i>Note: Team members  work with ICF on this project.</i></p>		
New York City CDBG-DR TA, U.S. Department of Housing and Urban Development April 2013–Present		<p>Under contract with HUD, ICF is providing guidance related to DRGR data and reporting as well as helping to sort out policy and program design issues. Work is being done in coordination with the NYC Office of Management and Budget (the lead CDBG-DR agency) and other NYC departments.</p>

Exhibit 7-2. ICF Team Listing of Similar Contracts

Project Name Client Period of Performance	References Telephone number e-mail address	Project Description
<p>Relevance to Project: Support for action plans, project management, and oversight support.</p>		
<p>OneCPD Technical Assistance, U.S. Department of Housing and Urban Development April 2011–May 2015</p> <p>Relevance to Project: Grants administration and CDBG regulatory support.</p> <p><i>Note: Team members [redacted] work with ICF on this project.</i></p>	<p>[redacted]</p>	<p>ICF received \$13.6 million over two grants to deliver needs assessments and individualized on-site and remote TA, develop tools and written products, develop and promote peer-to-peer learning opportunities, develop and deliver training, and manage virtual help desks to support integrated physical, social, and economic redevelopment of communities under HUD’s CDBG, HOME, ESG, HOPWA, and other CPD programs.</p> <ul style="list-style-type: none"> ▪ Needs Assessments: ICF worked with other TA providers to develop a Needs Assessment Toolkit to cut across CPD grant programs. ICF has assessed HUD programs in Cook County, IL; Paterson, NJ; El Paso, TX; Somerville MA; Providence RI; and Lewiston ID. ▪ Technical Assistance: ICF provided TA on disaster recovery planning to Galveston TX and emergency TA on the HOME pipeline of multi-family developments to Detroit MI. ICF provides long-term comprehensive “turnaround” TA to the following communities: Lewiston ID; Providence, RI; Chicago, IL; Cook County, IL; and El Paso, TX. ▪ Written Program Models: For example, ICF wrote the CBDG-DR Toolkit, a series of step-in program design documents for CDBG-DR grantees.

Exhibit 7-2. ICF Team Listing of Similar Contracts

Project Name Client Period of Performance	References Telephone number e-mail address	Project Description
State of Louisiana CDBG Disaster Recovery Program 2005–2008		<p>ICF supported the largest disaster relief program in U.S. history, the federally funded Hurricane Katrina disaster response program. For this project, ICF staff worked under the direction of the State of Louisiana to revise the disaster recovery action plans and to support development of business processes, procedures, and guidance materials, consistent with state policies, for the CDBG-DR homeowner and rental property programs.</p> <p>In 3 years, the homeowner portion of the program handled almost 200,000 grant requests and 124,000 cases needing eligibility determination and fund disbursement to rebuild damaged properties. Our staff, under contract to the state's CDBG program, interacted with the program staff, local governments, legislators, HUD, SBA, insurers, EPA, FEMA, lenders, and others to work through the large legal, legislative, and regulatory issues affecting the program and to handle more than 100 state-initiated program design changes. Further, we developed processes and procedures to ensure compliance with CDBG program requirements and those of other Federal programs to preclude duplication of benefits. Funds were tracked to the individual case or applicant level, which is critical for protecting taxpayer investment in Federal and state programs. A case management system and data</p>

Exhibit 7-2. ICF Team Listing of Similar Contracts

Project Name Client Period of Performance	References Telephone number e-mail address	Project Description
<p>Relevance to Project: Grants Administration, Data Tracking and Management, and Project management support.</p> <p><i>Note: Team member the [REDACTED] worked with ICF on this project.</i></p>		<p>warehouse supported the effort and an aggressive communication and outreach program ensured that eligible fund recipients applied for benefits. The program operated in a highly charged political environment where no level of benefits could ever be sufficient, nothing could possibly happen fast enough, and policies frequently changed. The program had to address a highly diverse housing stock both from a physical and ownership perspective, including single-family houses, condos, and manufactured structures. Despite the political challenges and working in a physical environment of devastated infrastructure where public records and information systems had been destroyed, the program handled an enormous volume of applicants within the required timeframes. Both HUD and State Inspector General closely monitored the program, and there were no findings of program fraud.</p> <p>In addition to the homeowner program, ICF supported two rental housing programs that were also integral to housing recovery: the Small Rental Property program and the “Piggyback” program, with team member the Compass Group. The Small Rental Property program was designed to assist owners of smaller properties with up to 10 units, while the Piggyback program was designed to provide incentives for much larger, mixed-income housing developments. ICF assisted the state to design financial models to determine subsidy levels and business terms; drafted a program description and accompanying legal documents; assisted the state with the review of applications; developed compliance monitoring and asset management plans; and advised the state on CDBG and applicable other Federal requirements as well as the negotiation of real estate closings as projects moved from award to construction.</p>
<p>AECOM/FEMA PA-TAC ESF-14 Long Term Community Recovery 2004, 2005–2006, 2008– 2010</p>		<p>ICF has provided key services to support ESF-14 Long-Term Community Recovery (LTCR) following five major disasters, resulting in completing LTCR plans for 10 counties and 26 parishes. Additionally, ICF staff have worked with FEMA strike teams to identify emergency housing group sites and to coordinate housing unit delivery to commercial sites and with the Joint Housing Solutions Center on recommendations of alternative housing solutions, including modular/panelized construction; temporary-to-permanent housing solutions; transitional communities site design to allow infrastructure to be re-utilized for</p>

Exhibit 7-2. ICF Team Listing of Similar Contracts

Project Name Client Period of Performance	References Telephone number e-mail address	Project Description
<p>Relevance to Project: Under this contract, ICF provided Data analysis, created community planning tools, and supported community outreach and communications.</p>		<p>permanent housing development; recommendations for a Web-based national housing search and reservation system. Areas worked include: Southwest Florida, Northwest Florida Panhandle, Southern Louisiana, Southern Mississippi, and Southeast Texas. Key tasks include analyzing housing and economic data, facilitating community meetings, identifying priority investment projects, and creating community planning tools.</p> <p>Through the expertise and guidance of planning and recovery experts of the ICF Team, affected communities were able to develop and use the frameworks that lead to full recovery and vitality.</p>
<p>Basically CDBG for States Training Development and Delivery, U.S. Department of Housing and Urban Development 2011–2012</p>		<p>ICF is the primary author of two courses, Basically CDBG for Entitlements and Basically CDBG for States. In 2011 under ICF’s Community Development Technical Assistance (CDTA) contract, ICF created two new modules to these core courses including the Neighborhood Stabilization Program (NSP) and Disaster Assistance. Six deliveries of the enhanced course with CDBG-DR were conducted from late 2011 through 2012.</p>
<p>Relevance to Project: CDBG and CDBG-DR regulations, coordination with HUD, and knowledge transfer.</p>		
<p>DRGR Training, U.S. Department of Housing and Urban Development March–December 2011 (Under ICF’s NSP TA grant)</p>		<p>ICF developed a step-in training package that TA providers and HUD staff can use to train Neighborhood Stabilization Program (NSP) grantees on the Disaster Recovery Grant Reporting (DRGR) system. This training covers DRGR inputs, how these inputs are reviewed by HUD, and how grantees can use DRGR effectively to tell their programs’ stories. The training package includes a participant manual and a trainer manual. The trainer manual includes slides, notes, and exercises for an in-person, hands-on, 2-day training session; the participant manual includes notes that make it a useful resource. ICF also conducted a training of trainers to help build trainer capacity in this area.</p>
<p>Relevance to Project: DRGR reporting system and knowledge transfer.</p>		

Exhibit 7-2. ICF Team Listing of Similar Contracts

Project Name Client Period of Performance	References Telephone number	Project Description
<p>Mississippi Data Project, Mississippi Development Authority [REDACTED] [REDACTED] May 2008–March 2009</p> <p>Relevance to Project: ICF and team member [REDACTED] provided Data analysis, and Data tracking and Management.</p>	<p>[REDACTED]</p>	<p>ICF was hired by prime contractor the [REDACTED] to assist the Mississippi Development Authority to collect, integrate and analyze Gulf Coast housing data related to Hurricane Katrina in order to assess, inform and design programs in support of the housing recovery effort. The ICF team of experts supported efforts to collect, integrate, and analyze data (e.g., FEMA inspections, housing, rental, population) pertinent to Mississippi’s recovery from Hurricane Katrina. The housing data project detailed the recovery that had occurred to date after Hurricanes Katrina, Rita, and Wilma, and to assess the areas that had or had not facilitated recovery while identifying opportunities for further policy or economic support to aid the recovery process. ICF’s Geospatial Solutions Department used geographic information systems (GIS) to provide spatial analytical, reporting, and cartographic support. GIS was used heavily as the integration and analytical platform to spatially join sensitive data sets (e.g., grant application data, loan data, construction permits, U.S. Census data) with the parcel and demographic data to answer complex questions that cross geographies, population, and industry segments.</p>
<p>Neighborhood Stabilization Program Technical Assistance, U.S. Department of Housing and Urban Development October 2009–April 2015</p> <p>Relevance to Project: Environmental review, data analysis, and CDBG support.</p>	<p>[REDACTED]</p>	<ul style="list-style-type: none"> ▪ Direct TA and Capacity Building: ICF provides direct TA and on-call TA to dozens of grantees. ICF created a virtual help desk where ICF, three other TA providers, and HUD answer questions submitted by grantees and their partners. Thousands of questions have been answered by these providers to date. Topics included the DRGR system and action plans. ▪ Environmental Review Technical Assistance to Nonprofit Grantees: All nonprofit grantees that are not part of a consortium with a government partner are required to request HUD to complete environmental reviews (according to 24 CFR Part 50) for each of their projects and activities that uses NSP2 funds. ICF wrote the Environmental Review Guide for Private Nonprofit Recipients of NSP2 Grants—24 CFR 50 approved by HUD. ICF has instituted a team of junior, senior and quality control reviewers, as well as subject matter experts to review the Environmental Review Record for nonprofit grantees and ensure it is in compliance.

Exhibit 7-2. ICF Team Listing of Similar Contracts



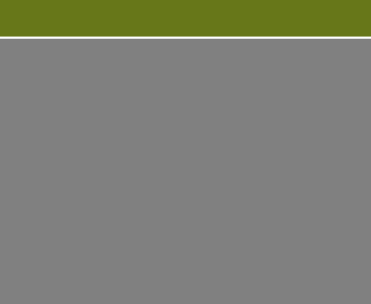
Project Name Client Period of Performance	References Telephone number	Project Description
Disaster Recovery Planning for Grand Forks, ND, U.S. Department of Housing and Urban Development 1997	 <i>*Note: other applicable reference for project has retired from HUD</i>	The City of Grand Forks was declared a Federal Disaster Area in April 1997 after a catastrophic flood that impacted 80 percent of the city's area and a fire that destroyed much of the downtown. At HUD's request, ICF put together an interdisciplinary team that provided intensive assistance to the City from June to December 1997. ICF developed a strategy established priorities and goals, and set up a communication system for city departments, and developed a process for monitoring progress. The team assisted the City to produce new single family units, develop linkages among agencies providing housing finance, prepare a guide for homebuyers, and design a rehabilitation program.
Relevance to Project: Housing recovery strategy development and implementation support.		
Oklahoma City OK Disaster Recovery Report and Strategy Session for US Department of Housing and Urban Development 1999–2000	 <i>*note: other applicable reference for project has retired from HUD</i>	Parts of Oklahoma City sustained severe damage from tornadoes in May 1999. Much of the damage occurred in areas of the city with low-income housing. ICF completed a Disaster Recovery Technical Assistance Assessment report in November 1999. According to the report, the city had finished addressing short-term emergency issues of health, safety, and shelter and needed to address rebuilding and recovery issues. The ICF Team conducted a strategy session with key staff members. Based on information from this work session, consultants produced summary design concepts illustrating options for the housing, open-space, and environmental recovery in the neighborhoods, as well as a written work plan.
Relevance to Project: Housing recovery strategy development and implementation support.		
FEMA Region IX Southern California Catastrophic Earthquake Response Plan September 2009–March 2011		ICF worked with FEMA Region IX and Cal EMA to develop a joint State/Federal Southern California Catastrophic Earthquake Response Plan for an earthquake scenario located on the Southern San Andreas Fault. The response plan is multi-jurisdictional and included input from more than 1500 stakeholders from Federal, state, and local government, non-governmental organizations, the private sector, and tribal partners. In developing this plan, ICF worked with the 10 lead state agencies of the California Emergency Functions and the local operational areas to identify resources, capabilities, and potential shortfalls in responding to the

Exhibit 7-2. ICF Team Listing of Similar Contracts



Project Name Client Period of Performance	References Telephone number e-mail address	Project Description
<p>Relevance to Project: Development and implementation of Action Plans.</p>		<p>earthquake. Activities included extensive stakeholder outreach to implement 17 Integrated Working Groups to identify plan objectives and to develop Courses of Actions (COAs) to respond to the scenario and meet the plan objectives. ICF developed briefings, whose goal was to develop a diverse set of COAs that included a creative approach that would support the stated objective. The ICF Team's organization and delivery of the briefing on the draft plan for FEMA Region IX was a great success and was received with much praise from senior government stakeholders.</p>
<p>HHS Substance Abuse and Mental Health Services Administration (SAMHSA) Disaster Technical Assistance Center (DTAC) September 2009–September 2014</p>		<p>ICF provides TTA to state disaster behavioral health coordinators and all SAMHSA constituencies through our operation of the SAMHSA DTAC. DTAC helps states, U.S. territories, and federally recognized tribes prepare for, respond to, and recover from the behavioral health impacts of natural and human-caused disasters and develop a coordinated infrastructure. ICF provides direct TTA, develops and distributes toolkits, and initiates crisis counseling programs in disaster areas in support of behavioral health disaster response. ICF helps SAMHSA improve and broaden the range of overall TTA and public-sector capacity for behavioral health crisis preparedness and recovery.</p> <p>Relevance to Project: Broader aspects of disaster recovery and community outreach support.</p>
<p>National Infrastructure Protection Plan (NIPP) Department of Homeland Security (DHS) March 2007–February 2012</p>		<p>ICF supports the DHS and its partners in crafting, revising, and implementing of the National Infrastructure Protection Plan (NIPP), as first required by Homeland Security Presidential Directive 7. ICF brought the stakeholders together to prepare plans specific to each industry sector. Because of ICF's experience in the energy sector we played a particularly important role bringing together industry leaders and their governmental counterparts to prepare that plan. Through the NIPP project ICF is in a key position to play a broker role between the state, DHS, and the private sector utility companies to advance recovery and long-term resilience efforts.</p> <p>Relevance to Project: Development and implementation of National Infrastructure Protection Plan.</p>

Exhibit 7-2. ICF Team Listing of Similar Contracts

Project Name Client Period of Performance	References Telephone number e-mail address	Project Description

Exhibit 7-2. ICF Team Listing of Similar Contracts

Project Name Client Period of Performance	References Telephone number e-mail address	Project Description
[Redacted Content]		



TAB 8

8. Additional Experience of Bidder

ICF's relevant past experience is described in detail in the prior tabs. This tab provides brief summaries of ICF's past experience as it relates to the 10 specific topics (items a-k) required by Section 4.9 of the RFQ.

8.1 Professional Engagements in Disaster Recovery

ICF's experience as the first contractor on the largest disaster recovery program in the nation's history, the Louisiana CDBG-DR Disaster Recovery Program, is central to this experience, but ICF's proven experience grows out of our 20+ year history supporting HUD and HUD grantees, pre-dates the Louisiana recovery by over a decade, and continues today with Sandy-related recovery work in New Jersey. For example:

- The City of Grand Forks, North Dakota, was declared a Federal Disaster Area in April 1997 after a catastrophic flood that impacted 80% of the city's area and a fire that destroyed much of the downtown. ICF put together an interdisciplinary team that provided intensive assistance to the city from June to December 1997. ICF developed a strategy, established priorities and goals, set up a communication system for city departments, and developed a process for monitoring progress. The team helped the city produce new single-family units, develop linkages among agencies providing housing finance, prepare a guide for homebuyers, and design a rehabilitation program.
- Several years into the Katrina recovery process, ICF was hired by [REDACTED] (part of the ICF Team on this effort) to assist the Mississippi Development Authority to collect, integrate, and analyze Gulf Coast housing data to assess, inform, and design programs in support of the housing recovery effort. The ICF Team of experts supported efforts to collect, integrate, and analyze data (e.g., FEMA inspections, housing, rental, population) pertinent to Mississippi's recovery from Hurricane Katrina. The housing data project was undertaken to detail the recovery that had occurred to date after Hurricanes Katrina, Rita, and Wilma, and also to assess the areas that had or had not facilitated recovery while identifying opportunities for further policy or economic support to aid the recovery process.
- Over the past three months ICF has been providing HUD-funded technical assistance to DCA and sub-recipient state agencies on program design and regulatory issues. For example, ICF staff worked side by side with state staff to translate the high-level program descriptions contained in the CDBG-DR Action Plan into detailed program process flows and guidelines; advised the state on regulatory interpretations with HUD; and identified opportunities for expediting portions of environmental reviews.

8.2 Understanding of All Other Housing Recovery Requirements

ICF understands that while CDBG-DR funds are the central recovery resource for this project, knowledge of CDBG rules is not all that is required from an advisor. There are a number of "other federal requirements" that attach to CDBG funds and a number of other funding sources which interact with CDBG funds, most prominently FEMA funds. ICF has experts in other federal requirements such as the NEPA provisions of HUD's Part 58 guidance, Davis-Bacon, Section 3, and the Uniform Relocation and Acquisition (URA) regulations, and understands how to account for these requirements in program design and implementation. For example, for the Louisiana Small Rental Program, the CDBG-funded rehabilitation of occupied rental units

triggered the relocation requirements of URA. ICF designed a series of protocols specifying that proper notices were sent to tenants and developed a small team of URA specialists who ensured compliance. When the state of Michigan's Neighborhood Stabilization Program timelines were threatened due to Part 58 barriers, ICF deployed a team of NEPA specialists to support reviews and expedite approvals.

We have supported FEMA since 2001 through the FEMA Public Assistance Technical Assistance Contract (FEMA PA-TAC) in providing technical assistance by quickly deploying staff with the required expertise anywhere in the United States for several weeks or months at a time; created Long-Term Recovery Community Plans (LTCRPs) in support of the FEMA Emergency Support Function (ESF) 14 Long-Term Recovery, working with initial planning teams to assess the impact on communities and develop housing recovery strategies; and established an Integrated Working Group (IWG 14) in support of the Southern California Catastrophic Earthquake Response Plan to address how to shorten recovery timelines and reduce its adverse economic and social impacts by public-private and multi-agency collaboration and coordination. This group conducted an assessment to identify shortfalls, potential goals and objectives and ultimately developed solutions to address the reduction of the adverse economic and social impacts.

8.3 Quantitative Data Analysis and Its Application to Policy and Program Planning

ICF provides economic and financial analysis to public and private organizations seeking to assess policies and programs, understand a market, or improve competitive position. ICF has experts in economic impact modeling, econometrics, and GIS, allowing us to utilize various models and geographic information to further quantify and examine the various impacts of a disaster on the region. ICF is fully prepared to apply quantitative data analysis to help develop policies and programs that streamline and improve the effectiveness of disaster assistance and allow for transparent program reporting. Our interdisciplinary teams of economists, policy analysts, and SMEs provide the services that decision makers need including econometric and statistical analysis, cost-benefit analysis, risk and uncertainty analysis, third-party data integrity checks, financial dashboards, and economic impact modeling (e.g., IMPLAN®). Three examples from the Louisiana CDBG-DR Disaster Recovery Program project highlight the application of this capability:

- **Third-Party Data Integrity Checks** – ICF performed data integrity checks on the third-party data service providers. Using our in-house GIS capability to compare the location of the damaged property relative to the 100-year floodplain identified by FEMA, we identified 5,344 applications that had an invalid value for the property's flood zone determination, a critical factor for program eligibility. We also identified 3,802 property appraisal values that were too high or too low for the property and flagged "nonsense" data such as \$1 for an insurance payment that was entered as a place holder. Identifying data anomalies early in the disaster application process has the dual benefit of returning the data to the data service provider for correction and/or final confirmation and reducing errors and downstream correction efforts.
- **Outlier Analytics** – ICF performed outlier analytics to identify contradictory values such as an estimate to repair damage greater than 200 percent of the value of the home. These outliers indicate a possible error in the application data or potential fraud.
- **Eligibility Determination** – During the assistance award review process, ICF discovered that more than 10,000 applicants were potentially not eligible due to incomplete data from a third party. ICF developed and implemented a quantitative, defensible procedure comparing

available data on the extent of damage to the home to specific program eligibility criteria to determine whether the applicant was eligible for assistance. Upon approval of this procedure by the state, ICF found that the majority of these applicants were eligible.

8.4 Environmental and Historic Issues

ICF assists clients in environmental planning and development with broad-based services that consider the impact of economics, health, policy, culture, and climate. Through sophisticated modeling of future scenarios, measurement of impacts, engineering expertise, natural resource management experience, and policy knowledge, ICF helps clients plan and implement environmental solutions that benefit all stakeholders and achieve regulatory compliance. ICF assists clients with:

- Creating solid documentation and analysis of alternatives and mitigation in environmental impact assessments
- Developing long-range plans for managing natural resources, including coastlines, watersheds, and energy sources
- Finding solutions to revitalize and sustainably develop brownfields and contaminated areas
- Analyzing and modeling the public health effects of development and environmental policy
- Achieving compliance with diverse and overlapping regulations

Our recognized technical experts match our understanding of environmental regulatory compliance with expertise in subjects such as engineering, law, policy, and public outreach and communication. We create precise documentation of environmental impact and keep up with court decisions that can influence compliance. For example, when the state of Michigan's NSP program timelines were threatened due to Part 58 barriers, ICF deployed a team of NEPA specialists to support reviews and expedite approvals. More recently, ICF staff have supported New Jersey DEP as it planned the process for conducting the thousands of NEPA-reviews that will need to be conducted during the Sandy recovery and identified strategies for expediting reviews.

8.5 Designing Housing Recovery Efforts Related to Natural Disasters

The scale of the Sandy recovery, measured in billions of dollars, puts a special importance on the design related aspects of recovery planning (e.g., even a small misestimate can have material financial implications). ICF has extensive experience with the recovery design and evaluation (budgeting, strategic priorities and near term tactical decisions). For example:

- **Financial Dashboard and Estimated Program Cost** – For the Louisiana CDBG-DR Disaster Recovery Program, ICF developed an innovative financial dashboard that tracked number of eligible applicants, average disaster assistance award, and other metrics, along with quantitative algorithms to project future awards, to estimate total program cost. Of particular concern were estimates of the percentage of award money going to low- and moderate-income applicants and total program cost as compared to the appropriated amount. Estimates were also bounded at the low and high levels using a range of assumptions regarding future awards.
- **Subsidy Models for Louisiana's CDBG Piggyback Program** — As part of the Louisiana CDBG-DR Disaster Recovery Program project, ICF and team member, the Compass Group,

were asked to design a gap financing program to support the recovery of the multifamily rental market. The state gave the ICF Team a few basic program objectives—mixed income projects, deep affordability, and incorporation of supportive housing units (similar to the objectives of New Jersey’s Multi-Family program)—and the ICF Team then developed a financial model, program design, and written agreements that achieved these objectives. As a result, more than 6,000 units have been funded and a long-term program income trail has been provided to help the state address other ongoing recovery needs.

- **Mississippi Data Project**— As noted earlier, ICF and the Compass Group evaluated a variety of data sources to determine remaining unmet needs in Mississippi several years into the Katrina-recovery process. One of the unexpected findings of this analysis was that certain segments of the recovery were in danger of being overbuilt, while other needs (e.g., the affordability of existing units) needed additional focus.

8.6 Planning, Structuring, Organizing and Staffing Housing Recovery Efforts in States

Planning, structuring, and organizing recovery efforts in the aftermath of a catastrophic event requires experience and the ability to constantly adapt to evolving understanding of needs (e.g., as new data become available and as programs launch and provide additional feedback points). Simply put, this is no environment for rookies. ICF has extensive experience assisting states to plan and structure their housing recovery efforts:

- **Louisiana CDBG-DR Disaster Recovery Program Launch** - ICF engaged in an extraordinary effort to launch the Louisiana CDBG-DR Disaster Recovery Program. Despite a lack of basic infrastructure in many areas after the storms, within 90 days ICF stood up 14 housing assistance centers, a complete management information system, and a fully trained and functioning team, which later exceeded 2,300 people (over 75% were from Louisiana).
- **Staffing Analysis for New Jersey DCA** - As part of ICF’s HUD-funded technical assistance to DCA, ICF’s human capital specialists and our community development staff developed analyzed staffing levels and options and developed job descriptions for components of DCA’s recovery team.

8.7 Experience in Working with HUD in the Aftermath of Major Catastrophic Events

In addition to the previously described numerous disaster recovery technical assistance projects that ICF has conducted and CDBG-DR guidance documents that ICF prepared under contract with HUD (e.g., the CDBG-DR toolkit, the CDGR-DR training module), ICF has also worked with states as they explore CDBG-DR flexibilities and negotiate waivers from HUD. For example, for the state of Louisiana, ICF helped the state develop a financial model demonstrating the need for a CDBG-funded project based rental assistance funding mechanism to support the Multifamily Rental Piggyback Program. ICF supported the state in its negotiations with HUD and suggested program design modifications that paved the way for HUD’s approval of this groundbreaking waiver (e.g., the requirement for energy efficiency measures to hold down operating costs). For New Jersey DCA, ICF assisted in making HUD-required edits to the Action Plan text.

8.8 Expertise in All CDBG-DR Rules and Regulations

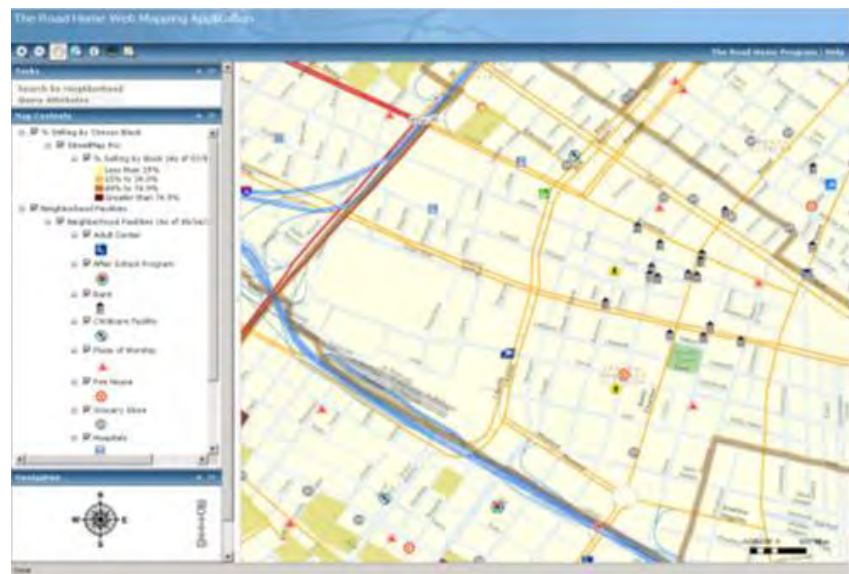
In addition to ICF's hands-on experience implementing CDBG-DR programs, our expertise has also been demonstrated by the policy guides and trainings that we have developed, often under contract with HUD itself. For example, ICF was asked by HUD to develop a training module on CDBG-DR and deliver that training to numerous new disaster grantees. More recently, ICF developed *CDBG-DR Toolkits* for HUD's Disaster Recovery Unit (<https://www.onecpd.info/resource/2853/cdbg-dr-toolkits/>). These toolkits, which have been provided by HUD to DCA and other Sandy CDBG-DR grantees, provide guidance on program design considerations and sample procedures, checklists, and forms for typical CDBG-DR programs.

Similarly, with our work on the *NJ/NY/CT/PA RCPT Block Grant Playbook for Disaster Housing and Community Recovery Programs*, ICF developed a playbook that included 60 actionable program options and associated waivers that will assist disaster housing and community recovery specialists with implementation of HUD grants post-disaster. It was designed to help navigate obstacles in the funding process and subsequent implementation. The playbook is organized into four major categories of eligible activities: housing, public infrastructure, economic development, and administration.

8.9 Data Management Related to Natural Disasters

The data management challenges associated with recovery efforts (e.g., inconsistent file formats, disaggregated levels of measurement) can make it difficult for decisionmakers to obtain the information they need to make policy decisions and adjust program designs. ICF has significant relevant data management experience and technologies developed to help policymakers develop sound policies, streamline and improve the effectiveness of disaster assistance, and be transparent in program reporting. Examples of our relevant Louisiana CDBG-DR Disaster Recovery Program and other experience include:

- What's in My Backyard (WIMBY)** – In particularly hard-hit areas, storm victims need information about the status of critical infrastructure and services (e.g., grocery stores, fire stations, banks, schools) in order to decide when it is feasible to return and rebuild. ICF used its in-house GIS capability to provide the public with information on infrastructure status at the zip code, parish (county), and neighborhood levels. ICF also included an online form for the public to report real-time infrastructure status updates.



- **Elevation Awards** – The program allowed for special grants up to \$30,000 for an applicant to elevate their home above the 100-year flood plain prior to rebuilding. The state wanted a procedure for determining the amount to award to each applicant that was simple, did not result in overpayment (paying more than the actual elevation cost), and would avoid time-consuming disputes. The challenge was that determining the exact cost for elevating a property was an expensive and time-consuming process that involved engineering surveys and other documentation. To solve this problem, ICF used a quantitative analysis of elevation costs to develop a defensible lump-sum grant for each applicant based on type of construction (new construction, existing home, mobile home) that would avoid overpayment for 99.9% of all applicants. Based on this analysis, the state implemented the procedure.
- **Mississippi Data Project**--In Mississippi, several years into the Katrina recovery effort, ICF was hired by [REDACTED] (part of the ICF Team for this RFQ) to assist the Mississippi Development Authority to collect, integrate and analyze Gulf Coast housing data related to Hurricane Katrina in order to assess, inform, and design programs in support of the housing recovery effort. The ICF Team of experts supported efforts to collect, integrate, and analyze data (e.g., FEMA inspections, housing, rental, population) pertinent to Mississippi's recovery from Hurricane Katrina. The housing data project was undertaken to detail the recovery that had occurred to date after Hurricanes Katrina, Rita, and Wilma, and to assess the remaining areas of unmet need.

8.10 Assessing and Incorporating Mitigation Efforts

As noted above, on the Louisiana CDBG-DR Disaster Recovery Program, ICF developed a process for incorporating FEMA elevation funds into a CDBG compensation program, so that homeowners had funds to both rebuild and elevate their homes. This effort included development of a HMPG sampling method accepted by FEMA for the benefit-cost analysis (BCA) that eliminated the requirement to run a BCA on every month thus not creating a delay to the rehabilitation of the homes. ICF stood up a call center to do application intake and to answer questions; designed a geographic base team to conduct application processing, monitoring and close-out; had our SMEs participate in all meetings with FEMA and the state to help address any and all policy and programmatic issues and questions.

Team member [REDACTED] (subcontractor) has worked extensively in the New Orleans region post-Katrina to design and implement infrastructure programs that rebuild in more resilient and sustainable ways. For example, for the New Orleans Citizen Sewer, Water & Drainage System Reform Task Force, he coordinated a task force of over 30 experts in disaster recovery, engineering, public financing, water management, and law to assess and recommend policy, governance, and infrastructure improvements to the water and flood protection systems of New Orleans, with particular emphasis on harnessing federal post-disaster funding and local long-term recovery plans to implement reforms.

TAB 9

9. Subcontractors

As prime contractor, ICF is responsible for all deliverables specified in this RFQ and in our proposal. We are also committed, to the extent feasible and practical given the requirements of yet to be defined Task Orders, to meeting or exceeding the small-business subcontracting goal of 25% of contract value for small businesses registered in New Jersey.

Highlights of ICF's Subcontracting Plan

- Goal of 25% of contract set aside for NJ small businesses
- Six certified NJ small business partners
- Subcontracting program managed by ICF PM and corporate Small Business Director

We plan to meet contract requirements with a team of exclusively small business subcontractors. Our partners are companies and independent consultants with specialized experience supporting HUD's CDBG and CDBG-DR programs, as well as a cadre of reputable New Jersey-based small, woman-, and minority-owned businesses supporting communications and community outreach, insurance, billing, accounting, and a variety of administrative functions. Our subcontracting approach includes using local, small business staff augmentation firms who will retain a portion of the staff on their payroll in response to meeting the staff augmentation task described in RFQ 3.1.2.

Subcontracting Goals: ICF is committed to meet DCA's small business goals for two reasons: 1) To support economic development by hiring and mentoring local firms; and 2) To bring specialized state and neighborhood knowledge to the tasks. Our experience in CDBG-DR programs has taught us the importance of integrating local businesses into our team and assigning them a meaningful share of the work. Their expertise helps us succeed.

The following pages describe our subcontracting team and the work they will do. Our **Subcontractor Utilization Form** and copies of certifications from the New Jersey Division of Revenue as Small Business Enterprises (SBE) are provided as attachments.

9.1 The ICF Team

Exhibit 9-1 lists six New Jersey small business partners that have signed teaming agreements with ICF for supporting this program. We have also identified seven other small business firms that offer specialized skill sets for this contract. As part of our ongoing mentoring efforts with small business partners, we have encouraged these additional small businesses to register in New Jersey and be prepared to assign staff resources for this program. As described in our Subcontractor Utilization Form and our Basis of Estimate in the Cost volume, our subcontracting goals are:

- 5% of contract value to Category I firms
- 5% of contract value to Category II firms
- 5% of contract value to Category III firms

The remaining 10% or more will be set aside to small businesses based on nature of the assigned task.

Exhibit 9-1. ICF Will Surpass the 25% Small Business Subcontracting Goal

Subcontractor	Category I	Category II	Category III	Services Area
[Redacted]	X	X		CDBG and CDBG-DR
			X	Staff Augmentation
			X	Staff Augmentation
		X		Communications & Outreach
				Communications & Outreach
			X	Staff Augmentation

In addition to our New Jersey-certified small business partners, we identified nine other firms and consultants that offer specialized skills for this program:



The following are brief profiles of all of our subcontractors.

9.1.1 New Jersey-Based Small Businesses

- [Redacted] is a New Jersey-based small business that delivers a range of technical assistance, research and evaluation, program management, and IT services. Headquartered in Newark, NJ, [Redacted] has worked with several municipalities throughout the state of New Jersey in relevant areas such as HUD Consolidation Action Planning, community outreach, CDBG grant administration, data tracking, and data management. [Redacted] has close working relationships to various elected officials and to intermediary organizations that support them including the Cornwall Center at Rutgers-Newark, the Center for Government Studies at Rutgers-New Brunswick, the Rand Center at Rutgers-Camden, and the Urban Mayors Association at the John S. Watson Institute. Lastly, [Redacted] longest-standing client is HUD, as it has served as a prime contractor for several HUD engagements dating back to 2004.
- [Redacted] has serviced businesses in New Jersey since 1984. It is a certified Woman Owned Business Enterprise (WBE) and a Small Business Enterprise, with active members in the New Jersey Staffing Alliance, the United States Staffing Association, the Affiliated Staffing Group, the New Jersey Business and Industry Association of New Jersey as well as the local Chamber of Commerce.
- [Redacted] is a certified New Jersey small business specializing in IT workforce solutions and other staffing requirements. Its leadership team has successfully staffed and managed large-scale, long-term projects, including those with compressed lead times. The

company has demonstrated the ability to develop and execute a customized recruiting program tailored to meet evolving needs, coupled with an emphasis on employee retention. This helps achieve a high level of productivity throughout the life of workforce assignments, and is a major reason for its success.

- [REDACTED] is a minority- and women-owned business based in Florham Park, NJ. The nine-year-old firm is an integrated marketing shop that provides a full complement of communications activities including market research and analysis, advertising and media buying, public relations, and community outreach and event management. [REDACTED] experience includes educational and outreach campaigns for the Newark Public Library, New Jersey Department of Health and Senior Services/Quit2Win-Smoking Cessation Program, and New Jersey Department of Health and Senior Services/Speak Up When You're Down--Post Partum Depression Outreach. For the post-partum depression project, [REDACTED] executed a grassroots campaign regarding services offered by the state for women, distributing 136,000 public service palm cards to 858 locations throughout New Jersey's 21 counties.
- [REDACTED] is an award-winning national communications agency certified by the National Minority Supplier Development Council as a Minority Business Enterprise (MBE), the Women Business Enterprise National Council as a Women Owned Business Enterprise (WBE) and an LGBT Business Enterprise (LGBTBE) by the National Gay and Lesbian Chamber of Commerce. The firm designs, implements, and evaluates communications campaigns that transform perceptions to rebrand revitalizing cities, build relationships between public, private and resident stakeholders, and grow community sustainability and the vitality of the local economy. Its CEO, [REDACTED] is a Local Economy Fellow for Business Alliance for Local Living Economies.
- [REDACTED] a WBE located in East Brunswick, NJ, provides staffing on a local and national basis with an average of 3,500 employees paid weekly. The firm uses an in-house applicant tracking system that tracks staffing assignments and customer support. It has more than 500,000 resumes on hand focusing on office support, data entry, and other administrative and IT staff, and the company has supported multiple assignments helping firms rebuild after Superstorm Sandy.

9.1.2 Specialized Small Businesses and Consultants From Outside of New Jersey

- [REDACTED] a woman owned and minority small business, provides housing and community development consulting for governments, community development corporations, foundations, and other non-profit organizations. The firm's clients are located throughout the United States and its services include: real estate development; community development program design, planning and implementation; and non-profit capacity building.
- [REDACTED] is a national consulting and management firm that specializes in neighborhood revitalization and economic development. The firm conducts assessments of services and performs market surveys to identify opportunities for redevelopment; recommends neighborhood revitalization and economic development strategies; provides staff to help improve management systems; and offers training and technical assistance to build capacity of local staff. Capital Access is an experienced HUD technical assistance partner with expertise in CDBG, NSP and the HOME Program.
- [REDACTED] has supported Louisiana's Piggyback Program (combining CDBG disaster recovery funding and Low Income Housing Tax Credits) since

early 2006. Two [REDACTED] principals directly support Louisiana's CDBG-DR recovery efforts, and call on additional staff as needed, including underwriters, database technicians, environmental experts, and web programmers. In Louisiana, at the state's request, Compass also partners with a major law firm on recovery efforts. [REDACTED] also has experience supporting the Mississippi Governor's Office with a data project that tracks storm damage and recovery on a house by house basis using geo-coded information.

- [REDACTED] helps community development organizations develop strategic plans for neighborhood revitalization in both urban and rural environments. The company is a specialized provider of financial management solutions ranging from outsourced chief financial officer support to design and execution of complete accounting and management reporting systems. In addition to providing staff to support program management, [REDACTED] is proposed as our Finance Task Order Manager.
- [REDACTED] provides real estate finance support for neighborhood stabilization and community development, tax exempt and taxable bond financing, debt, equity, and affordable housing initiatives. The company manages relationships with the array of professionals involved in raising capital in the financial services industry and work closely with for-profit and not-for-profit developers engaged in Low Income Housing Tax Credit and mixed-income developments.
- [REDACTED] is a consulting firm that provides training and planning focused on healthy, energy efficient, green housing, and neighborhood planning. Its technical assistance and training addresses issues related to vacant and foreclosed homes and integrating ENERGY STAR requirements into planning.
- [REDACTED] led by [REDACTED] is a consulting firm providing organizational strategic planning, regulatory compliance, community development, and public-private financing solutions for a wide-range of small business, non-profit, and property developer clients. [REDACTED] previously served as Special Assistant to the City of New Orleans Office of Recovery & Development Administration in the aftermath of Hurricane Katrina. In this role, [REDACTED] supervised policy development to support the city's long-term disaster-recovery plan, including authoring policy frameworks to secure and use over \$400 million in CDBG-DR funding, in combination with other public and private funding sources, for public space and infrastructure reconstruction, blighted property removal, and neighborhood commercial and housing revitalization.
- [REDACTED] provides real estate development, organizational development, grant writing and other consulting assistance to nonprofit housing development corporations, tenant groups, cooperatives, developers, lenders, and city governments. [REDACTED] specializes in helping clients to develop affordable housing that involves a creative partnership between the public and private sectors. [REDACTED] was founded by [REDACTED] in 1983 who offers 30+ years' experience in housing and community development. He has worked for neighborhood-based organizations, state and local governments, national associations, and private lenders. [REDACTED] has worked on the financing of more than 4,000 units of affordable housing in 81 projects with a combined development cost of more than \$275 million.
- [REDACTED] is a small business consulting firm with a national reputation for its common-sense approach to economic development, community resiliency and post-disaster redevelopment planning and implementation. Formed in 2008, the firm provides strategic planning that helps entrepreneurs to develop critical business recovery and long-term economic redevelopment strategies following any economic disruption. It also advises

communities on how to conduct economic impact assessments, identify recovery programs and funding sources and prepare action plans for community engagement in recovery.

9.2 Subcontractor Management

ICF’s Program Manager is responsible for ensuring our team meets or exceeds small business subcontracting goals. Our strategy is to identify and secure the right subcontracting partner to meet technical requirements based on the nature of the task orders and capacity of the small business.

The Program Manager has the support of ICF’s corporate Small Business Director and our Director of Procurement and Subcontracts. The ICF corporate team provides subcontract administrative support and monitors the team’s ability to meet goals.

Our support for subcontractors starts by explaining to our partners how the task order process will work. Our goal is to partner with DCA to understand upcoming requirements. As task orders are released, we will reach out to our partners asking if they provide expertise in this area, and if so, we invite them to be a part of our task order response process. Our selection of subcontractors for a specific task order is based on five criteria; the small business partner must:

- Hold current and valid licenses to work in New Jersey, and if a registered New Jersey small business, they need to have a current New Jersey Small Business Enterprises (SBE) certification
- Have the required technical skills as specified in the task order and expertise necessary to provide comprehensive project support
- Bring housing or related community development expertise through work experience with federal, state, commercial, or nonprofit entities
- Complement the core capabilities of ICF and other subcontractors performing the work
- Certify that they do not have conflict of interest (COI) for performing work

Once a subcontractor has been assigned to a project, the ICF Program Manager will ensure their performance is monitored and their personnel are trained using the same process that we use for our own staff. Exhibit 9-2 lists the requirements identified in RFQ Section 1.5 for small business management, and the actions ICF has taken to meet these requirements.

Exhibit 9-2. ICF Uses Standard Operating Procedures for Subcontract Management

Required Action	How We Meet the Requirements	Action Complete
a. Locate eligible small businesses in Categories I, II, and III appropriate to the RFP	<p>We have already identified and signed teaming agreements with six certified New Jersey small business and six additional small business partners. Following award, we will issue subcontracts that will include provisions for flowdown requirements, team collaboration, customer satisfaction, and COI.</p> <p>For specific task orders, we will establish assignments detailing technical objectives, performance measures, schedule, and budget. Subcontractors will participate both by serving in integrated teams and by leading specific tasks. For all tasks led by subcontractors, ICF will maintain our responsibility as primary point of contact with DCA.</p>	√
b. Request a	To identify the small, NJ-based businesses for this proposal we:	√

Exhibit 9-2. ICF Uses Standard Operating Procedures for Subcontract Management

Required Action	How We Meet the Requirements	Action Complete
listing of small businesses by category from NJ Division of Revenue, Small Business Enterprise Unit	<ul style="list-style-type: none"> ▪ Downloaded the list from the Web site ▪ Reviewed the firm descriptions against the anticipated scope of work ▪ Interviewed firms that appeared to have the right mix of skill and experience ▪ Invited firms to submit their credentials to us ▪ Selected firms for participation 	
c. Record efforts to locate eligible businesses,	ICF's corporate subcontract and procurement group maintains records of our efforts to locate small business. We register small business company profiles and provide a database of potential partners to program managers and contract administrators. We introduce new programs and initiatives advantageous to small businesses and regularly look for ways that promote mutual revenue growth.	√
d. Provide all potential subcontractors with detailed information regarding the specifications	As task orders are released, the ICF PM and the ICF appropriate Task Order Manager for the assignment will provide task order specifications to our partners. We will hold conference calls to explain task requirements and mentor subcontractors on submitting task order response packages.	√
e. Negotiate with subcontractors submitting higher than acceptable price quotes	ICF's Program Manager and the ICF Task Order Manager leading the assignment will work with small business partners to negotiate responses to task order requests. For particularly large or complicated subcontracting negotiations, the PM will reach back to the ICF Small Business Director.	√
f. Obtain the consent of subcontractor to use name in response to the RFQ	ICF has secured signed commitment letters with the subcontractors named in this proposal. Copies of these letters are provided as attachments as part of Tab 10.	√
g. Maintain adequate records documenting efforts to achieve the set-aside subcontracting goals	<p>As a prime contractor for federal agencies, ICF is required to provide bi-annual reports to the Small Business Administration. ICF will provide similar reports to the state of New Jersey as required by this contract. Our Small Business Director monitors the submission of these reports and saves them in our corporate small business database.</p> <p>The Small Business Director also tracks small business participation to ensure that we meet our goals. If we are not, the Small Business Director in partnership with our PM will develop a good faith plan to address the small business program. This plan will be provided to the State Contract Manager for consideration. As required by this contract, the PM will provide a written request to substitute or add subcontractors for this program.</p>	√

9.3 Demonstration of Commitment to Small Business Targets

ICF has successfully managed contracts that include over 100 subcontractors. In our 40+ years of subcontractor management experience, we have demonstrated a strong commitment to small businesses. For example, ICF holds a current contract with the Department of Homeland

Security for Radiological Emergency Preparedness that includes 53 subcontractors, 40 of which are small businesses. Another example can be seen in our small business contracting for EPA, where for over 10 years we have been averaging 60% of our subcontracted dollars set aside for small business, surpassing our goal of 50%. The EPA office of small business subcontracting awarded us its Director's Award for a specific five-year program where 100% of our subcontracts went to small businesses. We propose to do the same under this program.

9.3.1 Participation in Mentor Protégé Programs

As a further sign of ICF's commitment to small businesses and especially those owned by minorities, women, veterans, and persons with a disability, we support multiple Mentor-Protégé relationships across a number of federal and state agencies. One of our protégé partners, at the Department of Health and Human Services, is [REDACTED] a New Jersey-based subcontractor for this project.

ICF was one of the first in industry to participate in the EPA's Mentor Protégé Program by mentoring a Small Disadvantaged Veteran Owned Business, [REDACTED] who has now graduated from the program and is thriving in the market as a large business. We mentored six other firms who graduated from this same EPA program, and are currently in the process of establishing a new mentor-protégé agreement with another firm, [REDACTED]. Additionally, ICF participated in the DHS Mentor-Protégé Program nearly from its inception five years ago. Recently, DHS approved ICF's third and fourth protégés—[REDACTED] an 8(a) and Service-Disabled Veteran-Owned Business, and [REDACTED] also an 8(a). ICF was also recently accepted into the Department of Veterans Affairs (VA) program. Our VA protégé company, [REDACTED] is a Service-Disabled Veteran-Owned Business.



Attachment Tab 6: Resumes

Certifications and Training

- National Incident Management System (NIMS)
- Incident Command System (ICS)
- Principal of Emergency Management
- State and Federal Disaster Response and Recovery Operations
- Standardized Emergency Management System (SEMS)
- Disaster Mitigation

Background

_____ has over _____ years of experience in program management and implementation of disaster assistance recovery and grant programs in leadership roles at the state, federal, and local level. During her _____ years with the _____ she served as a response and/or recovery operations manager for over 18 federally declared disaster events. _____ has worked or supported operations for all major catastrophic disaster events in the last 18 years including the Northridge Earthquake and Hurricanes Rita and Katrina, where she has served as Program Manager for all three FEMA disaster recovery programs (Individual Assistance, Public Assistance, and Hazard Mitigation Grant Program). _____ served as the _____ where she was responsible for _____ for the planning and day to day operations of _____ and for the _____ that inspected and assessed damage of multi-family and small rental units. _____ also assisted OCD in securing a _____

_____ She led the team that developed the _____

_____ and is currently supporting Superstorm Sandy recovery operations through the FEMA Public Assistance Technical Assistance Contract by deploying required staff experts into the field to assist with the recovery of public facilities.

Recent Experience

HOUSING AND COMMUNITY DEVELOPMENT BLOCK GRANT-DISASTER RECOVERY

NY-NJ-CT-PA Regional Catastrophic Planning Team (RCPT), Block Grant Playbook: Workbook and Programs for Catastrophic Housing and Community Recovery New York, _____

led this project to assist the RCPT in developing a concise set of up to 60 “off-the-shelf” actionable housing and community recovery programs summaries that provide state and local officials with an easy-to-use desk reference in the immediate aftermath of a disaster event. These programs will be funded using Community Development Block Grants (Disaster Recovery) that are provided by the Department of Housing and Urban Development (HUD). A Governmental Annex that is specifically geared towards government agencies includes program summaries that address the cost-sharing requirement for other federally funded disaster recovery programs. The remaining program summaries focus on addressing the most common unmet needs impacting the greatest number of people as quickly as possible. These program summaries not only address the wide range of possible eligible applicants (e.g., state and local governments, nonprofit organizations, and the private sector) and the needs of renters, single dwelling owners, rental property owners, governments, and businesses but also look at complimentary needs across the 60 program summaries. The ICF Team also identified waivers that are applicable to all programs in the Playbook, a summary of the process for obtaining these waivers from HUD in order to expedite distribution of program funds, developed a Waiver Request Form template to include all of the necessary information required to submit the request to HUD.

The Louisiana CDBG-DR Disaster Recovery Program, Baton Rouge, LA, _____ was the _____ where she was responsible for _____ for the planning and day to day operations of _____

_____ and for the Home Evaluation Team that inspected and assessed damage of multi-family and small rental units. She managed an \$830 million dollar budget and ensured compliance with program policy and HUD federal regulations. She instituted quality control procedures to ensure that the awards and determinations satisfied the requirements and guidelines of the federal and state regulations as well as program policy and design. _____

_____ also had executive oversight over the Office of Community Development Hazard Mitigation Grant Program (HMGP). She assisted OCD in securing a _____

RESPONSE AND RECOVERY PLANNING

Federal Emergency Management Agency Region IX-Southern California Catastrophic Earthquake Response Plan, Pasadena, CA, _____ In support of the Federal Emergency Management Agency the ICF Team worked to develop a multi-jurisdictional, scenario-based response operations plan for a catastrophic earthquake located on the southern San Andreas Fault in Southern California—a diverse area made up of eight counties and over 20 million people. _____ was the Project Manager leading the ICF team in providing technical assistance to facilitate the planning process, with over 1500 stakeholders that included state, local, tribal, non-governmental organizations and the private sector in drafting the planning documents. ICF, in support of the Federal Emergency Management Agency and California Emergency Management Agency, worked with the eight Southern California Operational Areas to identify resources, capabilities, and potential shortfalls in responding to the earthquake scenario. Activities included extensive stakeholder outreach to implement 17 integrated working groups, based on the Emergency Functions/Emergency Support Functions, to identify plan objectives, and develop the courses of actions to respond to the scenario and meet the plan objectives. As a result of the existing relationships and extensive outreach to the private sector task forces were formed in support of the plan’s concept of operations.

HAZARD MITIGATION

Governor’s Office of Emergency Services (State of California) Pasadena, CA, _____ was the _____ responsible for Los Angeles County projects as well as the _____ for all hazard mitigation projects in Southern California. She managed staff responsible for reviewing and evaluating Hazard Mitigation Grant Program (HMGP) applicant requests for project funding, supplemental funding, and noncompliance or non-performance of projects; and directed the development and evaluation of procedures to solicit, review, and award HMGP projects. She established an automated and manual system to monitor funded projects to completion, and developed policy recommendations to Executive staff on specific HMGP strategies.

PUBLIC ASSISTANCE

Governor’s Office of Emergency Services (State of California) Pasadena, CA, _____ As the Public Assistance Program Manager, _____ was responsible for daily reporting of public assistance program efforts in preparing, reviewing, and funding federal grant monies to assist eligible applicants in Los Angeles and Orange Counties to restore damaged facilities and public infrastructure. _____ managed 45 staff responsible for receiving and processing Public Assistance (PA) applications submitted for federal public assistance, as well as those submitted under the California Natural Disaster Assistance Act (NDAA). She developed appropriate policies, procedures, and mechanisms to process and track applications; ensured compliance with federal/state laws and regulations; made recommendations to FEMA regarding eligibility of private non-profit applicants; and provided applicants with technical advice and assistance related to the program application process. She directed the development, implementation, and management of applicant outreach policies, methods and programs to identify locate and inform potential applicants of the program’s availability. She oversaw development and dissemination of informational brochures, packets, and other material necessary to effectively transmit specific program information to potential applicants, regarding state/federal PA program availability, program rules, application procedures and forms, changes in the applicable laws, statutes, regulations, and other aspects of the public assistance process; and prepared correspondence related to program analysis. She also coordinated meetings and applicant briefings to provide current information and procedures related to public assistance. _____ conducted meetings and discussions with FEMA and applicants regarding appeals. She made presentations on disaster activities to executive



staff, local/public agencies and organizations, and professional associations. She developed work schedules; set workload priorities; monitored production and program deadlines; and identified problems and took corrective action.

INDIVIDUAL ASSISTANCE

Governor’s Office of Emergency Services (State of California) Pasadena, CA, [REDACTED] As the Individual Assistance Program Manager/ Deputy Individual Assistance Officer, [REDACTED] coordinated and administered the Individual Assistance Programs, including the Disaster Housing Program, the Individual and Family Grant (IFG) Program and Disaster Unemployment. She monitored activities that included reviewing requests for continued assistance, addressing appeals, and ensuring the eligibility decisions conformed to appropriate state and federal regulations. She also provided technical and procedural guidance to state and local officials on general and specific program eligibility. She conducted overall management of Individual Assistance activities for delivery of assistance to applicants in an expeditious manner and in accordance with Federal and state regulations, and program policy and directives. She communicated goals, objectives, policies, program plans, priorities, and assignments to personnel in addition to coordinating and collaborating with other federal, state, local and volunteer agencies in providing a timely and effective response to the disaster, delivery of disaster assistance programs and identification of unmet needs. She also conducted review and analysis of program and financial reports to evaluate the timeliness of services, work flow, and number and type of personnel required to meet operational needs taking into consideration space, telecommunications and automated equipment needs. She developed and initiated corrective action necessary to improve the effectiveness and timeliness of service. She provided federal and state regulation and policy clarifications to all personnel regarding disaster assistance procedures.

Work History

Company	Position	Years
ICF International Federal Emergency Management Agency California Science Center Governor’s Office of Emergency Services (CA)		



References

Title of Project: NY-NJ-CT-PA Regional Catastrophic Planning Team (RCPT), Block Grant Playbook: Workbook and Programs for Catastrophic Housing and Community Recovery New York

Title of Project: NY-NJ-CT-PA Regional Catastrophic Planning Team (RCPT), Block Grant Playbook: Workbook and Programs for Catastrophic Housing and Community Recovery New York

Title of Project: The Louisiana CDBG-DR Disaster Recovery Program

Title of Project: Governor's Office of Emergency Services- Individual Assistance Program

SUMMARY

Real estate finance professional experienced in neighborhood stabilization and community development, tax exempt and taxable bond financing, debt, equity, and affordable housing initiatives. Manage relationships with the array of professionals involved in raising capital in the financial services industry. Skilled at public presentations including selection as panelist at varied national, state, and local housing and real estate conferences.

PROFESSIONAL EXPERIENCE

Provide technical support to cities, counties, states, and non-profit grantees in the implementation of their neighborhood stabilization and community development initiatives. Assist non-profit developers and housing finance agencies on strategies to preserve and extend the useful life of the existing supply of affordable housing. Assist non-profit and for-profit developers obtain debt and equity for properties that use tax-exempt and taxable bond, federal and state based subsidy programs, and conventional apartment financing with Low Income Housing tax credits and private equity.

Worked as a principal with ICF International in the design of the Small Rental Property Program, targeted to repair or reconstruct properties in the state of Louisiana damaged in hurricanes Katrina or Rita.

- Initiated and structured relationships with lending institutions active in the rental housing market in the state of Louisiana. Negotiated the standard legal documents used for closing.
- Directed the structure and staffing of the division responsible for the review and underwriting of applications for federal Community Development Block Grant funds, as well as the group responsible for providing financial technical assistance to applicants attempting to rebuild and finance their rental housing properties.

Researched housing and community development links for a web based resource for the National Multifamily Housing Council, and provided technical guidance to public sector entities, development and financial service industry members on housing development, affordable housing preservation, real estate, and community development initiatives.

Directed the underwriting and acquisition of multifamily investments important to the housing and community development efforts of the company.

- Launched the multifamily tax-exempt and taxable bond purchase business, leading to the investment of \$10 billion of capital in over 1,200 transactions. Investments included \$2 billion of Military Housing investments, and \$1.3 billion of Redevelopment Authority bonds backed by special tax districts.
- Spearheaded efforts to expand multifamily investment opportunities with State and Local Housing Finance Agency and Redevelopment Authority customers.
- Directed the review and structuring of Seniors Housing investments that financed congregate and assisted living properties. Responsible for the origination of in excess of \$1 billion of Seniors Housing business.
- Led efforts to mitigate the risk position in affordable housing properties through the FHA/Fannie Mae Risk Sharing program. Initiated a partnership with the Rural Housing Service to

purchase loans and bonds that finance properties in rural areas of the country guaranteed through the Section 538 and Section 515 programs.

Managed the department responsible for all new multifamily and single-family tax-exempt bond financing, and the asset management of an \$850 million portfolio.

- Supervised all loan underwriting and multifamily portfolio management functions, including the development of financing techniques for new multifamily bond issues, and the analysis of appropriate credit enhancement mechanisms in order to access the capital markets.

Directed all new multifamily housing and affordable housing preservation efforts funded by the State Housing Finance Agency.

- Pioneered the creation of and acted as the principal of the Rhode Island Housing Equity Pool I and II, which were one of the first State based equity funds initiated in the country.
- Directed the administration of the low-income housing tax credit program, provided short-term land bank loans, and construction loans for first time homebuyers and rental housing programs.
- Assisted in structuring all bond financing for multifamily properties sold on the public market, pension funds, and private placements with the Federal Home Loan Bank Board.

Additional Positions

Additional experience includes underwriting loan requests in the state of Pennsylvania as well as managing the expenditure of Community Development Block Grant funds for housing related initiatives at the Allegheny County Department of Development, in Pittsburgh, Pennsylvania, and assisted in the creation of the Allegheny County Residential Finance Authority, in Allegheny County, PA.

EDUCATION

Additional Training: Attended the Fannie Mae Credit Academy for Multifamily Commercial property completed five real estate appraisal courses that were sponsored by the American Institute of Real Estate Appraisers, and the Harvard University Joint Center for Housing Studies training for housing executives. Attended courses in solar energy and the tax implications of green building and energy improvements.

AFFILIATIONS

- National Foreclosure Prevention and Neighborhood Stabilization Task Force
- National Capital Area Alzheimer's Association
- Maryland Affordable Housing Coalition; Green Building Institute
- Olney Boys and Girls Club; Youth AAU Basketball Coach
- Leadership Rhode Island
- Previously a member of the Town of Warren, Rhode Island Planning Board, and the Housing Committee of the Governor's Council on Mental Health, State of Rhode Island

Education

Background

██████████ has more than ██████ years of experience successfully working with both public- and private-sector clients across a number of industries and in his current role, he leads ICF's Energy Efficiency Reporting Team. ██████████ is experienced in conducting economic analyses and econometric modeling, delivering operational analytics, providing regulatory support, and optimizing and/or developing analytical information tools. These projects commonly involve analyses using large scale survey and administrative data, including a wide variety of population, environmental and housing datasets. The clients he has supported include a wide variety of federal agencies (e.g., Department of Housing and Urban Development (HUD), the Census Bureau, the Environmental Protection Agency, the Department of Agriculture, Freddie Mac Corporation, Nuclear Regulatory Commission, Department of Homeland Security, National Aeronautics and Space Administration) as well as state's and state agencies (e.g., State of Louisiana CDBG-DR Disaster Recovery Program, State of Mississippi) and private sector clients (e.g., MD electric utilities, healthcare associations). Typical projects include the following: research and market simulations; development of energy efficiency performance measurement tools; quality control for Census and other agency's datasets; development and maintenance of data codebooks; analyses of proposed rules; and regulatory and handbook development, among others.

Recent Experience

RESEARCH AND ANALYSIS TECHNICAL SERVICES

██████████ provided analytic support to the State of Louisiana for its CDBG-DR Disaster Recovery Project from ██████████. The foundation of effective analytics (e.g., business intelligence metrics, complex statistics and econometrics) and the underlying analytic programs require the integration of complex, heterogeneous data sets. For Louisiana's efforts, this meant establishing a data clearinghouse with matching routines that processed millions of data points from federal, state, local and commercial data providers through a data integrity engine, resulting in a complex set of normalized data. The analytic team provided a range of analytic support to the State utilizing this normalized universe. Examples of analyses performed by ██████████ team included developing a new "bottom-up" financial model to assess program expenditures; duplicate applicant checks and fraud analytics, comparisons of applicant data to other datasets in order to assist with locating outreach efforts; and creating estimates of the total universe likely to apply to the program. Each of these analyses required a unique set of analytic programs to be written, using the intelligent application of various technologies, including SPSS and SAS, MS Access, MS Excel, MS Visual Basic, MS SQL Server, Oracle, Oracle Discoverer, Business Objects and the integration with ESRI's ArcGIS Server to provide geospatial analyses and cartography.

State of Louisiana Katrina Analyses, ██████████ For the State of Louisiana Office of Community Development (OCD) and in conjunction with Louisiana Recovery Authority (LRA), ██████████ and his analysis team provided ██████████. The support provided by ██████████ and his team included performing financial modeling of different policy options, constructing alternative financial models, and updating the primary model as new information and data sources were identified. He and his team also worked to gather new and improved datasets (e.g., FEMA, National Flood Insurance Program) and once the data were in-hand, carefully reviewed each to ensure the data were understood and of adequate quality prior to their use. These analyses were performed using a number of software and statistical packages, depending upon the particular analytic need (e.g., SAS, MS Excel, MS Access, and SPSS).

HOUSING RESEARCH AND EVALUATION

Analytical Support for the American Housing Survey, [REDACTED]

[REDACTED] for HUD's Office of Policy Development and Research to ensure the usefulness of the AHS, and also conduct additional research using the AHS. His AHS team won contract re-competes from [REDACTED]. Tasks performed each year included performing Quality Control of the AHS, updating of the AHS codebook, and assisting with the contract-specified research tasks and reports. These have included research producing reports on overcrowding, how to improve the accessibility of the AHS, commuting patterns and the US housing stock, and housing consumption by elderly residents. Prior to his managing the AHS tasks, [REDACTED] also participated in the [REDACTED] quality control efforts. His tasks included testing the pre-released data for consistency and accuracy as well as updating the documentation accompanying the data once it was publicly released.

SELECTED EXAMPLES OF HEALTHCARE RESEARCH

While employed with [REDACTED] supported a wide variety of private sector clients. The work performed by staff at [REDACTED] is at the nexus of the public and private sectors and provides data-driven, independent, non-advocacy analyses to clients in the healthcare industry. A key part of [REDACTED] work included translating and modeling changes in Medicare reimbursement published by Centers for Medicare and Medicaid [REDACTED] during its annual rulemaking cycle. He also led focused staff teams analyzing CMS data to address client-specific policy questions both within and outside the annual update cycles. Examples of selected other projects include:

- For Post Acute Care (PAC) association and Skilled Nursing Facilities (SNF) showed how CMS could bundle PAC services for reimbursement. Analyses served as "early warning" guidance of where CMS could direct its reimbursement methodology given the Affordable Care Act. Information enabled members to pro-actively change business practices and assess new business opportunities. Created financial models for select SNF clients who applied to CMS' Bundle Payments for Care Improvement, Model 3 application. Models required 100% Medicare claims data – i.e., created multiple databases with hundreds of millions of records.
- For two national healthcare associations, analyzed CMS' proposed End Stage Renal Disease rule showing that a critical assumption was invalid. The associations submitted our findings to CMS and subsequently, CMS chose not to implement its proposal. Their decision kept more than \$250 million in the prospective payment system for the industry.
- For a large hospital chain, replicated an analysis initially conducted by staff from the New York Times. Our analysis demonstrated the hospital chain's performance was not below that of other hospitals and was used to successfully respond to questions from the U.S. Senate Finance Committee that arose from the New York Times article.

Relevant Publications and Presentations



Work History

Company	Position	Years
ICF International The Moran Company ICF International		
Marine Policy Center, Woods Hole Oceanographic Institution Department of Resource Economics, University of Rhode Island Waquoit Bay National Estuarine Research Reserve		

References

Title of Project: Selected Examples of Healthcare Research



Education

Background

has 30 years' experience managing large, complex civilian programs and military operations in challenging environments with demanding performance requirements. At ICF, served in a senior leadership role in establishing and managing a support contract to the State of Louisiana as part of this nation's largest disaster recovery effort in the wake of Hurricanes Rita and Katrina. has been leading the consolidation and modernization of ICF's business process outsourcing and contact center projects and resources into ICF's Martinsville, Virginia operations center. has effectively applied his Program Management skills to ICF client facing projects and company contact center operations improvement initiatives. as he is affectionately called, has a well earned reputation as a go-to person when decisiveness, discipline, and capable leadership is needed to meet critical challenges and create sustainable and resilient solutions over the long run.

Recent Experience

Martinsville (ICF International). currently serves as The center has 250 employees and delivers implementation services for a range programs, including call center operations, document processing, survey administration, and other repeatable functions. As the center Director, is responsible for the design and implementation of the IT data center and the overall quality of all services provided and, with his team, has streamlined processes for many clients to create efficiencies.

Among the programs served by the Business Operations Center are two Disaster Recovery projects. "Rebuild Western Massachusetts" was established in 2011 by the Massachusetts Department of Energy Resources, in partnership with the Massachusetts Clean Energy Center, to provide incentives and grants, subsidized construction loans for energy improvements and technical assistance to help homeowners, businesses and municipalities that sustained damages caused by the 2011 tornadoes in Western Massachusetts. New York State Electric and Gas Company Emergency Economic Development Program (NYSEG), started in 2011 as a result of Hurricane Irene and Tropical Storm Lee, and provided electric and gas infrastructure incentives. ICF efficiently and cost-effectively processes, evaluates and fulfills both paper and electronic applications for rebate payments, low and no interest loans, and grants.

Deputy Program Executive, State of Louisiana CDBG-DR Disaster Recovery Program, had program leadership responsibility for this \$8 billion housing recovery program. He managed 2,800 employees from 64 subcontractors across 14 housing assistance centers to distribute grants to assist residents in rebuilding following Hurricanes Katrina and Rita. During Start-up, Al led efforts to locate and build-out the infrastructure necessary to support the program, including 10 housing assistance centers. He served on the Change Control Board that managed implementation of more than 100 policy changes.

with the State of Louisiana's Office of Community Development and state legislature, and met multiple times weekly to review progress of the 188,000 applications processed, implement 179 policy and procedural changes, and present updates. The Louisiana CDBG-DR Disaster Recovery program required a 400 agent call center operation. More than 6 million calls were logged by call center agents over the life of the three year program. IVR systems were utilized to provide a multi-tiered response capability for applicants. Escalated calls were routed to specialty areas such as Insurance, FEMA, Home Inspections, and Case Managers. A robust QA program utilized recording capabilities to provide instant agent feedback to insure quality. A key challenge was the frequent changes to the program, which resulted in a continual retraining program to keep the agents current. Abandoned rates averaged 4% or less. Queues were set up to afford the option of leaving voice mail. All voice mails



were retrieved and returned at half past the hour during the day. Overnight voice mails were returned at start up each morning. The contact center had two shifts that ran from 8am till 8pm, seven days a week. A comprehensive COOP was established when the program was initiated and had to be activated twice for two hurricanes. On both occasions the center maintained connectivity and reactivated full service within days with no loss of data.

also assisted in the integration of the IT systems for the program. Ultimately, ICF managed over 18 Terabytes of information. The Data Warehouse produced over 2,000 reports per month, and 3.5 million documents were stored and securely reproduced on demand by agents in 13 locations throughout the state and in Virginia. Tiered levels of security were required to insure the privacy of the Personally Identifiable Information provided with each application and the financial transactions recorded with each record. Multiple audits by the Louisiana Legislative Auditors, SAS-70, and KPMG, assessed and validated the security of the data.

During Operation Iraqi Freedom, served as the

During his second tour served as the Civil Military Operations After combat operations regained control of the city he was responsible for establishing the humanitarian aid locations in and around the city. Primary duties included the supervision of multiple contractors utilized to remove debris and reestablish basic utilities to include electricity, water, and sewage. The elections of national and local officials was implemented during this time frame. for the Ministry of Public Health, the Ministry of Religious Affairs, and the Iraqi Red Crescent. In this capacity he worked closely with civilian and military officials in the restoration of the city infrastructure . Post deployment responsibilities included surveillance and monitoring of Marines for stress related issues.

Work History

Company	
ICF International	
USMC	
Alpha Research, Inc	

References

Title of Project: Louisiana CDBG-DR Disaster Recovery Program
Title of Project: Operation Al Fajr Restoration of Fallujah Iraq
Title of Project: NYSEG



Education

Background

lives in New Jersey and has over years of experience managing communications, marketing, and public outreach campaigns. Prior to joining ICF, Her most recent disaster recovery work was providing emergency social media and customer communications strategic support for the

After the September 11 terrorist attack in New York, she worked in the Emergency Response Command Center coordinating information for elected officials and the media, as part of the Metropolitan Transportation Authority communications team.

has proven expertise in developing outreach programs on a range of issues. Her experience in managing public awareness and outreach programs has resulted in increased participation and public recognition for a number of initiatives. She is also an experienced writer, public speaker, and project manager with strong knowledge of strategic planning, legislative relations, and public policy.

Recent Experience

New York State Department of Transportation, TDM Contracts – 511NY Rideshare,

Develops communications strategy and manages marketing and outreach support for three field teams across a 13 county region in the highly congested New York metro area. Communications liaison between the field outreach teams, management team, and the client, overseeing the development of local and integrated creative collateral. Facilitates the marketing review and approval process, which involves coordinating with multiple decision-makers and stakeholders.

New York State Department of Transportation, Statewide TDM Program,

Leads a strategic effort to migrate New York State’s “Clean Air NY” brand and program under its 511NY platform, which includes conducting best practice research on national air quality awareness programs, evaluating technology and messaging platforms, and developing a communications implementation plan based on findings. Manages the development of a statewide Online Media Portal which will serve as an information clearinghouse and marketing tool to provide educational and promotional materials supporting TDM to statewide stakeholders.

City of New York and Environmental Defense Fund, NYC Clean Heat project,

Worked collaboratively with client and program team to develop and implement a multi-channel campaign in summer that included paid search, banner and print advertisements in business journals for New York real estate professionals, and a direct email campaign. The marketing campaign was successful at reaching its goal of driving large amounts of traffic to the NYC Clean Heat site, and the email campaign achieved click-through and open rates nearly three times higher than the industry average. Banner ads generated nearly 2,000 new visitors to the site in a six week period.

WBE-certified, consulting practice specializing in local, grassroots communications for clients in the transportation, environment, and small business space. Wrote and produced monthly customer newsletter and planned special events for a community-based environmental group committed to improving sustainability through awareness and education. Provided media monitoring, analysis, and reporting for Harbor Experience Companies/New York Water Taxi, to support launch of new product. Developed brand and collateral for CommuterLink’s Go Green Rewards program which provided customer incentives for choosing green transportation options.

TransitCenter, Inc., [REDACTED] Promoted TransitCenter's mission of encouraging transit use to improve air quality. Implemented an online B2B marketing strategy that increased web traffic and generated business leads through a micro-site with downloadable White Papers on corporate sustainability and environmental responsibility. Initiated key partnerships with Earth Day New York and the Staten Island Ferry to cross-promote the environmental and cost-saving benefits of public transit. Spearheaded a public relations strategy to promote TransitCenter's mission through high-profile corporate recognitions such as the NYU Rudin Center Awards, APTA AdWheel Awards, Best Workplaces for Commuters, and CEO speaking engagements. Served as spokesperson before the New York City Council, New York State Legislature, New York Metropolitan Transportation Council, Association for Commuter Transportation, and U.S. EPA's Best Workplaces for Commuters. Produced and edited a quarterly newsletter for employers in the tri-state region, with information about tax-free commuter benefits, legislative updates, and transit industry news.

Relevant Publications and Presentations



Professional Affiliations

American Marketing Association

Work History

Company	
ICF International	[REDACTED]
Tamrac Consulting, LLC	[REDACTED]
TransitCenter, Inc.	[REDACTED]
New York State Metropolitan	[REDACTED]
Transportation Authority	[REDACTED]



References

Education

Background

She leads a team of highly skilled consultants that provide accounting, financial management, consulting and training solutions focused primarily in the non-profit and government industries. Since establishing in the metropolitan Detroit area, the company has compiled an impressive list of clients.

The firm has expanded to include a number of well recognized and highly qualified consultants whose experiences are deeply rooted in fiscal affairs in the community development industry. and its team members are well established having worked in all levels of the community development delivery system including community development corporations in many cities in the southern, mid-west and East Coast regions; national CDFIs including LISC and NeighborWorks; major investors such as the Kellogg Foundation and numerous local, state and quasi-government agencies, land banks, redevelopment/port authorities funded by HUD.

Prior to starting her own business, spent nearly working in high-level local government and non-profit positions. She was the

While for the acted as the for many subsidiary organizations including the

Recent Experience

State of New Jersey / ICF, Superstorm Sandy Disaster Relief Initiative provided technical assistance and advice to State of New Jersey on the design of financial systems to administer CDBG-DR funds. She developed process maps for cash management, budgeting, voucher processing and DRGR management. provided recommendations on staffing levels to initiate the program and methodologies to streamline work. During just a few brief weeks on the ICF technical assistance team, and her team were quickly able to address several accounting issues, facilitate a successful meeting with sub-grantees on financial management rules and regulations, and provide a level of clarity and enlightenment around a number of financial functions necessary to carry-out CDBG-DR activities.

City of St. Paul / Local Initiative Support Corporation | Managing NSP Funds, assisted the City of St. Paul with expenditures of over \$30M in NSP funds, redesigned service delivery systems to streamline operations and achieve expenditure deadlines. She developed a disposition of NSP purchased properties and assisted grantee with selection and implementation of data management tools to track NSP expenditures.

City of Flint – Technical Assistance, is a key member of the HUD OneCPD technical assistance team to redesign the community development service delivery system for the city of Flint. She helped lead the strategic planning effort that identified key priorities for Flint and community development partners. Under her direction, assessed the capacity of local CDCs, conducted a work-out strategy for a troubled real estate portfolio, developed an indirect cost rate and implemented a new staff time tracking system to charge HUD grants with personnel expenditures.



Work History



References



Education

Background

is a with years of delivering “one-on-one” technical assistance, providing training, developing written products and research papers, conducting research and managing projects and teams. has professional expertise covering affordable housing, disaster recovery, community development, urban planning, and sustainability. She is an expert in neighborhood revitalization, performance measures, organizational capacity of non-profits, and has significant experience with CPD programs such as CDBG, NSP, HOME, as well as CDBG-DR—expertise gained as a Disaster Recovery Specialist at the U.S. Department of Housing and Urban Development’s Office of Block Grant Assistance (HUD/OBGA). She ran multiple CDBG- and HOME-funded programs for small cities in northern California under the State CDBG program, and also worked on planning and affordable/workforce housing issues nation-wide.

Recent Experience

Technical Assistance Director, ICF,

- on contracts totaling \$14+ million with the U.S. Department of Housing and Urban Development (HUD) for an innovative, integrated, practitioner program to provide comprehensive, assessment-based, outcome-focused training and technical assistance to build sustainable grantee management systems and organizational capacity through a cross-program approach (OneCPD Transformational Initiative). Most recently, completed the Disaster Recovery Toolkit (forthcoming publication) for HUD/OBGA: a first-edition interactive product to assist CDBG Disaster Recovery grantees in assessing their needs, describing program design and policy considerations, and detailing implementation processes for common disaster recovery programs (e.g., buyout).
- For HUD’s Community Planning and Development programs (CDBG, HOME, NSP, Disaster Recovery), provides key technical assistance to cities, states, and nonprofits across the country for affordable housing and community developing, including performance measures, regulatory and statutory requirements, program design, and place-based approaches.
- Lead on a \$700k subcontract with HUD’s Office of Sustainable Housing and Communities to provide technical assistance and training on performance metrics, as part of a larger evaluation team of HUD/EPA/DOT Sustainable Communities Initiatives.
- Provides analysis and expertise on Livable Community principles and indicators as part of a crosscutting team assisting with the development of the Southern Tier (NY) Regional Sustainability Plan.

Project Director on Sustainability and Place-Based Strategies, Urban Land Institute,

- Lead and organized a team of stakeholders that formed a consortium and successfully applied for and obtained a \$4.25 million HUD/EPA/DOT grant to support the Sustainable Communities Grant Initiative program across a seven-county region in southeast Florida.
- Authored and served as principal researcher of the award-winning, three-part Housing and Transportation Costs “Burden” Series that provided a comprehensive “cost of place” within three regions – San Francisco, Boston, and Washington, D.C.
- Served as national representative to the Reality Check exercise—a dynamic tool for building regional consensus related to growth issues—for the Puget Sound and Kansas City, MO regions.
- Managed ULI’s \$3.15M T/TA award and delivered on-site technical assistance, remote assistance, conducted training sessions and developed written materials designed to help improve NSP grantees and their partners in the efficiency of housing and community development initiatives for place-based strategies.



Project Director, Terwilliger Center for Workforce Housing, Urban Land Institute, [REDACTED]

- Created and implemented key initiatives of the Washington DC Regional Action Plan for Workforce Housing as a founding staff member of the Terwilliger Center for Workforce Housing, an initiative to increase production of mixed-income housing as a key component of sustainable development and livability.
- Developed and implemented multiple policy roundtables on topics such as sustainable communities and transit-oriented development.
- Conducted national forum titled “Financial Workforce Housing in a ‘Stimulated’ Economy” to provide timely information for national and local level public officials on the potential of workforce housing in the new economy.
- Delivered technical assistance to developers and planners on financing mixed-income housing, affordable housing as a component of corridor planning, and TOD.

U.S. Department of Housing and Urban Development, Senior Advisor to Assistant Secretary of the Office of Community Planning and Development, [REDACTED]

- Reviewed and approved disaster action plans involving \$16.7 billion in supplemental CDBG funding for the Gulf Coast recovery; provided technical assistance to grantees by interpreting regulations, eligible uses, financial reporting and performance measures.
- Authored key statutory and regulatory waivers to minimize barriers to redevelopment. Authored congressional testimonial and conducted congressional briefing for principal staff.
- Oversaw the development of HUD’s disaster reporting system, including the performance metrics, currently being utilized in stimulus funding reporting.

Work History

Company	Position	Years
ICF International	[REDACTED]	[REDACTED]
Urban Land Institute	[REDACTED]	[REDACTED]
Urban Land Institute, Center for Workforce Housing	[REDACTED]	[REDACTED]
U.S. Department of Housing and Urban Development	[REDACTED]	[REDACTED]
Mercy Housing California	[REDACTED]	[REDACTED]

References

Title of Project: Technical Assistance Director
[REDACTED]
[REDACTED]
[REDACTED]

Education

Background

_____ has over _____ years of environmental experience working with the National Environmental Policy Act and related federal laws and authorities. She is also an expert in the U.S. Department of Housing and Urban Development's (HUD) environmental compliance regulations because of her many years of employment as a HUD Environmental Officer. Her duties included providing principal leadership and decision making for dealing with inconsistencies between program rules and environmental requirements that could be troublesome to the responsible state and local entities; maintaining liaisons and coordination with other HUD divisions and the Regional Director to ensure the effective delivery of HUD's programs and services; coordinating and developing annual work plans to ensure recipients of HUD assistance received essential environmental services; and analyzing the way recipients of HUD assistance carry out their contractual and program requirements. She provided technical assistance and training to HUD staff, and to cities, counties, states, and Indian tribes receiving Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), McKinney Homeless Assistance Programs, Housing Opportunities for Persons With AIDS (HOPWA), Self-Help Homeownership Opportunity Program (SHOP), Native American Housing Assistance and Self-Determination Act (NAHASDA), public housing and other HUD program funds. Additional responsibilities included monitoring recipients for environmental compliance, and establishing and maintaining intergovernmental relationships with the U.S. Environmental Protection Agency, Advisory Council on Historic Preservation, State Historic Preservation Officers, and state environmental agencies.

Since her retirement from federal service in _____ has been providing technical assistance and training on environmental compliance requirements to HUD staff and recipients of HUD assistance, including cities, counties, states, Indian tribes, and tribal housing authorities. She has provided these services throughout the United States (including Alaska and Hawaii). Trainees have included recipients of HUD assistance from programs administered by HUD's Office of Community Planning and Development (CPD), Office of Public Housing, and Office of Native American Programs (ONAP).

Recent Experience

Environmental Compliance. Since _____ has been the lead technical advisor to ICF staff regarding HUD's environmental review requirements (24 CFR Parts 50 and 58), NEPA, and the federal laws and authorities. She has provided her expert advice for a variety of projects across many jurisdictions using HOME, CDBG, NSP and other HUD funds. Her advisory work includes disaster recovery related work as described below.

New Jersey Disaster Relief Technical Assistance (TA) _____

_____ is a member of the ICF team of experts providing technical assistance to the State of New Jersey on its recovery efforts using Community Development Block Grant Disaster Relief (CDBG-DR) funds that were provided by HUD following Superstorm Sandy. Her role is to utilize her knowledge and expertise about HUD's environmental compliance requirements (24 CFR Part 58), the National Environmental Policy Act, and related federal laws and authorities to provide advice to the Department of Community Affairs (DCA), Department of Environmental Protection (DEP) and related state agencies regarding how to effectively implement their environmental and historic review responsibilities in the disaster setting. Her task includes providing advice on topics such as applicable federal environmental requirements; options for streamlining or coordinating the environmental review process and timeline; required compliance documentation; developing or sharing sample forms, procedural documents, checklists or other tools; and assisting DCA and its partners to develop a tiered environmental review process.

Technical advisor for the Louisiana CDBG-DR Disaster Recovery Program _____ was the lead technical advisor on environmental compliance issues related to the State of Louisiana's CDBG-DR Disaster



Recovery Program where Community Development Block Grant (CDBG) funds were used for disaster recovery efforts related to hurricane damage that occurred in [REDACTED]

Work History

Company	Position	Years
ICF International U.S. Department of Housing & Urban Development U.S.D.A. Forest Service	[REDACTED]	[REDACTED]

References

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Education

Background

Marketing specialist with more than [redacted] years of professional experience. Having worked in the government and corporate arena as well a news and special projects writer for a major media chain, she possesses excellent planning, administrative and leadership skills coupled with an instantaneous grasp of complex situations and ability to strategize while implementing multiple campaigns and projects. During her tenure with the City of Newark, she coordinated the communications effort for the City in the aftermath of the September 11, 2001 attacks on the World Trade Center—Newark was a major staging area for people injured in the blasts and handled media. She also managed outreach efforts when a small plane crashed in a Central Ward neighborhood killing all on board and two residents. As Newark’s communications director, she was an integral part of the City’s Emergency Management Team taking part in all exercises and drills in preparation for an emergency.

Recent Experience

Biosecurity For Birds Public Awareness Campaign, U.S. Department of Agriculture Animal and Plant Health Inspection Service [redacted] Created in response to an outbreak of Avian Influenza and Exotic Newcastle Disease, the Biosecurity For Birds project was a national educational campaign in which I am responsible for oversight of advertising and media design and buys, media placement and strategic partnership outreach, website design, an online contest, and annual calendar in English and Spanish and a recent webinar that drew the maximum number of registrants. Outreach is conducted to hundreds of hatcheries, university extension services, backyard poultry owners, veterinarians, 4H clubs, Future Farmers of America and bird lovers.

Virtual Meetings on Genetically Engineered Freeze Tolerant Eucalyptus, U.S. Department of Agriculture Animal and Plant Health Inspection Service [redacted] Manage a year-long series of first time online virtual public comment meetings and the development of a website for APHIS’ Biotechnology Regulatory Services.

Focus On Fish Health Public Awareness Campaign, U.S. Department of Agriculture Animal and Plant Health Inspection Service [redacted] This campaign was launched to stanch the spread of viral hemorrhagic septicemia, an invasive disease decimating the native fish population in the Great Lakes. To help educate boaters and anglers, I developed a multi-tiered campaign based on information gathered from one-on-one interviews with more than 30 professionals, government and tribal representatives involved in fishing or boating and from focus groups conducted in Michigan and Wisconsin. Provided outreach to non-profit and tribal organizations, boating and fishing groups, waterfront communities, marine academics and summer camps via flyers, billboards, signage and a PowerPoint encouraging proper disposal of fish, fish products and bilge water. Produced an animated video that won an Ad Council Award and was shown in movie theaters in the targeted states.

Workforce Recruitment Program, U.S. Department of Labor, Office of Disability Employment Policy [redacted] WRP provides internships and permanent employment for college students and recent graduates with disabilities. [redacted] designed a new logo, organized and conducted a major employer event and national *I Am the Workforce Photo* contest for employees with disabilities, created two major data bases that receive bi-weekly emessages written by [redacted] and organized four webinars for the program’s targeted audience.

America’s Heroes at Work, U.S. Department of Labor, Office of Disability Employment Policy [redacted] Provided educational information, resources and outreach to private businesses, corporations and organizations encouraging them to hire returning Veterans from Afghanistan and Iraq who have incurred Traumatic Brain Injury and/or Post Traumatic Stress Disorder. [redacted] refreshed AHAW’s website, redesigned and rewrote collateral materials, developed a speaker’s bureau and program to recognize outstanding employers, created a PowerPoint for member agencies to show to constituents and provided public awareness to corporations and



governmental and non-governmental organizations across the country.

Work History



References



Education

Background

years of experience includes three years implementing the largest disaster recovery program in U.S. history and more than 10 years managing contract support to large federal programs. This experience gives him the skills and knowledge to successfully manage this contract and provide sound strategy advice to DCA.

served on the senior management team for the Louisiana CDBG Disaster Recovery Program. He currently is managing a large contract with DOE's Office of Electricity Delivery and Energy Reliability.

managed information management and reporting for a Department of Agriculture program to stimulate broadband expansion into underserved areas in the United States. From provided senior program management support to the Department of Energy and the Department of Homeland Security. He also has worked in the areas of risk analysis, training, and outreach. He has published more than 20 peer-reviewed scientific papers and holds a Secret security clearance. His recent experience relevant to this contract is presented below.

Recent Experience

CDBG-DR Disaster Recovery Project, State of Louisiana, served on the senior management team for a \$912 million contract to manage disbursement of approximately \$8 billion to qualified homeowners and landlords affected by Hurricanes Katrina and Rita. The program scope included housing, rental, and hazard mitigation. More than 180,000 applications were received, and ICF awarded more than 120,000 grants to homeowners. has climbed the steep learning curve for how to successfully implement a program of this scope, and his strategy advice to DCA will be informed by the lessons learned from this experience.

- *Successfully managed a similar scope of work, including grant administration.* Served as Director of Operations with responsibility for managing more than 1,500 staff, 14 housing assistance centers, a call center, and all aspects of application processing and grant disbursement. Worked closely with all other project leads, including the Program Management Office, policy, communication/outreach, IT/data/reporting, home appraisal, damage assessment, title, anti-fraud, and constituent services, as well as special teams such as LMI determination and mobile home appraisal.
- *Managed changes in program policy.* Served on the Change Control Board which governed implementation of more than 100 policy and procedure changes enacted after program launch; implemented changes in operations procedures in response to these changes.
- *Developed project measurement measures.* Developed and negotiated contract performance measures for ICF and served as an expert witness in litigation
- *Communicated program information.* Worked closely with program leads for communication and community outreach to help inform the public about the program; developed and refined a daily report to the Governor on the status of application processing; refined a program dashboard that tracked key metrics such as percent of dollars to LMI households and estimated the number of applicants that could be served by available funds.
- *Conducted data analyses to inform policy decisions.* Developed procedures to use data from damage assessments to determine eligibility of approximately 15,000 applications that could not be processed due to missing data from FEMA assessments; demonstrated that replacing a complex formula for home elevation grants with a simple lump-sum grant would not result in overpayments.
- *Stood up and stood down contract support.* Helped successfully launch and staff the Homeowner and Rental programs; developed reconstruction and rehabilitation standards for the program; planned major workforce reductions as ICF's contract support wound down.
- *Implemented program efficiencies.* Improved operational efficiency, cutting months off of the projected schedules for conducting intake appointments with homeowners and calculating and disbursing awards. Worked with the IT

lead to evolve the grants management software to speed processing and automate the grant disbursement process.

- *Responded to audits.* Prepared written reports and provided interviews to multiple program audits from federal and state agencies.

Technical, Information Technology (IT), and Management Support, Department of Energy Office of Electricity Delivery and Energy Reliability (OE) [REDACTED] is responsible for managing approximately half of this \$47 million contract to provide technical, IT, management, and general administrative and logistics support to the OE. Areas of support include transmission planning and reliability, cyber security and IT governance, administrative and records management, human capital and strategic planning, communications and website management, infrastructure and energy restoration, smart grid investment, and research and development. This experience has honed [REDACTED] abilities to manage a complex scope of work involving more than 20 ICF business groups and oversee approximately 20 ICF staff serving onsite at OE in a staff augmentation role.

- *Successfully managing a complex scope of work.* Prepared Management Plans and Cost Proposals for nine Tasks and managing more than 12 concurrent Tasks involving staff from more than 20 ICF business groups, including onsite staff augmentation.
- *Increased knowledge of energy efficient construction.* Helped start up a Task managing the Better Buildings Challenge aimed at reducing energy use in commercial buildings by 20 percent via implementation of energy efficiency upgrades.
- *Provided outreach and technical to Indian Tribes.* Performed an innovative geospatial and power flow analysis to assist the DOE Office of Indian Energy Policy and Programs better understand the potential for developing renewable energy on Tribal lands; also provided technical support for specific projects.

Broadband Initiatives Program, U.S. Department of Agriculture Rural Utilities Service (RUS), [REDACTED] managed information technology and reporting support for this \$51 million contract with the USDA Rural Utilities Service (RUS). This program, part of the American Recovery and Reinvestment Act, provided more than \$3 billion in grants and loans to stimulate broadband expansion into underserved areas in the United States. [REDACTED] successfully implemented the lessons learned from Louisiana to anticipate the types of information needed for RUS to manage the program, assemble and QC the required data, and provide accurate, complete reports on an as-needed basis in near real-time. He will bring these lessons learned to DCA as well.

- *Provided data tracking, management, and grants administration.* Developed and maintained systems to track applications through the review and award process and provide RUS and the White House with reports on the status of the applications being reviewed. Established a robust reporting capability for rapidly and accurately responding to a wide variety of inquires about the number and status of applications. The RUS Administrator personally thanked [REDACTED] in writing for developing the capability to rapidly provide accurate reports and to maintain discretion when dealing with sensitive issues.
- *Managed environmental reviews.* Managed a team of specialists who worked on-site at USDA in a staff augmentation role to coordinate with other federal agencies, State Historic Preservation Offices, and Tribal governments to ensure that the proposed projects are in compliance with Section 106 of the National Historic Preservation Act and the Endangered Species Act.
- *Transferred knowledge and tools to USDA.* Developed a set of dashboards that allowed RUS management to monitor implementation at the program, recipient, and individual project level; rapidly identify problems; and perform corrective action before reaching a crisis point. Also developed a set of workbooks and procedures that streamlined grant management and were scalable to a program that grew from 30 recipients to more than 300 recipients. USDA is currently programming the functionality of these dashboards and workbooks into their corporate management systems to ensure the continued use of this knowledge and efficiency.



Work History

Company	
ICF International	
Pacific Northwest National Lab	
ICF Incorporated/ICF Clement	
University of Washington	
Rockefeller University	
University of Oxford, England	
Cornell University	

References

Title of Project: Technical, Information Technology (IT), and Management Support, Department of Energy Office of Electricity Delivery and Energy Reliability (OE)

Title of Project: Broadband Initiatives Program, U.S. Department of Agriculture Rural Utilities Service (RUS)

Title of Project: Louisiana CDBG-DR Disaster Recovery Program, State of Louisiana

EXPERIENCE

[REDACTED] that provides housing development, feasibility and market analysis, grant-writing and other consulting assistance to nonprofit housing development corporations, tenant groups, cooperatives, developers, lenders, and city governments. Specializes in projects involving a complex mix of public and private financing. [REDACTED]

Director of Economic and Community Development, International City Management Association, Washington, D.C. Directed a HUD-funded, Affordable Housing Program designed to help cities reduce their housing costs. [REDACTED]

Community Development Specialist, Maryland Department of Housing and Community Development, Annapolis, MD. Employed by state housing finance agency to help towns develop and implement housing and downtown development programs. [REDACTED]

Research Associate, Metropolitan Washington Council of Governments, Washington, D.C. Worked on Washington Metropolitan Area's first study of condominium housing market. [REDACTED]

Special Assistant to Southwest Project Director, D.C. Department of Housing and Community Development, Washington, D.C. Worked at D.C. Urban Renewal Agency as community liaison. [REDACTED]

Planning Consultant, Southeast Community Organization (SECO), Baltimore, MD. Conducted housing needs analysis for this neighborhood-based nonprofit. [REDACTED]

VISTA Volunteer, O.P.E.N., Inc., Philadelphia, PA. Worked as Community Organizer for inner-city nonprofit organization. (October 1972 - September 1973)

EDUCATION

[REDACTED]

OTHER

[REDACTED] Housing Opportunities for Women, a nonprofit organization that provides permanent housing for formerly homeless women. [REDACTED]

[REDACTED] Washington Area Community Investment Fund, a nonprofit lender that underwrites and originates loans for affordable housing and business development. [REDACTED]

Condominium Boards. [REDACTED] Morgan Place Condo in DC's Dupont area [REDACTED] and headed tenant group involved in a condominium conversion in Adams-Morgan neighborhood of Washington, and served as first President [REDACTED]

Spanish, excellent understanding and good speaking ability

Education

Background

██████████ is an ICF International Expert Consultant with over ██████████ years of experience managing large-scale program initiatives in knowledge transfer, change management, and performance improvement. ██████████ leads these efforts by establishing systematic policies, processes, and procedures; strategically planning for, aligning, and managing numerous resources while ensuring high quality and accuracy; and managing program issues identification and resolution. Additionally, ██████████ employs all phases of the Instructional Systems Design (ISD) process (analysis, design, development, implementation, and evaluation) for knowledge transfer activities including for distance and mobile learning, interactive multimedia, video-based training, on-line certification tests, performance support systems, instructor-led training, mentor programs, and paper-based training. As a part of ██████████ dedication to fostering knowledge transfer, she has also ██████████

██████████ conceptualizes, designs, and produces SCORM and Section 508 compliant training/educational media to significantly increase user comprehension and application to “real life” situations. ██████████ subject matter expertise is in housing management and operations, disaster recovery response, fire protection and hazardous materials responder certification, Veterans services, records and information management, and underground storage tank compliance. ██████████ blended learning development and program management experience has served numerous agencies including Department of Housing and Urban Development (HUD), the State of Louisiana, Veterans Affairs (VA), and the Department of Defense (DoD).

Recent Experience

The Louisiana CDBG-DR Disaster Recovery Program, State of Louisiana, ██████████

██████████ managed a staff of 13 staff and a \$1.5M annual budget for knowledge transfer activities. She oversaw both the internal staff and external stakeholders’ training analysis, design, development, implementation, and evaluation of Phase I (instructor-led and paper-based deliveries) of this training and continued in this capacity for Phase II (training revisions and alternative delivery methods such as web-based training, video, satellite broadcasts, performance support systems). ██████████ has developed short-term and long-term training and knowledge transfer plans and wrote and established the training policies, procedures, and processes for this entire Program. She also wrote all the exercises and guidance for the post-formal training; a two-day Center Rehearsal Kit that included a full day of role-play simulation exercises, self-paced inbox exercises, checklists, tools, and guidance documents (note that this Kit received rave reviews and praise from the Housing Assistance Centers). ██████████ also established a continuing education framework to provide ongoing training to each of the target audiences in a just-in-time manner. This included ██████████ spearheading the design, development, testing, implementation, and evaluation of, and continual updates to The Online Training system and 24 online training modules for internal personnel and external stakeholders. In addition, ██████████ also led the analysis, design, development, testing, implementation, and evaluation of The Online Testing Center that allowed supervisors and management to use it as a quality assurance tool to assess how well their staff knew key information related to their job.

HUD Homeless Resource Exchange (HUD HRE) Learning Center LMS, HUD SNAPS, ██████████

██████████ performed a learning management system (LMS) needs analysis to determine the levels of functionality, operability, and usability (inputs and outputs) desired by HUD’s Office of Special Needs Assistance (SNAPS) and their 15,000+ stakeholders. ██████████ used the data collected from the needs analysis to research over 20 LMS options that could potentially align with HUD HRE’s LMS needs. Specifically, ██████████ performed a comparative analysis to narrow down these options to 6 LMS options that best aligned with HUD, and then performed a cost-benefit analysis to further narrow these LMS options down to 3 to enable HUD to make a highly informed purchase decision. ██████████ then guided HUD through the process of acquiring the selected Commercial Off-the-

Shelf (COTS) system by SumTotal. Next, [REDACTED] assembled, guided, and managed her team to set up the SumTotal LMS for HUD SNAPS. In addition, [REDACTED] gathered additional LMS requirements from HUD SNAPS for incorporation, performed quality assurance and SCORM testing, and scheduled/uploaded blended learning curriculum/course deliveries accessed within the LMS as well as managed the maintenance and updates to the system by the team. The anticipated capacity of LMS use is up to 15,000 concurrent learners distributed across the United States. Upon its implementation, [REDACTED] oversaw a series of ongoing summative and formative evaluations to continually improve the training itself as well as fine-tune targeted training offerings/deliveries.

HUD One Community Planning Development (HUD OneCPD) Learning Center LMS, HUD CPD, [REDACTED]
[REDACTED] Due to the high quality work that [REDACTED] provided to HUD SNAPS for the LMS selection, setup, and testing, HUD has tasked [REDACTED] and her team to also research, analyze, and recommend all the necessary enhancements and requirements to greatly expand the new HUD HRE Learning Center (for a single HUD program office) to account for all of HUD's CPD stakeholders (a HUD initiative referred to as "OneCPD"), which involves multiple program offices with varied missions and a significantly larger audience base (over 30,000 across the United States). [REDACTED] expanded the needs analysis and requirements gathering process through individual interviews and focus group sessions. [REDACTED] also conducted a cost-benefit analysis to determine the value of the identified expanded features, options, and needs. [REDACTED] consulted with HUD on these options and upon their selection, guided HUD through the process of expanding the HUD HRE Learning Center to incorporate the other program areas seamlessly and efficiently. In collaboration with HUD, [REDACTED] assembled, guided, and managed the transition team efforts to expand the HUD HRE Learning Center LMS for OneCPD. In addition, [REDACTED] gathered additional LMS requirements from HUD OneCPD for incorporation, performed quality assurance and SCORM testing, and scheduled/uploaded blended learning curriculum/course deliveries accessed within the LMS as well as advised on the maintenance and updates to the system by the team.

HUD e-snaps Online Training, HUD SNAPS, Online Training Director, [REDACTED] managed and contributed to the completion of a needs analysis, design, development, testing, and implementation of an online training curriculum for HUD's Office of Special Needs Assistance Programs (SNAPS). This training is comprised of over 22 modules, which walks target audience applicants through the online completion of an electronic Continuum of Care (CoC) application submittal process to receive grants for homelessness support projects/programs. Each training module is designed to take approximately 30 minutes to complete. [REDACTED] also designed as well as managed and contributed to the completion of a custom Learning Management System (LMS) for this online training to track which applicants complete each module. Going on its fifth year since its initial implementation, [REDACTED] is currently managing and assisting in the redesign and transition for hosting under the HUD OneCPD Learning Center LMS. This online training is Section 508 compliant.



Work History

Company	Position	Years
ICF International		
PowerTrain, Inc.		
Analysis & Technology, Inc. (formerly Applied Science Associates, Inc.)		
Virginia Cooperative Extension MacMillian/McGraw-Hill CACI, Inc. - Commercial		

References

Title of Project: HUD Homeless Resource Exchange (HUD HRE) Learning Center LMS (HUD SNAPS); & HUD One Community Planning Development (HUD OneCPD) Learning Center LMS (HUD CPD)

Title of Project: HUD *e-snaps* Online Training (HUD SNAPS)

Title of Project: The Louisiana CDBG-DR Disaster Recovery Program (State of Louisiana)

Education

Certifications and Training

- Professional Development Certificate, Federal Emergency Management Agency, [REDACTED]
- Diploma, USMC Command and Staff College Course, Leadership and Planning, Quantico, Virginia, [REDACTED]
- Diploma, USMC Amphibious Warfare School, Leadership and Planning, Quantico, Virginia, [REDACTED]

Background

[REDACTED] years of demonstrated excellence managing large, complex teams of personnel and subcontractor staff. He contributes knowledge and leadership experience establishing program vision, developing operational frameworks, building organizational capacity, overseeing recruiting efforts, building teams, and directing geographically dispersed staff to achieve stated goals. In addition to his operations background, [REDACTED] has specific subject matter expertise in planning, logistics, and business process development and improvement. In addition to working for ICF, [REDACTED] has directed personnel operations in excess of 5,000 for the Marine Corp, defining priorities for operations, developing and managing the execution of recruiting plans, designing and implementing technical and professional training programs, ensuring operating compliance, providing leadership among and across the teams of staff, and serving as liaison to various government organizations.

Relevant Experience

Operations and Logistics Manager, 3d Marine Logistics Group, Okinawa, Japan [REDACTED] As the [REDACTED] [REDACTED] was responsible for directing the efforts of the organization's 5,100 personnel located in the Pacific Rim. In executing his charge, he was directly responsible for managing and executing a \$60 million annual budget, defining operational priorities, overseeing training, logistics, and administrative activities, and managing the efforts of 200 indirect staff.

Prior to serving as [REDACTED] responsible for conducting operational planning and coordination for logistics for 5,100 personnel. Working directly with external agencies, he developed FY 2008 and 2009 Training, Exercise, and Employment Plan to accurately identify the Logistic Group's level of participation in appropriate exercises throughout Asia-Pacific. After determining which exercises and operations to participate in, he then coordinated the planning, training and deployment of all personnel for each exercise and operation, involving a total of over 2000 people per year.

[REDACTED] was also responsible for the logistics and material readiness of the 3d Marine Logistics Group. Managing a staff of approximately 25 people, he coordinated the logistics planning of numerous exercises and operations throughout the Pacific Rim and was able to maintain an equipment readiness of 95%.

Director, Recruiting Operations, 1st Marine Corps District – Garden City, NY– [REDACTED] was directly responsible for developing and managing an annual recruiting plan to secure 6,600+ new recruits throughout 9 Northeastern States each year. Working with a cadre of training specialist, he developed, planned, and executed an annual training plan in support of 320+ recruiters and he personally facilitated leadership development and personal effectiveness training for the District's leadership team.

Operations Manager, 3d Marine Air Wing – Camp Pendleton, CA [REDACTED] led the operations of a multi-functional group with responsibility for executing engineering projects for the US Border Patrol and managing ground operations in support of the 3d Marine Air Wing operations on Camp Pendleton, California [REDACTED] was also responsible for overseeing a \$3.5M annual budget, developing the organization's strategic plan, providing overall project/site operations management, directing 600+ personnel, developing and executing staff training plan, and managing a \$29M equipment inventory.



As part of his charge, [REDACTED] developed and conducted leadership training in highly complex, dynamic and stressful conditions in preparation for combat operations in Iraq. The training focused on principle-centered decision making in a very fluid and dynamic environment. Subsequent to the training, [REDACTED] led mission-critical operations in Iraq during Operation Enduring Freedom/Operation Iraqi Freedom, where he directed 600+ personnel tasked with constructing and operating airfields near war front line for multiple military departments.

Work History

Company	
ICF International Boumans and Associates US Marine Corps	[REDACTED]

References

Project Title: 3d MARINE LOGISTICS GROUP
[REDACTED]
[REDACTED]
[REDACTED]

Education

Certifications and Training

- LEED Green Associate, Green Building Certification Institute, [REDACTED]
- HOME Program Specialist, U.S. Department of Housing and Urban Development, [REDACTED]
- Economic Development Finance Professional, The National Development Council [REDACTED]

Background

[REDACTED] in ICF International's Housing and Community Development Group with more than [REDACTED] years of experience designing and implementing programs, directing and managing projects and teams, developing and delivering training and technical assistance, and conducting research and evaluation. He contributes knowledge and experience in the design, development, and management of large- and small-scale programs and projects, with specific subject matter expertise in housing, community development, and economic development, real estate finance and development, policy and process development and analysis, leadership and organizational development, regulatory compliance, architecture, and urban planning. In addition to working with ICF since 1998 in the firm's Washington, DC, San Francisco, CA, and Baton Rouge, LA offices, [REDACTED] has worked for a local government implementing federally-funded programs, a real estate development firm originating and underwriting development projects, and universities and colleges directing operations and developing future leaders.

Recent Experience

Louisiana CDBG-DR Disaster Recovery Program, Louisiana Office of Community Development, [REDACTED]
[REDACTED] contributed to Louisiana's \$7.9 billion dollar CDBG-funded hurricane recovery effort for more than two years after Hurricanes Katrina and Rita, including proposal development, program design, regulatory compliance, project ramp-up, and ongoing operations. The contract was awarded to ICF in June 2006, and Mr. Ledford relocated to Baton Rouge in October 2006 to provide full-time onsite support.

[REDACTED] leading, directing, and managing the efforts of 300+ staff and subcontractors to deliver the \$830 million program with more than 18,000 applicants. His responsibilities in this role involved coordination with senior government and elected officials, program applicants, and company executives, as well as directing the efforts program managers, staff, subcontractors, and internal support functions such as communications, outreach, training, and information technology.

Through [REDACTED] for the overall organization, identifying and addressing programmatic, technical assistance, and training needs with staff, subcontractors, and a variety of subject matter experts across the country within extremely demanding timeframes. He advised State policy makers on relevant federal regulations, their implications, and alternative options as the homeowner, rental, economic development and homelessness programs were being designed, and delivered training sessions on the emerging program requirements to the hundreds of program staff being hired throughout the state.

[REDACTED] also conceptualized and directed the development of a neighborhood recovery tracking resource that was ultimately deployed onto the Internet to assist residents in determining whether basic life, community, and commercial services were available in their neighborhoods throughout southern Louisiana. This involved research design and implementation, data and database design and management, quality control and assurance, technology solutions, and process and organizational development.

Community Development Technical Assistance, U.S. Department of Housing & Urban Development, [REDACTED]
[REDACTED] for four HUD Field Offices, author of and contributor to print and online technical assistance resources, and training developer and deliverer, [REDACTED] has delivered consulting services to HUD,



state, and local government officials and non-profit organizations throughout the country on project development, program design, and regulatory compliance associated with HOME, CDBG, Section 108, and other public funding programs. His specific work has included:

- Assisting clients to interpret and apply complex federal regulations to better understand their impacts on project feasibility, program design, and management systems.
- Creating customized implementation tools and materials for clients, including financial analysis models, performance tracking systems, policy white papers, and procedures manuals.
- Managing technical assistance and training projects, including conceptualizing projects, budgeting, staffing, overseeing subcontractors, and ensuring quality service within budgets.
- Serving as primary client representative and contract manager, including responding to requests for services, directing projects, performing management and financial analysis, and developing and providing reports.
- Providing one-on-one technical assistance as well as group training on a range of economic development, community development, and housing topics, including market analysis, deal structuring, performance and productivity measurement, organizational development, program evaluation, and management systems.

Broadband Initiatives Program, U.S. Department of Agriculture, Rural Utilities Service, [REDACTED]

[REDACTED] for the \$2.7 billion BIP Program, [REDACTED] has worked directly with agency leadership to interpret program statutes and regulations, create application materials for public distribution, develop application review policies, design application review tools, discuss application funding recommendations, develop award administration and monitoring protocols, and build or modify information technology systems to accommodate workflow, reporting, and data management needs. He has also worked closely with ICF's task managers to design application review processes, review outputs and outcomes, adjust policies and operations as appropriate, develop and execute awardee site visit protocols, and ensure delivery of results that are consistent with program requirements and client expectations. He has explicitly involved engineering, business, and geospatial analysis experts and coordinated closely with information technology, reporting, and training functional leads.

In the first competitive funding round, the BIP program received and reviewed 1,274 technically complex applications for almost \$18 billion from telecommunications companies, non-profit organizations, state and local governments, and other entities. In less than six months from contract award, ICF built program review policies, tools, teams, and management systems, processed all applications, and provided the client with a funding recommendation for each application.

Work History

Company	Position	Years
ICF International		
ICF International (Baton Rouge, LA)		
ICF Consulting (San Francisco, CA)		
Sterling Development, LLC		
ICF Consulting		
ICF Kaiser		
City of Austin, Texas		
Texas Union, UT-Austin		
Green Mountain College		
Virginia Tech		

References

[Redacted]
[Redacted]
[Redacted]

Education

Certifications and Training

- Economic Development Training (Series of Four Courses) from The National Development Council
- Arts and Community Building through The Neighborhood Reinvestment Corporation
- HOME Certified Specialist – Regulations, September [REDACTED]
- HOME Certified Specialist – Rental Housing Compliance [REDACTED]

Background

[REDACTED] with ICF International with over seven years of service providing consulting services in the area of Housing and Community Development. Prior to joining ICF, [REDACTED] worked as the [REDACTED] for Humanities Foundation, a Charleston, SC based non-profit focused on meeting the needs of low-income and homeless families and individuals. While there, [REDACTED] developed over 500 units of affordable housing utilizing Low Income Housing Tax Credits, HOME funds, CDBG funds, AHP funds and private sector loans. [REDACTED] has over 25 years experience in finance having worked for commercial banks in Charleston and Arizona and in Economic Development for the City of Charleston. In addition to her professional experience, [REDACTED] has served as a [REDACTED] of a Local Housing Authority and on many community organizations' Board of Directors.

Recent Experience

HUD OneCPD, Technical Assistance [REDACTED] coordinates the technical assistance function under ICF's OneCPD TA grant award, overseeing the tasking and tracking of TA assigned to ICF under our OneCPD grant. In this capacity, [REDACTED] oversees the two technical assistance teams providing direct technical assistance to the State of New Jersey and the City of New York in their disaster recovery efforts. [REDACTED] also oversees TA efforts in the City of Providence, RI as it brings its HOME and CDBG programs into compliance, where she serves as an expert in the areas of CHDO certification; underwriting including cost allocation and subsidiary layering reviews.

HUD NSP Technical Assistance, [REDACTED] provides oversight and support to ICF technical assistance teams providing direct technical assistance to NSP grantees. This includes the development of work plans and budgets, coordination of team activities and review of deliverables. [REDACTED] also provides direct technical assistance on rental housing development and finance. This work includes writing policies and procedures for rental programs, working with grantees to develop developer agreements, developing underwriting guidelines and developing forms and spreadsheets to monitor projects. [REDACTED] provided both direct TA and co-managed the ICF team assigned to work with the Michigan State Housing Development Authority on its \$224 million dollar NSP 2 program, the largest single grant in the NSP 2 program.

The Louisiana CDBG-DR Disaster Recovery Program, Louisiana Office of Community Development, [REDACTED] worked on Louisiana's \$7.9 billion dollar CDBG-funded hurricane recovery effort for more than two years after Hurricanes Katrina and Rita as a member of ICF's program implementation team. Her work involved advising State policy makers on CDBG and related federal regulations, requirements, and implications for the development of the homeowner, small rental, and piggyback programs. She worked closely with staff to stand up the small rental program. [REDACTED] also worked with policy makers on providing affordable rental housing to low moderate income beneficiaries. This included working with senior staff at the State to structure a methodology for determining rents across the hurricane affected areas; to develop policy and build a team to implement URA requirements including Section 414 of the Stafford Act; and to develop a standard rehabilitation code to ensure decent and safe units.

Technical Training on HOME Investment Partnerships Program, U.S. Department of Housing and Urban Development, [REDACTED] has delivered training since 2005 to CHDOs, state and local housing agencies. Topics covered include the following: HOME program regulations, rental compliance, resale and recapture

requirements, subsidy layering, written contracts and business planning. Courses specifically trained include: *Certified HOME Specialist—Regulations, Building HOME, Rental Housing Compliance, Building HOME for CHDOs, Business Planning for CHDOs, Subsidy Layering in HOME Funded Projects, Effective Written Agreements, and Resale and Recapture Requirements*. These training courses have been held in various locations around the country under contract for HUD's Office of Affordable Housing (OAHF), HUD Field Offices, and private consulting contracts with state and local governments as well as statewide organizations around the country.

HOME Training Course Development and Modifications, U.S. Department of Housing and Urban Development

developed training course materials including accompanying guidebooks/training manuals, slide presentation, and exercises for several courses within the CPD Training Institute including the following: *HOME Rental Project Compliance, Rental Housing Underwriting and Finance, and HOME and the Low Income Housing Tax Credit Guidebook*.

HOME Community Housing Development Organization (CHDO) Wellness Assessments, Various HUD Field Offices,

conducted a series of HOME CHDO Wellness Assessments for Ohio Capital Corporation for Housing. A HOME CHDO Wellness Assessment is a third-party review of a CHDO's HOME Program funded activities. The purpose is to help a CHDO and the Participating Jurisdiction (PJ) providing HOME funds identify problems before they become compliance issues. She evaluated the CHDOs' HOME activities by gathering information on HOME funded projects; looking through both organizational and project files; assessing program tools such as policies and procedures, application, and agreements; and providing information on HOME program regulations as necessary. She reviewed and edited follow-up reports.

South Carolina Neighborhood Stabilization Program,

was part of the ICF team that provided technical assistance to the State of South Carolina in the development of its Neighborhood Stabilization Program (NSP) and Action Plan. This team will continue to provide technical assistance to the State on the NSP Plan through the end of May.

Local Initiative Support Corporation (LISC) CHDO CDTA,

led a team of ICF staff that modified three HOME training courses (Building HOME, Mixed Income Housing, and Business Planning for CHDOs and Nonprofits) to be used for a CHDO and nonprofit developer audience. These courses were modified by ICF, reviewed by LISC, and approved by HUD. ICF delivered 9 sessions of these courses across the country to CHDOs and non-profits. ICF worked with LISC to provide online web-based presentations for CHDOs and non-profits based on the modified HOME training course materials.

Housing Development, Humanities Foundation,

at Humanities Foundation, a non-profit Community Housing Development Organization (CHDO), developed 472 units of affordable rental housing and 16 single family homes in the City of Charleston. In that position she was responsible for site identification, property acquisition, selection of the development team, negotiation of all contracts, procurement procedures, construction management, securing all financial sources and overseeing the lease up and asset management stages of the properties. She utilized over \$2,100,000 in local Public Jurisdiction (PJ) HOME Program Funds to leverage more than \$20,000,000 in Low Income Housing Tax Credits, State HOME Program funds, Community Development Block Grant, SC State Housing Trust Funds, Supportive Housing Program Funds, Federal Home Loan Bank Affordable Housing Program Funds and conventional mortgages.

Non-Profit Management, Charleston Citywide LDC, Charleston Central CDC and Humanities Foundation,

non-profit management experience began in the early 80's when she managed two Local Development Corporations (LDCs) for the City of Charleston and continued in 1999, when she became the Executive Director of Humanities Foundation. In both positions she was responsible for the day to day operations of these organizations including strategic planning, personnel management, financial management, budgeting, procurement, marketing, fundraising, real estate financing, real estate development and community outreach. The LDCs loan portfolio grew over \$12,000,000 under management. The CHDO's annual revenues grew from \$686,600 to \$1,726,600 during her tenure and the organizations total assets expanded by more than \$5,000,000 in the same time period. In both positions, reported to the organizations' Board of Directors.



Portfolio Management, Valley National Bank and First Union National Bank, [REDACTED] While at Valley National Bank and First Union National Bank, [REDACTED] developed, managed and maintained loan portfolios. Starting with Small Business lending she went on to add experience in Corporate Lending, Governmental Lending, Real Estate Lending and Community Development Lending. Her responsibilities included business development, underwriting the underlying credit, documenting and closing the financing, and managing the loans in her portfolio including workouts of delinquent loans.

Professional Affiliations

National Association of Housing and Redevelopment Officials (NAHRO)

Work History

Company	
ICF International Humanities Foundation First Union National Bank	[REDACTED]
City of Charleston Valley National Bank of Arizona	[REDACTED]

References

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Experience

Provides technical assistance and training on community development topics. Focus is on housing development as a strategy in community revitalization.

Areas of expertise include: High production program design and implementation, training and technical assistance on housing production, project management, project feasibility, healthy/energy efficient/green housing, neighborhood planning, technology integration, facilitation of strategic planning, and administration of organizational & program assessments. Also provides technical assistance and training to numerous housing programs nation-wide that address vacant and foreclosed homes.

_____ the owners of Housing Developer Pro[™] and Neighborhood Survey Pro[™] software applications.
www.CommunityDevelopmentSoftware.com

_____ The Enterprise Foundation _____ Columbia, MD
_____ Housing and Community Development Workgroup

Provided technical assistance and training to non-profit organizations and local governments on issue related community development and affordable housing development.

Managed teams of in-house and contract professionals and the budget for numerous projects, including the design and development of the Housing Developer Pro[®] and Neighborhood Survey Pro[®] software products, and the development of the Housing Developer Support System (now the Housing Development Tutorial) section of The Enterprise Foundation website http://www.enterprisecommunity.org/resources/tutorials/housing_development. Managed the software support team, including day to day customer contact and training deliveries.

Provided regular support to Baltimore, Denver, Los Angeles, New York City, Rochester, NY, St Louis, Columbus and Cleveland Local Offices of The Enterprise Foundation.

Individually and as part of a team, created several training curriculums, and trains nation-wide on community development topics, including at the NeighborWorks training Institutes.

Crispus Attucks Community Development Corp

York, PA

Designed, structured financing for, and supervised the development and property management of low income housing, for a neighborhood based non-profit. Incorporated numerous efficiency enhancing strategies and policies to maximize performance. Built and managed a highly efficient team of four direct reports. Increased production ten fold with a 20% increase in staff. Managed a budget approaching three million dollars in 1992. Acted as public spokesperson for a highly regarded organization.

York Area Development Corporation

York, PA

Directed the design and construction functions of a non-profit housing development corporation. Consulted with private investors and developers. Coordinated services with other non-profits.

Paragon Installation Services

Brighton, MI

Estimated, sold, installed and kept books for a floor covering business partnership.

City of Harrisburg

Harrisburg, PA

Supervised five rehabilitation specialists; \$1.3 million in rehabilitation in 1985, in excess of 150 owner occupied rehabs, and various special projects. Developed housing rehabilitation standards for the city's rehab programs.

Education

Affiliations

- ◆ HERS Energy Rater
- ◆ Certified NAHRO Rehabilitation Specialist
- ◆

Education

Background

is a PMP certified manager with 14 years of experience in project leadership and execution roles for large, complex IT implementations. He brings a real world understanding of enterprise architecture practices, years of experience in multi-project technical implementations, and a detailed knowledge in both geospatial- and user-centric information technology. He has been an analyst, lead consultant, and account manager on projects ranging from single FTE consulting engagements to staffs of 30 dedicated to full life cycle development. As a solutions engineer and consultant, he designs, develops, and delivers large-scale, multi-vendor implementations. On these projects, is responsible for all aspects of the projects including staff, cost, and schedule.

Recent Experience

COMMUNITY AND ECONOMIC DEVELOPMENT IT MANAGEMENT

U.S Housing and Urban Development (HUD), Community Planning Division, Multiple Websites,

is responsible for senior level management and oversight for the coordination of all aspects of website design and development, database design and integration, functional requirements analysis, business process engineering, and website production for multiple data management websites for HUD, including OneCPD.org, HUDNSPHelp.info, HUDHRE.info, and HOMETA.info. He oversees a multi-million dollar initiative to consolidate 4 different websites into a single site with a single content management system and consolidated processes. He is responsible for budget management, client management, resource allocation, and master work plan deliverables.

U.S. Department of Agriculture (USDA) Rural Utilities Service (RUS), Broadband Initiatives Program (BIP)

Application Review, is currently leading the technology and spatial analytics teams in designing, developing, and implementing workflow automation tools, spatial analytics conclusions, and both ad hoc and designated reports for the review of ARRA broadband stimulus grant and loan applications. The project has led to development and refinement of reusable geospatial and data analytical models for use in national broadband analysis, and provided both spatial and traditional reporting materials to audiences ranging from RUS staff to the White House.

OTHER FEDERAL IT MANAGEMENT

Pay.gov Implementation, U.S. Department of Treasury, While employed at Govolution, was responsible for product management, implementation, and enterprise architecture for the Department of the Treasury's online payment service, Pay.gov. Implementation responsibilities included technical coordination between agencies for nearly one quarter of the federal government. Additional responsibilities include the multi-year implementation of a customized performance tracking system, management of a repeatable implementation process, supervision and administration of IT customer relationship management framework, and implementation of service-oriented enterprise architecture solutions.

OTHER STATE, LOCAL, AND COMMERCIAL IT MANAGEMENT

Collections Management System, Kern County, CA Treasurer and Tax Collector, While employed at Govolution, led a team in developing a comprehensive tax collection and payment system for county tax payments. Technologies developed and implemented ranged from counter based check scanning, card swiping, and cash drawer operations to online bill payment with ACH and credit card options to back office reporting and mainframe integration. Primary responsibilities included client management and subcontractor management as well as database design, user interface development, and report creation.



v+Cart Product Management, Various Clients [REDACTED] While employed at Govolution, [REDACTED] was responsible for the full life-cycle management of a product line of shopping cart websites for federal, state, local government and commercial clients. Responsibilities included concept, sales, design, development, and implementation Product implementations included requirements analysis through customization, go-live, and maintenance. Select implementations include:

- FDIC - <https://vcart.velocitypayment.com/fdic/>
- U.S. Coast Guard - <https://vcart.velocitypayment.com/uscg/>
- U.S. Fish and Wildlife Service - <https://vcart.velocitypayment.com/fws/>
- State of Delaware - <http://shop.delaware.gov/>
- U.S. Navy Europe Morale Welfare & Recreation (site unavailable)

Work History

Company	[REDACTED]
ICF International	[REDACTED]
Govolution, LLC	[REDACTED]
CGI-AMS	[REDACTED]

References

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Education

Background

to help state and local governments and community organizations to revitalize urban areas and restore neighborhood markets. He has more than 25 years of experience in the field of community development and neighborhood revitalization. In the past five years, developed expertise in disaster recovery, both storm related and financial.

Under has grown to serve as a leading consulting and management firm specializing in community and economic revitalization. In developed the vision, strategy and implementation plan that resulted in a \$223 million grant for the Michigan Neighborhood Stabilization Program (NSP2) Consortium. This project is the largest award made by HUD in the national NSP2 \$2 billion competition.

At has focused on developing tools that help his clients implement effective revitalization programs. He a “how-to guide” for developers and funders who seek to increase the revitalization impact of their homeownership production programs, and the Business Planning Guide for Scattered-Site Rental Development and Management, a publication authored by staff for NeighborWorks America. cultivates a deep bench of talented staff to assist clients with program, project and grants compliance management.

Recent Experience

Superstorm Sandy CDBG Disaster Recovery, HUD – New Jersey & New York -\$1.8 Billion, HUD Technical Assistance provider for the Sandy CDBG Disaster Recovery work. Providing direct assistance to de-mystify CDBG-DR and help address program design, operations and compliance challenges with: Housing, Economic Development and Local Government Assistance, Procurement, Section 3 Plans and Subrecipient Agreements.

Neighborhood Stabilization Program (NSP2), HUD, MSHDA – Michigan -\$223 Million, Provide project and grants management for the NSP2 consortium which consists of: twelve (12) cities, eight (8) land banks, MSHDA and Center for Community Progress. Current have twenty-four (24) embedded staff serving local communities, providing roving support and assisting local government with capacity. When completed in 2013, the MI NSP2 consortium will have removed blight through demolition of 3,900 structures, rehabilitated or built 1,050 housing units and generated 1,000 new jobs.

Work History



Corestates Hamilton Bank (Lancaster, PA)

Federal Reserve Bank of San Francisco
(San Francisco, CA)

References

Education

Background

██████████ is a Management Consultant with more than ██████ years of professional experience in organizational and operational assessments, assisted real estate development, and urban planning. ██████████ has assisted clients in the planning and administration of HUD Public Housing, Community Development Block Grant, HOME, and HOPE VI Programs and projects. She has provided assistance to HOPE VI grantees since the program's inception, helping HA's make the transition from performing modest rehabilitation of their housing to becoming private development partners in sophisticated revitalization efforts. She has been engaged as an ██████████ on behalf of the US Department of Housing and Urban Development (HUD) to facilitate stalled revitalization efforts or resolve development problems in: Baltimore; New York City; Washington, DC; San Antonio; Dallas; Little Rock; New Haven; St. Louis; Fresno; and Roanoke. In addition, she has assisted clients with: capital planning and compliance; stakeholder consensus building; procurement; demolition/disposition plans; relocation plans; developing documentation needed to obtain HUD approval to proceed to financial closing on low-income housing tax credit; bond and homeownership projects; developing and monitoring community and supportive service programs; and reviewing and advising clients on the implications of various legal structures and evidentiary documentation.

██████████ has also provided HOPE VI training to HUD employees. In her history of working in assisted housing, ██████████ has also been involved in reviewing all components of HA operations. Specifically, she was part of assessment teams that helped assess operations and develop improvement plans for the Washington, DC; Galveston, TX; St. James Parrish, LA; New Orleans, LA; and Philadelphia, PA Housing Authorities. As former Deputy Director for the City of Philadelphia's Office of Housing and Community Development, she helped oversee the activities of three city housing agencies, including the Redevelopment Authority and the Philadelphia Housing Authority. She was responsible for developing the City's annual Community Development Plan that included the City's strategy for acquisition and demolition, selection of development projects and targeted neighborhoods for improvements.

She assisted private for-profit and non-profit organizations in planning and developing over 3,000 units of affordable rental and homeownership housing; she also assisted in the development of urban housing strategies for the City, compliance with Community Development Block Grant (CDBG) requirements and in the development of City-managed housing programs.

Recent Experience

U.S. Department of Housing and Urban Development, Principal, ██████████ in her career as a Consultant serving the US Department of Housing and Urban Development, Housing Authorities and local governments, ██████████ has been involved in many organizational assessments, management operations reviews and the development of improvement/recovery plans. She has been involved in management reviews of "troubled" authorities that have had failing PHMAP (PHAs) scores. She has reviewed and assessed the Capital (Modernization) and Maintenance operations at the Galveston, TX; St. James Parrish, LA; Philadelphia, PA; and District of Columbia Housing Authorities. She helped develop a Recovery Plan for the Washington DC Housing Authority prior to the arrival of a Receiver. She has reviewed and assessed the Capital Program operations of the Fresno, CA; and El Paso, TX Housing Authorities; and the Phoenix, AZ's Department of Housing. ██████████ performed a review of the procurement activities at the Fresno Housing Authority and developed a sole source justification for the non-profit developer, which was approved by HUD. In response to concerns about inadequate organizational capacity, she also helped to develop an agency-wide organizational structure and staffing plan for the Housing Authority of New Orleans.



Over the past 15 years, [REDACTED] has assisted HUD by performing [REDACTED] services for stalled HOPE VI projects. In order to ensure that the planned development moves forward, she first assessed the Capital operations of the HA and worked closely with the Capital staff, as many projects also utilize Capital funds for development financing. She has worked to bring revitalization projects to fruition and/or to resolve impediments to development in New York City; Baltimore, MD; Roanoke, VA; Washington, DC; New Haven, CT; Little Rock, AR; San Antonio, TX; El Paso TX; Dallas/Fort Worth, TX; Fresno, CA; and Phoenix, AZ. She has worked extensively with HAs, as part of the development team, to bring complex, multi- development revitalization efforts to fruition. In St, Louis, MO she helped to ensure that the delayed, four-phase Darst-Webbe project was completed and in San Antonio, TX, she helped to ensure the completion of the first two phases of the Victoria Courts development. In New Haven, CT, she was assigned as the Alternate Administrator by HUD as HUD had declared the \$30 million grant in default. While engaged on this project, 320 of the 450 planned units were placed under construction.

[REDACTED] has provided technical training HA staff, program staff and HUD employees. She was engaged to provide training to HUD staff in HOPE VI requirements and development financing, and developed the training manual and materials. More recently she trained new staff in the requirements of the Project-Based Voucher Program.

Office of Housing and Community Development (OHCD), City of Philadelphia, Deputy Director, [REDACTED] As one of [REDACTED] for OHCD, [REDACTED] Assisted in developing the annual budget of \$100 million comprised primarily of Community Development Block Grant (CDBG) funds. She helped oversee the operations of, and coordinate the resources and activities of, three housing agencies: the Redevelopment Authority, the Housing Authority, and the Housing Development Corporation. She developed and evaluated housing programs and was responsible for grant applications and planning documents such as the Consolidated Plan and performance reports to HUD such as the Grantee Performance Report. She was responsible for monitoring compliance with Federal CDBG and State programs regulations and programs including procurement requirements, section 504 and Davis-Bacon wages.

Philadelphia Housing Authority, Chief of Planning and Goals Management, [REDACTED] was responsible for developing and implementing performance monitoring system for all HA departments. She worked closely with Modernization Department to develop a capital improvement strategy for the agency's 12,000 units.

Work History

	Position	Years
Office of Housing and Community Development Philadelphia Housing Authority McHenry Company Gladstone Associates Coopers and Lybrand	[REDACTED]	[REDACTED]

References

Title of Project and/or Client Organization : Strong Cities, Strong Communities Initiative - HUD
[REDACTED]
[REDACTED]

Highlights of Qualifications

- Over 32 years of experience in developing, planning, implementing, and directing Housing and Community Development programs.
- Over 25 years working with non-profit and community based organizations.
- Instrumental in the development of successful non-profit housing organizations.
- High level skills in grant writing and proposal development. Successful in securing over \$5 million in grants and subsidies.
- High level planning skills in housing needs assessment, market feasibility analysis, opportunity identification and development, and data analysis.
- Hands-on experience and high level skills in real estate development including project feasibility, government approvals, structuring financing, marketing and construction.
- In-depth knowledge of federal and State regulations of CDBG, HOME, HOPE 3, HOPWA, and State of Florida Housing Initiative Partnership (SHIP) programs.
- Sound knowledge of private lender's criteria, and experience in feasibility analysis, credit underwriting and loan packaging for various real estate development projects.
- Proven effectiveness in communicating with senior local government officials, community leaders, federal representatives, and private sector leaders.

Southfield, MI

Community and real estate development consulting for public, non-profit and private sector with a primary focus on urban low-and moderate-income neighborhoods and commercial corridors. Services include market and financial analysis; organizational development and business planning; project technical assistance; planning and implementation of residential, and commercial projects.

Detroit Local Initiatives Support Corporation (LISC) Detroit, MI

Consultant/Underwriting and Lending

Provide technical assistance to staff on structuring real estate projects, financing and underwriting, developing and coordinating organizational sustainability initiative for 15 LISC-supported community development corporations.

Local Initiatives Support Corporation (LISC) West Palm Beach, FL

Senior Program Officer – Provided project development and neighborhood planning assistance to community development corporations, public housing authorities and other non-profit organizations. Served as compliance manager and grant advisor on federal Community

Development Block Grant (CDBG), HOME Investment Partnership (HOME) and State of Florida Housing Initiatives Partnership Program (SHIP). Conducted strategic planning for several organizations including non-profit organizations, lending consortiums, neighborhood organizations and U.S. Department of Housing and Urban Development (HUD). Served as resource person and partnered with US HUD on several housing and community development training seminars and conferences.

City of West Palm Beach HCD Department

West Palm Beach, FL

Housing Development Manager

Managed four federal grant programs (CDBG, HOME, HOPWA & HOPE 3) and State of Florida Housing Initiatives Partnership (SHIP) grant programs for affordable housing and community development activities. Administered owner-occupied housing rehabilitation program that completed over 100 units annually. Developed 32-unit single-family affordable housing development. Administered Housing Opportunities for Persons With HIV/AIDS (HOPWA) Program for Palm Beach County.

Palm Beach County HCD Department

West Palm Beach, FL

HOME Program Coordinator and CDBG Program Monitor

Coordinated Federal HOME (\$5.17 million) and State HOME (\$1.5 million) housing programs. Developed first program descriptions, implemented and managed programs for Palm Beach County HOME and HOME Consortium with City of Delray Beach for housing assistance programs. Implemented first State HOME program and established successful “Restoring Our Neighborhoods” (RON) housing development program that closed 72 houses in its first year.

EDUCATION



National Development Council

Washington, DC

Certified Economic Dev. Finance Professional - [REDACTED]

Certified Housing Development Finance Professional - [REDACTED]

Detroit, MI

U.S. Housing and Urban Development

Certified HOME Specialist (Administration) - [REDACTED]

Certified HOME Specialist (Regulations) [REDACTED]

AFFILIATIONS (PRESENT & PAST)

[REDACTED] Architectural and Aesthetics Commission, Royal Palm Beach

Member – West Palm Beach Florida Front Porch Council

[REDACTED] – Palm Beach County Commission on Affordable Housing (administering State SHIP Program)

References

[REDACTED]

[REDACTED]

for local implementation of the recovery programs. Also conducted needs assessments of several communities hit by natural disasters, including Little Rock and Bebe, AR, Moore and Choctaw, OK, to determine technical assistance needs and action plans for long-term recovery. Served as policy advisor on the Louisiana CDBG-DR Disaster Recovery program, providing guidance and training on CDBG and other requirements, particularly to the multi-family rental development team. Provided guidance to the State of Kentucky on its use of CDBG-DR funding for flood recovery.

HOME Program Technical Assistance. [REDACTED] provided direct technical assistance on program design and compliance to several HOME participating jurisdictions. For a Georgia consortium, she provided staff training and recommendations on program compliance. For the Tennessee Housing Development Authority she provided TA on program design changes. [REDACTED] assisted several community housing development organizations with understanding HOME regulations, and financing HOME projects, and provided her expertise to several communities on implementation of HOME-funded projects. [REDACTED] assisted Isle of Wight County, VA in assessing two proposed HOME programs for feasibility and compliance with HOME rules and regulations, and helped Augusta-Richmond County, GA address compliance issues and update policies and procedures for the implementation of various HOME funded programs. She serves as final reviewer on all HOME Program Wellness Assessment reports, which convey in detail the results of ICF's review of a grantee's HOME Program for compliance with applicable rules and requirements, as well as other HOME-related TA reports and products.

Charlotte, NC Affordable Housing Strategy. Assisted a City Council-appointed task force through facilitation and research to develop an affordable housing strategy for consideration by the city council. Provided guidance to the staff on meeting agendas, goals and outcomes, and guided the strategy development by providing an outline of the components of a comprehensive housing strategy planning process. Also provided the task force with a significant amount of research on innovative housing strategies used in other jurisdictions, including housing bonds and removal of regulatory barriers to affordable housing development.

Charleston, SC Homeownership Initiative. Provided TA to the City of Charleston, SC on the design, financing and implementation of a 200-unit homeownership project in four severely distressed neighborhoods. Project involved significant coordination with state and local officials, other consultants, nonprofit organizations and potential funding sources. Obtained \$1.5 million commitment in local funds as well as several million dollars in private financing from three lending institutions. Guided the city in making critical decisions regarding legal documents, staffing, acquisition, removal of regulatory barriers, financing, marketing, and the development of program policies and procedures. Assisted in the formation of a public body commission and in the development of detailed procedures manuals for staff and the commission. Provided ongoing guidance on implementation of the program.

Relevant Publications and Presentations



Work History

Company	Position	Years
ICF International City of Alexandria, VA, Office of Housing City of Charleston, SC, Department of Housing & Community Development The Ben Silver Corporation		



References

Title of Project: OneCPD Technical Assistance
[Redacted]
[Redacted]
Title of Project: Kentucky CDBG Handbooks, Training, TA, etc.
[Redacted]
Title of Project: HOME Technical Assistance (all)
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

Education

Certifications

- HOME Program Certified Specialist – Rental Housing Compliance, [REDACTED]
- HOME Program Certified Specialist – Administration [REDACTED]
- HOME Program Certified Specialist – Regulations, [REDACTED]

Background

[REDACTED] a Technical Director with ICF International, has over twenty years of professional experience in program management, contract administration, strategic planning, real estate, and housing and community development programs. [REDACTED] worked in the public sector for eighteen years prior to joining ICF International in January of 2002. He has hands-on expertise in planning, development, implementation and evaluation of housing and community development activities at the local level. [REDACTED] currently manages large, multi-task technical assistance projects for the U.S. Department of Housing and Urban Development and the States of Nebraska, Florida, West Virginia and Louisiana. [REDACTED] also provides direct technical assistance to States and localities on the HOME, CDBG and NSP Programs, planning processes, program design, grant administration, financial management, crosscutting Federal requirements and compliance monitoring. In addition, [REDACTED] designs and delivers a number of training courses across the country on HUD's housing and community development programs and planning techniques.

Recent Experience

TECHNICAL ASSISTANCE

CDBG/NSP Technical Assistance. [REDACTED] provided direct technical assistance to several CDBG/NSP entitlement jurisdictions, including units of local government (metro cities and urban counties) in Connecticut; Michigan; Florida; New York; New Jersey; Illinois; West Virginia; Pennsylvania; Maryland; Virginia; Texas; Louisiana; California; North Carolina; and Georgia. The technical assistance covered areas that included subrecipient oversight and management, monitoring systems, review of existing policies and procedures, operational program support and training to staff and subrecipient organizations on CDBG rules, procedures and regulations.

HOME Program Technical Assistance. [REDACTED] provides direct technical assistance on program design and compliance to several HOME participating jurisdictions [REDACTED] also provided assistance to communities in New Jersey, Georgia, New York, New Jersey, Connecticut, Florida and Illinois on the development of program policies and procedures. [REDACTED] assisted the housing and community development departments of Columbus, Georgia; St. Petersburg, Florida; Kalamazoo, Michigan; Wayne County, Michigan in understanding regulations and financing HOME projects for homeownership and rehabilitation.

Lead Hazard Control Grant Program. [REDACTED] provided direct technical assistance to lead hazard control grantees, such as Riverside County, California; St. Clair County, Illinois; and the District of Columbia funded under HUD's Office of Healthy Homes and Lead Hazard Control. The technical assistance included review of existing program design, assessment of project management, and recommendations to increase unit production.

TRAINING DELIVERY

Basically CDBG. The premier training course on the basic rules and regulations of the Community Development Block Grant program, [REDACTED] delivered numerous sessions of this training course to audiences, consisting of local, state and nonprofit organizations, nationwide.



Building Home: A HOME Program Primer. [REDACTED] has delivered this course on the regulations and requirements of the HOME Program for HUD’s Office of Affordable Housing Programs and State CPD Field Offices. Mr. Roddy is an active member of the HOME training team, having delivered this course in numerous locations across the country.

Certified HOME Specialist Series – Regulations Training; Program Administration; and Rental Housing Compliance. [REDACTED] has delivered these three (3) certification trainings over the past five years across the nation to certify affordable housing professionals in understanding and applying the requirements under the HOME Program. These training cover: all aspects related to eligible use of HOME Program resources; requirements for maintaining regulatory compliance; sound and effective program administration; management oversight; and understanding the requirements of rental housing development and long term operation.

Monitoring HOME: Ensuring Program Compliance. [REDACTED] has delivered this course on the requirements and responsibilities for Participating Jurisdictions to adequately review both program operations and project performance. Discussions focus on the statutory requirements and the developed tools incorporated within the workshop materials to assist States, cities and urban counties to develop and implement a comprehensive monitoring plan.

Lead Safe Housing Rule. [REDACTED] delivered this training course on the basic rules and regulations pertaining to HUD’s Lead Safe Housing Rule for Federally assisted housing activities, including rehabilitation, tenant-based rental assistance and acquisition for HUD’s Office of Affordable Housing and State CPD Field Offices

Work History

Company	
ICF International	[REDACTED]
Dennison Associates, Inc.	[REDACTED]
AB Associates, Inc.	[REDACTED]
Baltimore County, MD	[REDACTED]
Harford County, MD	[REDACTED]
Baltimore City, MD	[REDACTED]
Hart Industries, Inc.	[REDACTED]
U.S. House of Representatives, 2 nd District, MD	[REDACTED]

References

[REDACTED]

[REDACTED]

[REDACTED]

Education

Background

██████████ is a development professional, trainer and strategic planner with over ██████ years experience in community, economic development and housing development. She is currently working on several intensive Technical Assistance engagements in states including Michigan and New Jersey, where she is providing senior expertise on program design, organizational structure and staffing requirements, budget development, regulatory compliance, project underwriting and implementation, and public interface. ██████ garnered this expertise through years of working in states and localities. She served as Project Manager for HUD funded affordable housing projects in Wayne, Oakland and Genesee Counties and before that was with the Michigan Department of Commerce, responsible for comprehensive strategic planning in distressed communities, as well as assisting local municipalities to develop and implement a range of economic development programs in Michigan's 83 counties. She has authored federal, state and foundation grants resulting in awards in excess of \$55 million. ██████ has served as a strategic advisor to local governments, community development organizations, and private developers. She served as a trainer for the International Economic Development Council (IEDC), Professional Certification Program, the Economic Development Institute, and the National Association of Workforce Boards. ██████ received the "Fellow Member" designation from IEDC for significant contributions to the profession. She has also been certified to participate in FEMA's Long Term Disaster Recovery Subject Matter Experts Cadre. ██████ holds certifications as HOME Program Specialist, U.S. Department of Housing and Urban Development and Economic Development Finance Professional, The National Development Council.

Recent Experience

Senior Technical Specialist, ██████ Provided NSP technical assistance to the City of Flint to restructure development agreements, redesign program, create construction management protocols, create policies, procedures and templates and develop marketing plan for NPS 1 homes. Assisted New Jersey Department of Community Affairs to develop organizational structure, staffing projections and position descriptions for CDBG-DR implementation unit; facilitated development of Neighborhood Enhancement program including program design, policies, procedures, templates and checklists; provided technical assistance with regulatory issues; assisted in development of public-facing documents and hotline protocols for program launch.

Michigan State Housing Development Authority Technical Assistance Provider, ██████ Provide technical assistance to community development corporations receiving MSHDA funding on issues of regulatory compliance, project development and management, marketing and sale of homes.

Development Finance Consultant, ██████ Project management responsibility for multimillion dollar neighborhood redevelopment projects, from initial design through disposition; including 60 single family affordable homes in a state and federally funding neighborhood revitalization project (Lighthouse Community Development). Development consultant for Low Income Housing Tax Credit projects (Neighborhood Services Organization), HOME and NSP.

International Economic Development Council Economic Development Disaster Recovery Team (in partnership with Business Civic Leadership Council, US Chamber of Commerce) ██████

- New Orleans, LA (Hurricane Katrina)
- Cedar Rapids, Iowa (floods)



Work History

Company	
ICF International Strategic Planning Services Independent Community Development Advocates of Detroit Michigan First Economic Development Partnership Michigan Department of Commerce	

References

Education

Background

years of experience in environmental impact assessment, local and federal environmental program management, technical analysis, policy analysis, and strategic planning. He has extensive experience in the preparation and review of NEPA documents. He is currently providing environmental technical assistance support to the New Jersey DCA/DEP under a contract with HUD. Work involves providing guidance on compliance with HUD's environmental regulations at 24 CFR Part 58 for the first \$1.8 billion of Hurricane Sandy relief funding. He also manages environmental technical assistance support to the Michigan State Housing Development Agency under a contract with HUD. He was also project manager for ICF NEPA support to the U.S. Department of Energy (DOE) Loan Programs Office and was the project manager for ICF's NEPA support for American Reinvestment and Recovery Act to the DOE Office of Energy Efficiency and Renewable Energy.

Recent Experience

NEPA support to New Jersey DCA/DEP for Hurricane Sandy Relief, February is managing the provision of ongoing environmental technical assistance support to the New Jersey DEP under a contract with HUD. Work involves providing guidance on compliance with HUD's environmental regulations at 24 CFR Part 58 for the first \$1.8 billion of Hurricane Sandy relief funding.

NEPA support to Michigan State Housing Development Authority (MSHDA), is managing the ongoing environmental technical assistance to the Michigan State Housing Development Authority under a contract with HUD. Work involves technical assistance for projects receiving Neighborhood Stabilization grant funds. provides guidance and NEPA document preparation services to MSHDA and twelve Michigan communities. He has also delivered environmental training to MSHDA and community land bank staff that covers compliance with HUD's NEPA regulations.

NEPA Support—U.S. Department of Justice, Office of Justice Programs, Nationwide, Serving as Project Manager. ICF has provided NEPA support to the Office of Justice Programs for over 10 years. has assisted in the preparation and review of more than 150 environmental assessments (EA) for proposed new and expanded prisons, juvenile detention facilities, and other projects receiving Federal grant funds across the United States. He also assists grantees with evaluating NEPA requirements, consulting with federal agencies and State Historic Preservation Officers, and ensuring compliance with applicable regulations. For example, prepared an EA for the Merced County Juvenile Justice Correctional Complex in Merced County, California. The project involved close coordination with the U.S. Fish and Wildlife Service and Merced County officials to resolve complex endangered-species issues. He also prepared a draft EA for the proposed Youth Development Center in Manchester, New Hampshire, on the site of a 150-year-old detention facility, and interacted closely with the New Hampshire State Historic Preservation Officer to resolve historic preservation issues under the National Historic Preservation Act Section 106 process. prepared an EA for a Halfway-Back Facility in Chicago, and assisted in the preparation and review of two environmental impact statements (EIS) in California and Hawaii and two joint EIS/EIR documents in California for projects in Fresno and Alameda Counties. He attended public meetings for all three projects. The work involved close interaction with county officials, the Department of Justice, the California Board of Corrections, the Hawaii Department of Public Safety, and other contractors, in addition to explaining projects to members of the public and reviewing draft documents.



NEPA Support for American Recovery and Reinvestment Act Projects—DOE, Nationwide [REDACTED] The DOE Office of Energy Efficiency and Renewable Energy (EERE) provides grants to various recipients of the Energy Efficiency and Conservation Block Grant (EECBG) program and state energy offices through the State Energy Program (SEP) as part of the American Recovery and Reinvestment Act (ARRA) of 2009.

[REDACTED] served as Project Manager for ICF’s NEPA support to DOE’s EERE office in reviewing EECBG Program and SEP grant applications that are funded by ARRA. ICF assisted in making NEPA determinations and in managing and preparing over 70 EAs for projects that include solar photovoltaic systems, wind farms, single wind turbines, geothermal systems and ground source heat pumps, biomass systems, industrial energy efficiency retrofits, anaerobic digesters, biorefineries, and other renewable energy projects. These projects are located throughout the United States and its territories. ICF worked directly with DOE to provide overall management and support for compilation and completion of the EAs, which had extremely aggressive schedules due to ARRA funding and timing requirements.

NEPA Support to the Loan Programs Office—DOE, Nationwide, [REDACTED] served as Project Manager for ICF’s task to review and assist in the preparation of EAs and EISs for projects submitted to DOE by loan applicants in response to solicitations for fossil energy advanced technologies; energy efficiency, renewable energy, and advanced transmission and distribution technologies; advanced technology vehicle manufacturing; and other solicitations. Under this contract ICF has also prepared assessments of compliance with DOE’s Floodplain and Wetland Environmental Review Requirements. Projects have included:

- **EA for Solana Thermal Electric Power Project, near Gila Bend, Arizona.** The proposed project, a 280 MW concentrating solar power plant, involved installation of approximately 2,700 parabolic trough collectors covering roughly 1,757 acres (three square miles). [REDACTED] managed the review of the EA and provided technical comments to DOE.
- **EIS for Topaz Solar Farm, San Luis Obispo, California.** This project is a 550 MW photovoltaic solar power plant. The project site is within unincorporated eastern San Luis Obispo County, approximately one mile north of the community of California Valley and six miles northwest of the Carrizo Plain National Monument. [REDACTED] managed the review of the EIS and provided technical comments to DOE.
- **EA for AV Solar Ranch One, Los Angeles and Kern Counties, California.** The proposed project, a 230 MW photovoltaic solar power plant, consists of a solar generation facility and a 230-kV transmission line. The solar facility would be located in the Antelope Valley, in unincorporated Los Angeles County. The transmission line would enter Kern County. [REDACTED] managed the review of the EA and provided technical comments to DOE.
- Other projects included four manufacturing facility EAs; four EISs for industrial gasification facilities in Indiana, Illinois, Mississippi, and Wyoming; an EA for a biorefinery in Florida; an EA for a 30MW wind farm on Oahu, Hawaii; an EA for a 50MW wind farm in Maine; and an EA for a 200MW wind farm in Illinois.

Work History

Company	
ICF International	[REDACTED]
Booz, Allen & Hamilton, Inc.	[REDACTED]
Robinson’s Greenhouses Ltd.	[REDACTED]
Mendip District Council	[REDACTED]
Prince William County Park Authority	[REDACTED]



References



Education

Background

Possess over fifteen years of legal, public administration, and project management experience in crafting public-private policy, governance, and financing solutions towards post-disaster housing and commercial revitalization, sustainable public infrastructure investment, resilient land use strategies, while fostering greater public access and participation in related government decision-making.

Relevant Recent Experience

New Orleans Citizen Sewer, Water & Drainage System Reform Task Force, Business Council of New Orleans/City of New Orleans, Coordinator Analyzed the City of New Orleans water and flood protection systems and recommend policy, governance, and funding strategies for increasing system resiliency and efficiency. Particular focus included an assessment of how to harness post-disaster federal funding and related projects.

Post-Disaster Historic Commercial Property Revitalization, Public Financing Advisor, Multiple Clients, Assisting in securing loans of disaster-recovery community development block grants, paired with historic and New Market tax credits, and advising on related regulatory compliance to redevelop historic commercial properties damaged by Hurricane Katrina. Specific projects include revitalizing a storm-damaged hospital, historic downtown theater, and converting a vacant school into fresh food retail and small business office space.

Seedco's Louisiana Business Plan & Investment Strategy, Content Developer, Seedco, Drafted Seedco's Louisiana Business Plan for Small Business, Disaster-Recovery, Fisheries, and Coastal Community Commercial Investment.

City of New Orleans Office of Recovery & Development Administration, Special Assistant, City of New Orleans Supervised policy development in furtherance of the City's long-term disaster-recovery plan, including authoring policy frameworks to secure and use over \$400 million in CDBG-DR funding, in combination with other public and private funding sources, for public space and infrastructure reconstruction, blighted property removal, and neighborhood commercial and housing revitalization. In addition, served as project manager overseeing the use of over \$75 million in CDBG-DR to acquire and prepare 40-acres of acquired private property for the development of a federal Veterans Administration medical center.

Other Relevant Work History

References

Education

Background

_____ is a Senior Vice President at ICF International with professional experience in providing and managing implementation and capacity building support for community development , economic development and housing programs for states, local governments, tribes and HUD. She has nearly 25 years of experience, including 15 years of experience in leading large contracts, including managing staff, subcontractors, budgets and timelines for tasks including program implementation support , direct on-site TA, websites, training, conferences, webinars, written products, on-line learning, and facilitation. _____ is a nationally recognized expert in the CDBG program and she leads ICF's person Housing and Community Development Technical Assistance and Training Team. She has conducted disaster recovery support work in New Jersey and Louisiana.

Recent Experience

OneCPD TA, U.S. Department of Housing and Urban Development, Office of Community Planning and Development , Officer in Charge, _____ leads this nationwide capacity building initiative for ICF. Under this contract, ICF works with HUD to provide on-site TA and other state and local grantee capacity building services nationwide and to develop and implement a website offering services across all CPD programs. In addition to providing direct services to HUD grantees, _____ manages team staff, finances and subcontractors. Selected OneCPD projects include:

- **Disaster recovery technical assistance to New Jersey DCA:** Led the HUD TA team that provided technical assistance related to Superstorm Sandy Recovery. Tasks included: working with DCA and EDA on policy and program implementation questions; developing program guidelines and process maps; assisting in summaries of DCA recovery staffing needs; training staff and partners on CDBG-DR; and managing team staff and subcontractors.
- **Needs assessment process:** Led the team that created the in-depth process used to assess grantee capacity and technical assistance needs for CDBG, HOME, HOPWA and SNAPS programs and across technical topics such as underwriting, administrative and management capacity and compliance with programmatic and other federal rules. Developed a methodology for the assessment, created tools and forms and trained ICF staff and other TA providers on the process.
- **Performance measures:** Led the team that created a process for measuring the impact and customer satisfaction from HUD community planning and development capacity building and training services. Included proposing outcome indicators and measures and a process for collecting this data.
- **Adult learning decision tools:** Worked on a team that created a process and assessment tool for applying a range of technologies to capacity building scenarios. The tool enables HUD staff and TA providers to determine which adult learning approaches – from web-based to in-person – are likely to be most successful given intended outcomes, costs and timelines.

National CDBG Program Community Development Technical Assistance, U.S. Department of Housing and Urban Development, Office of Community Planning and Development, Office of Block Grant Assistance, Officer in Charge, _____ **Officer in Charge and Project Manager.** _____ is the ICF manager for national CDBG capacity building work. Under these cooperative agreements, the ICF team has: provided on-site technical assistance; developed and delivered training nationwide; and developed written products. Examples of work under these HUD grants include:

- **Basically CDBG, U.S. Department of Housing and Urban Development, Office of Community Planning and Development.** Led the development and delivery of HUD's manual and course on the rules for the Community Development Block Grant Program. Content covers program design options for economic

development, housing, public services, public facilities and other eligible programs. Content also covers key implementation topics such as program administrative costs, reporting and documenting national objectives.

- **Basically CDBG for States, U.S. Department of Housing and Urban Development, Office of Community Planning and Development.** Led the development and delivery of this manual and training seminar on the rules for the Community Development Block Grant Program for state grantees.
- **CDBG Web Modules, U.S. Department of Housing and Urban Development, Office of Community Planning and Development.** Assisted HUD to develop materials and a script for a series of eight web-based training modules on key CDBG topics such as eligible activities, national objectives, administration and finance, and Section 108.
- **The Economic Development Toolbox, U.S. Department of Housing and Urban Development, Office of Community Planning and Development.** Developed and delivered a manual and training materials on how communities can use the CDBG and Section 108 Programs to meet their economic development goals.

NSP Program Technical Assistance, U.S. Department of Housing and Urban Development, Office of Community Planning and Development, Office of Block Grant Assistance, Officer in Charge, [REDACTED]

[REDACTED] is the Officer in Charge on this TA initiative for ICF to work nationwide to assist state and local government and nonprofit and developer partners to address the foreclosure and neighborhood stabilization crisis. NSP is based upon the CDBG Program. The ICF work includes: delivering on-site technical assistance; delivering webinars; developing a NSP website; and creation of written products. ICF has been designated the lead TA provider for HUD and in this role, [REDACTED] help to coordinate the TA efforts across HUD contractors.

- **NSP Program Implementation TA, Commonwealth of Pennsylvania, Department of Community and Economic Development.** Under ICF's HUD NSP TA grant, conducted a needs assessment and follow-up technical assistance to the state on its implementation of the NSP program.
- **NSP Problem Solving Clinics.** Developed and delivered regional sessions designed to assist NSP grantees to implement their programs. Included developing a workshop on NSP eligible activities.
- **NSP Webinars.** Developed and delivered numerous webinars on topics such as accelerating spending, program income, activity delivery and administrative costs, working with Habitat, meeting deadlines, marketing and disposition of properties, and program design.
- **NSP Q&A Pool.** Addressed grantee questions on rules and requirements for implementing NSP.
- **NSP On-Call Technical Assistance.** Provided remote technical assistance to aid grantees to implement their NSP programs.

National HOME Program Community Development Technical Assistance, U.S. Department of Housing and Urban Development, Office of Community Planning and Development, Office of Affordable Housing Programs, Officer in Charge, [REDACTED]

[REDACTED] leads national HOME Program technical assistance for ICF. Under the cooperative agreements, the ICF team has: provided on-site technical assistance to participating jurisdictions (PJs) and their partners; developed dozens of HOME related training courses and on-line modules; managed national and regional conferences and workshops for CPD grantees; worked with OAHP to create the HOME Certified Specialist-Regulations program; trained thousands of state and local HOME program staff, nonprofits and HUD staff; and written numerous HOME Program model guidebooks. Selected projects include:

- **Basic HOME & CDBG:** Developed a guidebook and delivered training on the regulatory requirements for how the HOME program and the CDBG program can be combined for affordable housing.
- **Expert HOME & CDBG:** Developed and delivered training on this case-based class on how HOME and CDBG grantees can be applied to homeownership, rehabilitation, rental and neighborhood-based programs.
- **Advanced HOME: Doing Rental Housing Deals.** Managed and worked on a team that developed in-depth materials and training on rental housing development and finance. The exercise-based class focuses on how HOME can be combined with CDBG, Section 108 and Low Income Housing Tax Credits.
- **Certified HOME Program Specialist --.** Beginning with the foundation of the Building HOME class, developed a course and an exam to test the program regulatory knowledge of state, local and HUD HOME Program administrators. ICF kicked off this new course with HUD in 2005 and ICF has now delivered nationwide with nearly 2,000 attendees to date.



CDBG Program Implementation Support, Various States, Subject Matter Expert, [REDACTED] assisted several states to manage and implement their CDBG Programs, including developing subgrantee and staff guidance manuals, delivering training and conducting testing. Selected project includes:

- **Kentucky Community Development Block Grant Implementation Guide, Exam and Training, Commonwealth of Kentucky, Department for Local Government.** Assisted in the development of a written manual on implementing the CDBG program in Kentucky. Developed an exam to test the program knowledge of local program administrators. Delivered training and exam statewide on the KCDBG program.

Work History

Company	
ICF International	[REDACTED]
Molinaro/Rubin Associates, Inc.	[REDACTED]
Latimer & Buck, Inc.	[REDACTED]
Philadelphia Mental Health Care Connection	[REDACTED]

References

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Education

Background

Business and economic resiliency consultant with more than 10 years of success in designing and implementing effective strategies to restore businesses and communities after economic disruptions. Works with state and local government and private sector leadership to develop comprehensive plans that include analysis of economic challenges and opportunities related to primary industry drivers and dependent businesses. Regularly leads development of economic section for blue-sky and post-disaster plans that include risk assessments, community planning and capacity and gap analysis. Provides extensive knowledge of state and national economic disaster recovery programs, public and private funding sources and implementation criteria and the application for integrated community recovery. Assists community stakeholders to incorporate disaster resilience approaches into economic development plans, develop public-private partnerships for business recovery and identify economic investment incentives for revitalizing economies post-disaster.

Recent Experience

Seminole County (FL) Post-Disaster Business Recovery Plan (Office of Emergency Management)

Led a team that facilitated and wrote a stakeholder-driven development of a plan that provides Seminole County a single point of reference to implement strategies to prepare the private sector for major economic disruptions and to guide public and private sector stakeholders from the time of a disaster event until commerce and economic activity has stabilized.

Standard Operating Guidelines for Emergency Support Function 18 “Business, Industry & Economic Stabilization” for the State of Florida (Florida Division of Emergency Management)

Facilitated stakeholder participation and drafted the guidelines for ESF 18 – a position in the State Emergency Operations Center -- that integrates the public and private sector organizations that are essential to business disaster preparation and business assistance response, economic stabilization and long-term economic revitalization. Was selected to lead this initiative by the Florida Division of Emergency Management and the Division of Economic Opportunity because I had initiated and developed ESF 18 in 2005 while I served as the Director of Partner Relations with Enterprise Florida (Florida's primary economic development agency).

Economic Redevelopment Strategy and Action Plan for the Tampa Bay Catastrophic Disaster Recovery Plan (Tampa Bay Regional Planning Council)

Identified, engaged and facilitated public and private-sector stakeholder participation and drafted the strategy and action plan that addresses the roles and responsibilities of organizations that are engaged to prepare for, respond to and recovery from a major economic disruption caused by natural, technological or terrorism-related disasters.

Business Emergency Operations Center for the State of Louisiana (National Incident Management Systems and Advanced Technologies (NIMSAT) Institute at the University of Louisiana at Lafayette)

Served as the public-private partnership development coordinator on team that established the Louisiana Business Emergency Operations Center, (LAEOC), an award-winning national model that integrates the private sector with the state's disaster preparedness and response planning. The establishment of the LAEOC involved engagement of the NIMSAT Institute, the Stephenson Disaster Management Institute, the Governor's Office of Homeland Security and Emergency Preparedness and Louisiana Economic Development.



Work History



References



Education

Certifications

- Department of Housing and Urban Development
 - Certified HOME Administrator
 - Certified HOME Program Specialist
 - Certified Rental Compliance Specialist
- National Development Council
 - Economic Development Professional, July [REDACTED]
 - Housing Development Finance Professional, September [REDACTED]
- Harvard University, John Kennedy School of Government Executive Leadership training, [REDACTED]

Background

[REDACTED] has over [REDACTED] years experience in the field of housing and community service. He served at the state level as the office chief for the Ohio Department of Development (ODOD) prior to joining ICF. In this role he oversaw the implementation of the State of Ohio's annual allocation of over \$120 million of HUD funding, included CDBG, HOME, ESG, and HOPWA, along with the state's Affordable Housing Trust Fund. Programs included community development, affordable housing, economic development, and homeless assistance. He has worked with units of local government, non-profit and for-profit partners to address local community development and housing needs. He has extensive experience working within state government and oversaw a statewide advisory process to prioritize the investment of public funds targeted to address the state's community development and housing needs.

Recent Experience

Home and CDBG Program Administration, ODOD [REDACTED] While employed with the ODOD, Les oversaw the implementation of the State of Ohio's CPD programs including CDBG, HOME, ESG, and HOPWA along with the State's Affordable Housing Trust fund – an annual budget of \$148 million. He participated with the Council of State Community Development Agencies to develop the HUD performance measurements system for all state HUD funds. This process included designing a collection system for data to be reported from over 250 funding recipients, providing training for internal and external staff, and developing policies and procedures to ensure the timely entry of data into IDIS.

HOME Training Course Deliveries. Delivered the following courses: Certified HOME Specialist—Regulations, Certified HOME Specialist – Administration, Monitoring HOME, Expert HOME and CDBG, Effective Written Agreements, and Measuring Up. These training courses have been held in locations around the country under contract for HUD's Office of Affordable Housing (OAHP), HUD Field Offices, and private consulting contracts with state and local governments as well as statewide organizations around the country.

Housing Program Management, ODOD, [REDACTED] While employed with the ODOD, Les managed the funding and implementation of the state's Community Housing Improvement Program, an annual \$32 million dollar competitive housing program. Activities included housing rehabilitation, down payment assistance, rental rehabilitation, emergency repair, TBRA, infrastructure, and housing related public service activities. The program utilized a combination of HOME, CDBG, and state housing trust funds. One hundred twenty one local governments were eligible to receive funding to undertake a range of activities based on a locally developed Community Housing Improvement Strategy. The program worked with communities to take a longer term, comprehensive approach to addressing affordable housing and related public service and infrastructure needs



Energy Efficiency Evaluation of Homeless Facilities, ODOD, [REDACTED] While employed with the ODOD, [REDACTED] managed the state's analysis of its portfolio of homeless shelters and transitional housing units to target units for energy retrofits. Units were targeted based on energy usage, building type, and performance testing. A combination of utility and state funds were utilized to complete the retrofits of existing facilities in an effort to reduce the operating costs and increase the financial stability of the service providers

Work History

Company	
ICF International State of Ohio, Department of Development	[REDACTED]
Columbus Housing Partnerships State of Ohio, Department of Development	

References

[REDACTED]
[REDACTED]

Education

Background

██████████ is a leading expert in the field of affordable rental housing. Key areas of expertise include policy, finance, asset management and property management. He works primarily for federal and state agencies on projects involving program design, program implementation, transaction structuring, negotiation, research, training and technical assistance.

Recent Experience

Piggyback Program, State of Louisiana Division of Administration, Office of Community Development, Key Program Advisor, ██████████ The Piggyback program combined over \$600 million of disaster recovery CDBG funds with LIHTCs to produce over 8,000 apartment units, mostly in mixed income properties, with at least 5% permanent supportive housing, to replace rental housing lost in Hurricanes Katrina, Rita, Gustav and Ike. ██████████ was a key advisor in the State's design for the program, including template legal documents and interface with the LIHTC QAP; supported the State during the transaction-specific closing process; designed and implemented the State's subsidy layering process; and supports the State's review of annual financial statements including verification that the State earns and receives its share of cash flow.

Affordable Rental Program, State of Louisiana Division of Administration, Office of Community Development, Key Program Advisor, ██████████ The ARP program funded the development of smaller apartment properties (typically 30 units and below), to replace rental housing lost in Hurricanes Katrina, Rita, Gustav and Ike. ██████████ was a key advisor in the State's design for the program, including template legal documents.

Mississippi Housing Recovery Data Project, Mississippi Governor's Office of Recovery and Renewal, Project Leader, ██████████ The project included tracking hurricane damage to housing, and recovery, on a house by house basis, using GIS technology, and using best available data to estimate housing recovery at a city and county level. The State used findings from the project to fine-tune its disaster recovery programs. The project's findings were integral to the State's ability to resolve a politically sensitive lawsuit regarding expansion of the Port of Mississippi. ██████████ was the project leader; ██████████ teamed with the Southern Mississippi Planning and Development District to carry out the project.

HOME Program, US Department of Housing and Urban Development / Office of Affordable Housing Programs, Technical Assistance Team ██████████ has been a key member of the HOME program's TA team for rental housing, helped design and deliver the program's rental housing training programs, and was a key author of various program guides, toolkits, and other technical assistance materials.

Mark-to-Market Program, US Department of Housing and Urban Development / Office of Affordable Housing Preservation, Financial Advisor, ██████████ The program implement's Congress' decision to reduce rents for Section 8 New Construction / Substantial Rehabilitation projects to comparable market rent levels, and if necessary to restructure the project's FHA-insured mortgage loans while providing for long-term affordability to tenants and long-term property viability. ██████████ has been a leader on the program's Financial Advisory Team from the beginning of the program, being involved in program design, design of the electronic underwriting model and other key job aids, and design of the transaction review and approval systems. ██████████ also provides transaction-specific support for particularly complex transactions.



Work History



References



Education

Background

██████████ is a local economy fellow of the Business Alliance for Local Living Economies, with extensive experience in marketing and communications to support New Jersey initiatives including sustainable neighborhood development, new economy job training, and founder of Forward Ever Sustainable Business Alliance, a BALLE affiliate dedicated to the growth of a sustainable community economy in Greater Newark, NJ.

Recent Experience

Rebranding Community and Economic Development Agency, ECD Community Development, Marketing Director, ██████████

- Implemented strategy to audit and assess ECD historical communications
- Conducted focus groups comprised of funders, foundations, community agencies and residents
- Directed messaging strategy using focus group outcomes to rename and reposition ECD services and programs
- Developed a marketing and communications strategy informed by focus group feedback to target key stakeholders inclusive of a community relations strategy and budget for all media channels
- Developed copy for use in print and electronic collateral

Marketing A Regional Buy Local Initiative, Newark Regional Business Partnership, Marketing Director, ██████████

██████████ developed a marketing team to launch the Made In Newark online brand and communications strategy that has catalyzed an ongoing manufacturing movement.

- We leveraged cross sector partnerships that bridged the arts community, local manufacturers, The Star-Ledger, Newark Regional Business Partnership (NRBP) and Forward Ever Sustainable Business Alliance to launch Made In Newark during the NCAA Men's Basketball Championships in Newark in 2011.
- The Made In Newark Council of Employers has been established and is managed by the Newark Regional Business Partnership
- The City of Newark has leveraged the Brookings Institute research and policy prowess and coupled it with the dedicated capacity of a Manufacturing Advisor Mayor's Office Fellow to recommend policies, programs and initiatives to grow the manufacturing sector of the city.

Sustainable Neighborhood Development, Lincoln Park Coast Cultural District, Creative Director, ██████████

- Complementing communications and branding efforts have transformed the narrative about Lincoln Park and helped to position the neighborhood for recognition by the US Green Building Council, as a LEED ND neighborhood.
- Unveiled 86 units of affordable LEED certified housing and attracted the creative class and families into the community to become residents in Lincoln Park.
- Launched and branded Lincoln Park Community Farm and the Community Shared Agricultural (CSA) Program, which recruited 30 members in year one.
- Produced media events and community outreach to launch GreenCap, an innovative Green Jobs Training Program for Newark residents.
- Green Jobs Training Program has trained dozens of residents about energy efficiency resulting in employment for these individuals.
- Integrated communications strategy landed Lincoln Park feature coverage in The New York Post, Black Enterprise, The Star-Ledger, hundreds of blogs and online news sites and a speaking role in the PBS documentary titled "Soul Food Junkies".
- Established the media engagement standards to accommodate dignitaries such as Governor Corzine, Nina



Mitchell Wells former Secretary of State of New Jersey and International Jazz Legend, James Moody with wife Linda Moody.

- Within five years, [REDACTED] increased attendance at the annual Lincoln Park Music Festival from 3,000 to over 50,000 attendees.

Work History

[REDACTED]

References

[REDACTED]

[REDACTED]

Education

Certifications

C.P.A., Certified Public Accountant, State of Maryland, [REDACTED]

Background

[REDACTED] has over [REDACTED] years of professional business management experience in government service, government contracting and commercial arenas, including extensive administrative, budgeting, accounting, logistics, and supply chain management experience. He possesses excellent working knowledge of Generally Accepted Accounting Principles (GAAP), Federal Acquisition Regulations (FAR), Cost Accounting Standards (CAS), and the Uniform Commercial Code (UCC).

Recent Experience

Cost Estimating

[REDACTED] in his current position as an ICF International Project Manager on a Transportation Security Administration (TSA) contract from [REDACTED] uses Automated Cost Estimating Integrated Tools (ACEIT), cost estimating software, to develop a 20 year Life Cycle Cost Estimate (LCCE) for all 10 types of TSA passenger screening equipment. The LCCE, which has a product oriented work breakdown structure, as well as sensitivity and risk analyses, incorporates \$48 billion in costs associated with the equipment life cycle.

Budget and Finance

While employed at Northrop Grumman Technical Services as a Management Consultant from [REDACTED] [REDACTED] prepared Note 14, Environmental Liabilities and Disposal Liabilities, of the United States Air Force Financial Statement. In [REDACTED] Note 14 accounted for \$8.8 billion in liabilities. As a part of that reporting effort he developed and documented manual methodologies for reporting environmental liabilities associated with asset retirement. Prior to his development of those reporting methodologies, those liabilities had not been calculated and reported. In addition, he was an active participant in both interagency and Department of Defense working groups that developed environmental liability reporting standards.

While employed at Northrop Grumman Information Technology, as Budget Manager from [REDACTED] [REDACTED] prepared the annual \$290 million budget for Northrop Grumman Information Technology headquarters. He developed year-end projections based on the budget, actual results and known variances. He also developed and updated allocation methodologies to allocate the headquarters' costs to lower level business groups. That budget and its results formed the basis of the annual Forward Pricing and Incurred Cost Submission that were submitted to and audited by Defense Contract Audit Agency to establish government contract billing rates.

Supply Chain Management and Logistics Support

While employed at Potomac Electric Power Company as Materials Supervisor from [REDACTED] [REDACTED] used a computerized materials management system to control a \$65,000,000 inventory with 54,500 line items of stock. He



forecasted requirements for replenishment and new stock items. Additionally, he worked with teams of internal customers and vendors to ensure support of operations. Results were customer service levels in excess of 98.6%.

Also, while employed at Potomac Electric Power Company as General Supervisor Parts from [REDACTED] [REDACTED] led a vehicle support operation that provided parts and contractual services to maintain a 1,300 vehicle public utility fleet. He managed the procurement, receipt, warehousing, issuing, inventorying and invoicing of all outside support.

Systems Analysis

[REDACTED] experience while at Potomac Electric Power Company included three significant computer automation projects:

- While General Supervisor Parts, [REDACTED] he performed a thorough systems analysis documenting information flows and needs for a computerized vehicle transportation maintenance system, which operated from seven different locations. His analysis served as the basis for procurement of a new system.
- For a year and a half while serving as Materials Supervisor, [REDACTED] he was actively involved in a large scale computer project to transition corporate financial and material management systems from a mainframe legacy system to a client-server based Oracle financial package. He had hands-on involvement in requirements analysis, system testing, data conversion, drafting of lesson plans and end-user training.
- As General Supervisor Materials Management and Procurement, [REDACTED] he led an effort to upgrade capabilities by installing an e-commerce procurement system. He conducted a financial and feasibility analysis, including a cost/benefit analysis, which led to approval of a \$4.2 million project.

Work History

Company	
ICF International Northrop Grumman Technical Services Northrop Grumman Information Technology Litton PRC Potomac Electric Power Company (PEPCO)	[REDACTED]
United States Air Force	[REDACTED]

References

[REDACTED]
[REDACTED]
[REDACTED]



Tab 10

Housing Program Implementation Strategy Advisor for the State of New Jersey Department of Community Affairs ("DCA")


May 15, 2013

Submitted to:
State of New Jersey
Division of Purchase and Property

Submitted by:
ICF Incorporated, L.L.C.
9300 Lee Highway
Fairfax, VA 22031
(703) 934-3000

Authorized Contact:



Federal Tax ID Number: 

This proposal includes proprietary information clearly identified on select pages. Material identified as proprietary shall not be disclosed outside the Client and shall not be duplicated, used, or disclosed for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in conjunction with—the submission of these data, the Client shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract.





May 15, 2013

Mr. Roy Hambrecht
Department of the Treasury
State of New Jersey
Division of Purchase and Property
Email: roy.hambrecht@treas.state.nj.us
Submitted VIA GSA eBuy

SUBJECT: RFQ Number RFQ777358S for "Housing Program Implementation Strategy Advisor for the State of New Jersey Department of Community Affairs"; ICF Proposal 20130563

Dear Mr. Hambrecht:

ICF Incorporated, L.L.C., an ICF International company, hereafter referred to as "ICF", is pleased to provide this proposal in response to the subject Request for Quote.

ICF has long been a provider of services for the Community Development Block Grant Program as well as for FEMA-funded disaster assistance programs. Our services are inclusive of program design, planning, project management and monitoring, information technology and reporting systems and communications. ICF has a large number of community development experts and experience supporting state clients and HUD with recovery efforts.

Per the solicitation requirements, the following information is provided:

- In the past 5 years, ICF has not had a record of substandard work, nor has ICF engaged in any unethical practices.
- Given ICF's experience and expertise, we understand the scope of work and are ready to perform the required tasks.
- ICF is licensed to do business in New Jersey under NJ Business Registration Certificate number 1048914.
- If awarded, ICF acknowledges its complete responsibility for the entire contract, including payment of any and all charges resulting from the contract.

In addition, in accordance with the RFQ instructions at Section 10.1.1., ICF has no *current or past* business relationship with the prime contractor, Witt Group Holdings, LLC, providing services under State Contract G-8034: Consulting-Disaster Recovery. ICF has a *past* history with the contractor, CDM Smith, the firm providing services under State Contract G-8037-Housing Strategy Advisor. The past history is related to non-disaster recovery environmental work unrelated to the subject project.

To determine if we have relationship with any other consultants providing consulting services on disaster recovery services in NJ we reviewed the list of Hurricane Sandy Contracts at <http://www.state.nj.us/treasury/purchase/hurricane-coop.shtml>, as of May 10, 2013. To the best of our knowledge the following reflects our relationships with firms on the list:

FIRM	RELATIONSHIP
Louis Berger	Sub and prime Nature of work: environmental planning and documentation (non-Hurricane Sandy or disaster recovery related)
Arcadis	Sub and prime Nature of work: environmental planning and documentation (non-Hurricane Sandy or disaster recovery related)
SAIC	Sub and prime Nature of work: environmental planning and documentation (non-Hurricane Sandy or disaster recovery related)

Though not posted to the above mentioned Hurricane Sandy contract site as of Friday, May 10, 2013, we are aware that Hammerman & Gainer Inc. HGI (G-8043) has been selected to provide program intake and application processing services for disaster recovery. HGI was a former subcontractor to ICF Resources Inc. under contract to the State of Louisiana for Hurricane Katrina recovery work. The contract ended in 2009.

Under contract with the US Department of Housing and Urban Development, ICF has provided technical assistance and training related to the Community Development Block Grant –Disaster Recovery Program to the State of New Jersey. The work for HUD did not involve any assignments related to the preparation of this procurement.

ICF’s proposal remains valid for a period of sixty (60) days from the official due date of May 15, 2013. ICF retains the right to review its submission and to extend its offer or to revise its proposal at the end of the sixty (60) days period

We look forward to hearing from you about the status of our proposal and sharing additional information as needed in written or oral presentations. For technical questions, please contact ICF’s technical point of contact. [REDACTED]

Sincerely,

[REDACTED]

Enclosure



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General Information

PERIOD OF PERFORMANCE

The proposed period of performance is as follows:

Year 1:	June 1, 2013 – May 31, 2014
Year 2:	June 1, 2014 – May 31, 2015

Per the RFQ, there may be up to three(3), one year extensions.

CONTRACT TYPE:

ICF has prepared this submission on a Time and Materials basis based on ICF's MOBIS contract #GS-23F-8182H

VALIDITY

ICF's price proposal will remain in effect for a period of sixty (60) days from the date of submission. ICF reserves the right to review its submission and to extend its offer or to revise its proposal based on the facts known at the end of the 60-day period.

Subcontractors

ICF has established a goal of 25% for use of subcontractors that are registered with the NJ Division of Revenue as Small Business Enterprises. The Subcontractor Utilization Plan is provided in **Attachment 3**.

Our subcontractor team consists of six registered New Jersey small businesses. In addition we have included nine small businesses registered outside of New Jersey that provide specialized expertise for this program. We estimated the value of our planned subcontracts based on an estimated total contract value of \$10,000,000. Our subcontracting goal is to provide 25% of contract value to New Jersey small businesses. We then determined the percentage of work for each subcontractor based on our experience supporting similar programs. We estimate approximately 20% of the contract will be provided by New Jersey certified Category III small business staff augmentation firms. An additional 10% will be provided primarily by Category I and II certified small businesses that specialize in housing and community planning; and marketing and communications.

Basis of Estimate

ICF's proposed price is based on ICF's experience performing similar work for a variety of similar clients. It also reflects our understanding of this work as an advisory services contract requiring senior, experienced staff to respond to Task Orders as well as the requirement to augment State staff capacity. The assumptions and process built into the development of our rates include:

1. MOBIS labor categories were mapped to the eight RFQ labor categories specified below in **PRICING PROPOSAL: RFQ COST SCHEDULE**. In addition, to provide flexibility as additional staffing needs are identified by the State, ICF has provided rate quotes for other labor categories in our MOBIS schedule with the applicable discount – see below **PRICING PROPOSAL: MOBIS RATES**
2. These additional MOBIS labor categories will also provide flexibility to support the Staff Augmentation service (3.1.2), as those needs are defined by the State. ICF anticipates



that work may include abroad array of tasks such as the review of invoices, desk top publishing, filing of documents, etc.

3. The number of proposed staff shown in the RFQ’s cost schedule on the following pages are derived from the proposed staff for the ramp-up phase.
4. Rates for Years 3-5 will be billed based on MOBIS rates as presented in Pricing Proposal: MOBIS Rates
5. Retainage/Acceptance Criteria (5.1.1.)--in accordance with the State’s response to Question 31 in Addendum 1 issued on May 9, 2013, ICF assumes that all task orders will contain “mutually agreed upon qualitative/quantitative performance criteria” .
6. State provided resources—in accordance with the State’s response to question 27, ICF assumes that office space will be made available for staff supporting tasks under 3.1.1 and office space, computers, and access to DCA’s IT environment will be made available to staff supporting tasks under 3.1.2.

OTHER DIRECT COSTS (ODCs)

It is ICF's disclosed accounting practice to recover contract specific other direct costs as a direct charge to any specific contract. Such other direct cost elements include but are not limited to courier/messenger, computer related, material/supplies, postage/express mail, printing, reproduction, telephone, relocation, and CAD. ODCs will be priced at the task order level.

TRAVEL COSTS

It is ICF's disclosed accounting practice to recover contract specific travel costs as a direct charge to any specific contract. Such travel cost elements include but are not limited to airfare, lodging, meals & incidentals per diem, rental car/local transit, mileage, parking, internet connection charges, and booking fees. Travel will be priced at the task order level.

Business Information

INVOICING & PAYMENT

ICF has prepared this submission on a Time and Materials basis. Invoices will be submitted monthly during the contract period for actual hours worked and costs incurred. Payment is due in accordance with NJ Prompt Payment Act.

Remittance

Electronic Funds Transfer Address		Lockbox Address
Account Name:	ICF Consulting Group, Inc. Fairfax, VA	ICF Incorporated, L.L.C. P.O. Box 7777 – W510501 Philadelphia, PA 19175-0501
Bank:	Citizens Bank 1 Citizens Drive Riverside, RI 02915	
ABA Number:		
Account Number:		



ADDITIONAL INFORMATION

ICF Incorporated, LLC

- DUNS Number – 07-264-8579
- CAGE Code – 5M571
- Federal Tax Identification Number – [REDACTED]
- Size Status – Large Business



Pricing Proposal

RFQ LABOR CATEGORY MAPPING TO MOBIS SCHEDULE

RFP Labor Category	MOBIS Labor Category
Partner/Principal/Director	Lead Principal
Program Manager	Principals
Project Manager	Project Director
Subject Matter Expert	Principal Consultant
Supervisory/Senior Consultant	Senior Associate
Consultant	Senior Analysts
Associate/Staff	Associate
Administrative Support Staff	Analysts



RFQ COST SCHEDULE

Line #	RFP Labor Category	# of Proposed Staff / Professional Category	Year 1 Hourly Rate	Year 2 Hourly Rate
1	Partner/Principal/Director	1		
2	Program Manager	8		
3	Project Manager	3		
4	Subject Matter Expert	4		
5	Supervisory/Senior Consultant	6		
6	Consultant	7.5		
7	Associate/Staff	7.5		
8	Administrative Support Staff	2		

Line #	Pass Through Price Lines	Year 1 Hourly Rate	Year 2 Hourly Rate
9	Other Direct Costs	N/A	N/A
10	Travel Expenses and Reimbursements	N/A	N/A



MOBIS RATES

Labor Category	Year 1 Hourly Rates			Year 2 Hourly Rates			Year 3 Hourly Rates			Year 4 Hourly Rates			Year 5 Hourly Rates		
	Contract Rate	Disc.	Discounted Rate	Contract Rate	Disc.	Discounted Rate	Contract Rate	Disc.	Discounted Rate	Contract Rate	Disc.	Discounted Rate	Contract Rate	Disc.	Discounted Rate
Analyst/Manager I	\$82.04			\$84.50			\$87.04			\$89.65			\$92.34		
Analyst/Manager II	\$101.39			\$104.43			\$107.57			\$110.79			\$114.12		
Analysts	\$75.55			\$77.82			\$80.15			\$82.56			\$85.03		
Associate	\$106.69			\$109.89			\$113.19			\$116.59			\$120.08		
Associate Analyst I	\$44.83			\$46.17			\$47.56			\$48.98			\$50.45		
Associate Analyst II	\$56.27			\$57.96			\$59.70			\$61.49			\$63.33		
Consultant	\$166.05			\$171.03			\$176.16			\$181.45			\$186.89		
Information Technology Expert	\$152.58			\$157.16			\$161.87			\$166.73			\$171.73		
Junior Analysts	\$48.64			\$50.10			\$51.61			\$53.16			\$54.75		
Junior Consultant	\$106.69			\$109.89			\$113.19			\$116.59			\$120.08		
LAN Administrator	\$78.49			\$80.84			\$83.27			\$85.76			\$88.34		
Lead Principal	\$233.94			\$240.95			\$248.18			\$255.63			\$263.30		
Principal Consultant	\$301.83			\$310.89			\$320.21			\$329.82			\$339.71		
Principals	\$208.03			\$214.27			\$220.69			\$227.31			\$234.13		
Program Manager	\$160.26			\$165.07			\$170.02			\$175.12			\$180.38		
Programmer/Analyst I	\$51.41			\$52.95			\$54.54			\$56.18			\$57.86		
Programmer/Analyst II	\$64.99			\$66.94			\$68.95			\$71.02			\$73.15		
Project Director	\$183.27			\$188.77			\$194.43			\$200.27			\$206.28		
Senior Analysts	\$121.47			\$125.11			\$128.86			\$132.73			\$136.71		
Senior Associate	\$148.78			\$153.24			\$157.84			\$162.57			\$167.45		
Senior Consultant	\$233.94			\$240.95			\$248.18			\$255.63			\$263.30		
Sr. Analyst/Manager I	\$115.55			\$119.02			\$122.59			\$126.27			\$130.05		
Sr. Analyst/Manager II	\$136.37			\$140.46			\$144.67			\$149.01			\$153.48		
Sr. Systems Analyst/Manager I	\$104.86			\$108.00			\$111.24			\$114.58			\$118.02		
Sr. Systems Analyst/Manager II	\$123.46			\$127.17			\$130.98			\$134.91			\$138.96		
Systems Analyst Manager II	\$98.38			\$101.33			\$104.37			\$107.50			\$110.73		
Systems Analyst/Manager I	\$73.30			\$75.50			\$77.77			\$80.10			\$82.51		

REQUIRED SUBMISSION IF BIDDER INTENDS TO SUBCONTRACT

STATE OF NEW JERSEY DIVISION OF PURCHASE AND PROPERTY (DPP) SUBCONTRACTOR UTILIZATION PLAN	DPP Solicitation No.: RFQ777358S
Bidder's Name and Address: ICF Incorporated, LLC 9300 Lee Highway Fairfax, VA 22031	DPP Solicitation Title: Housing Program Implementation
	Bidder's Telephone No.: [REDACTED]
	Bidder's Contact Person: [REDACTED]

INSTRUCTIONS: List all businesses to be used as subcontractors. This form may be duplicated for extended lists.

SUBCONTRACTOR'S NAME ADDRESS, ZIP CODE TELEPHONE NUMBER AND VENDOR ID NUMBER	CHECK HERE IF CONTRACT IS NOT SMALL BUSINESS <input checked="" type="checkbox"/>			TYPE(S) OF GOODS OR SERVICES TO BE PROVIDED	ESTIMATED VALUE OF SUBCONTRACTS
	SMALL BUSINESS CATEGORY *				
	I	II	III		
BCT Partners 105 Lock Street, Suite 203, Newark, NJ 07103 Phone: 610.331.0975 Vendor ID: [REDACTED]	X			DR Consulting	400,000
Bryant Staffing 377 Hoes Lane, Piscataway, NJ 08854 Phone: 732.981.0440 Vendor ID: [REDACTED]			X	Staff Augmentation	670,000
CCN Resources 85 Chestnut Ridge Road, Montvale, NJ 07645 Phone: 201.326.0034 Vendor ID: [REDACTED]			X	Staff Augmentation	670,000
Diversity Marketing and Communications 256 Col. Turnpike, N Tower, 208 Florham, NJ 07932 Phone: 973.377.0300 Vendor ID: [REDACTED]	X			Marketing	100,000
Industrial Staffing Services 557 Cranbury Road, East Brunswick, NJ 08816 Phone: 732.390.7100 Vendor ID: [REDACTED]			X	Staff Augmentation	670,000

* For those Bidders listing Small Business Subcontractors: Attach copies of Division of Revenue - Small Business Enterprise Unit registration for each subcontractor listed. If 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 NJAC17:13-4 and the Notice to All Bidders.

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 further certify that all information contained in this Plan is true and correct and I acknowledge that the State will rely on the truth of the information in awarding the contract.

[REDACTED]	Dir. Procurement-Subcontracts
_____	_____
(Title)	(Date)

REQUIRED SUBMISSION IF BIDDER INTENDS TO SUBCONTRACT

STATE OF NEW JERSEY DIVISION OF PURCHASE AND PROPERTY (DPP) SUBCONTRACTOR UTILIZATION PLAN	DPP Solicitation No.: RFQ777358S
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	SMALL BUSINESS CATEGORY *				
	I	II	III		
First Eye Media Works, LLC, DBA FEMWORKS 59 Lincoln Park, Suite 375, Newark, NJ 07102 Phone: 973.494.9705 Vendor ID [REDACTED]	x			Marketing	500,000
Compass Group 820 Bear Tavern Road West Trenton, NJ 08628 Phone: 703.217.8394	N/A			DR consulting	50,000
Corporate F.A.C.T.S 51248 Plymouth Valley Drive Plymouth, MI 48170 Phone: 248.681.5414	N/A			DR Consulting	500,000
JMB Preservation Advisors 4701 Jasmine Drive Rockville, MD 20853 Phone: 301.667.4191	N/A			DR Consulting	50,000
Liveable Housing 975 Upland Rd York, PA 17403 Phone: 717.876.0517	N/A			DR Consulting	50,000

* For those Bidders listing Small Business Subcontractors: Attach copies of Division of Revenue - Small Business Enterprise Unit registration for each subcontractor listed. If 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 NJAC17:13-4 and the Notice to All Bidders.

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I further certify that the information provided herein is true and correct and I acknowledge that the State will rely on the truth of the information

I am the authorized representative of the Bidder and I hereby certify that the information provided herein is true and correct and I acknowledge that the State will rely on the truth of the information

PRIN [REDACTED]

Dir, Procurement-Subcontracts May 14, 2013

(Title) (Date)

REQUIRED SUBMISSION IF BIDDER INTENDS TO SUBCONTRACT

STATE OF NEW JERSEY DIVISION OF PURCHASE AND PROPERTY (DPP) SUBCONTRACTOR UTILIZATION PLAN	DPP Solicitation No.: Housing Program Implementation
Bidder's Name and Address: ICF Incorporated, LLC 9300 Lee Highway Fairfax, VA 22031	DPP Solicitation Title: RFQ777358S
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	SMALL BUSINESS CATEGORY *				
	I	II	III		
Thomas Strategies 917 Washington Avenue, Suite C New Orleans, LA 70130 Phone: 504.237.4736	N/A			DR consulting	50,000
Urban Ventures 1625 - 16th Street NW, #502 Washington DC, 20009 Phone: 202.265.5550	N/A			DR consulting	50,000
Capital Access 325 Chestnut Street, Suite 917 Philadelphia, PA 19106	N/A			DR consulting	50,000
Ask Development Solutions 26558 Primary Drive Southfield MI, 48034	N/A			DR consulting	50,000
Valente Advisors 6265 Sun Boulevard #403 St Petersburg, FL 33715	N/A			DR consulting	50,000

* For those Bidders listing Small Business Subcontractors: Attach copies of Division of Revenue - Small Business Enterprise Unit registration for each subcontractor listed. If 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 NJAC17:13-4 and the Notice to All Bidders.

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 further certify that all information contained in this Plan is true and correct and I acknowledge that the State will rely on the truth of the information in awarding the contract.

Dir. Procurement-Subcontracts

May 14, 2013

(Title)

(Date)