

**From:** [Bradley Nichols](#)  
**To:** [Administration Integrity OversightMonitor](#)  
**Cc:** [Robert M Reeves](#); [Jill E Powell](#)  
**Subject:** EQ2014-007-P1--DCA--Section 3 Compliance Services: EY's Response  
**Date:** Friday, August 08, 2014 4:35:05 PM  
**Attachments:** [EQ2014-007-P1-DCA-EY's Response to Engagement Query.pdf](#)

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Hello –

Attached please find EY's response to your recent engagement query "EQ2014-007-P1--DCA--Section 3 Compliance Services."

We appreciate the opportunity to respond, and would be happy to answer any questions regarding our proposal.

Thank you in advance for your consideration –

Bradley Nichols



**Bradley (BJ) Nichols** | Assurance Services

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Engagement Query  
Department of Community Affairs  
Section 3 Compliance Services

State of New Jersey

EQ2014-007-P1-DCA

August 8, 2014



Building a better  
working world



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August 8, 2014

**Re: EQ2014-007-P1-DCA–Section 3 Compliance Services**

To whom it may concern:

Ernst & Young LLP (EY) is pleased to submit this response to the Request for Quote (RFQ) by the State of New Jersey Department of Community Affairs (DCA) to provide policy development, implementation and compliance assurance services related to the Department of Housing and Urban Development's "Section 3" and Minority Business Enterprise/Women Business Enterprise (M/WBE) requirements for federally-funded disaster recovery programs. We believe our Federal Claims Services practice is well qualified to assist DCA with Section 3 compliance services and monitoring.

Enclosed you will find our background, credentials and other information in response to the RFQ. This response highlights how we can assist DCA throughout the CDBG-DR program process including:

- ▶ Our team is assisting the NJ Department of Treasury as the "gatekeeper" in implementation of P.L. 2013, Chapter 37 (N.J.S.A. § 52:15D-1, et seq.), the Integrity Oversight Monitor Act (A60) and we are familiar with the CDBG-DR programs being administered by DCA and respective sub-recipients as well as the contractors associated with each program.
- ▶ We maintain full-service New Jersey office locations in Iselin and Secaucus, with over 2,100 employees. In addition, EY is one of the largest global professional services organizations in the world, with a vast array of experience and services available to assist DCA. Coupled with our experienced leadership team, these resources allow us to quickly respond to your needs.
- ▶ We have assisted grantees and subgrantees of CDBG and other disaster funding with financial, oversight, and programmatic areas, including grants management, accounting, insurance, internal controls, program assessments, disaster closeout, documentation requirements, audit resolution, appeals, and a wide range of other services. Our team includes subject matter resources who have deep knowledge of federal government contracting and have significant experience with Section 3 compliance and documentation.
- ▶ We have managed disaster recovery work in 40+ states and have experience with the full range of disaster funding from HUD, FEMA, insurance, and various other federal sources.
- ▶ Our key staff have conducted hundreds of audits, inspections, and reviews of HUD and FEMA disaster relief programs in nearly every state and have made thousands of recommendations to promote economy, efficiency, and effectiveness; prevent fraud, waste, and abuse; and improve federal, state, and local government disaster operations.
- ▶ Our team includes an array of former HUD and FEMA officials who bring a wealth of disaster management and CDBG-DR/FEMA experience.
- ▶ We understand the key issues and have extensive experience with the local players, such as Office of Block Grant Assistance, Disaster Recovery & Special Issues Division, HUD/FEMA Region II Office, and NJ Department of Community Affairs.
- ▶ Our team includes members from Mitchell & Titus, a member firm of EY and an approved MBE in NJ, who bring a wealth of government and public sector experience, including extensive experience auditing HUD and specifically CDBG programs in accordance with OMB Circular A-133.



- ▶ We are currently working with a number of grantees and subgrantees to assist them with their CDBG-DR, FEMA, insurance, and other federal disaster grant efforts, which gives us a current perspective for the issues DCA may face.
- ▶ Our significant oversight and technical background enables us to bring a unique perspective and fresh set of eyes that will be helpful in the identifying issues and possible deficiencies.

We hereby confirm that there have been no changes to the Disclosure of Investigations and Other Actions Involving Bidder Form submitted with our original proposal dated April 8, 2013.

We are excited about the opportunity to serve you and believe we can provide tremendous value to DCA and the State. We are eager to feature our service offerings in this area to you and thank DCA and the State for providing us with this opportunity. If you have additional questions or need more information, please contact Robert Reeves at 214-969-8875 or [Robert.Reeves@ey.com](mailto:Robert.Reeves@ey.com).

Yours sincerely,

A handwritten signature in black ink that reads 'Robert Reeves'.

Robert Reeves  
Executive Director

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Ernst & Young LLP (the "US firm") is submitting this proposal to provide Section 3 Compliance Services to the State of New Jersey Department of Community Affairs. Information in these materials relating to our approach, methodologies or pricing is confidential and proprietary to Ernst & Young LLP and/or EY.

# Our Team

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## Our practice

EY's Federal Claims Services practice is a group of professionals dedicated to assisting governmental, nonprofit and corporate entities to expedite financial recovery after catastrophic loss through CDBG, FEMA, insurance, and other funding sources. We combine our experience in financial recovery with our deep knowledge of the various programs to assist our clients in identifying the available recovery and financial options, applying for and using recovery funding, understanding how these and other sources of funding interplay with one another, and complying with the associated statutory and regulatory requirements.

We offer experienced disaster management and grants professionals that are adept at helping organizations recover quickly and efficiently by applying proven methodologies in disaster management. These individuals have extensive experience preparing claims for a wide range of clients, from state and local governments to Fortune 500 companies with large projects of similar size, scope, and nature. Our professionals provide our clients with decades of federal and insurance claims experience along with established processes, methodologies and technology to assist organizations in managing the financial function of large disaster reconstruction programs, assembling claims efficiently and achieving their recovery goals.

## What distinguishes our practice

- ▶ Our team includes a former HUD-OIG Assistant Inspector General, HUD Associate Deputy Assistant Secretary for Disaster Policy & Management, DHS Inspector General, Assistant Inspector General for Emergency Management and Oversight, the former Chief Financial Officer for FEMA, as well as former senior staff for the U.S. House of Representatives with lead responsibility for oversight of Federal disaster programs who all bring a wealth of disaster management and grants experience.
- ▶ Our professionals have conducted oversight and investigations of HUD and FEMA programs, including CDBG programs, FEMA Public Assistance program, the Individual Assistance program, the Hazard Mitigation Grant Program (HMGP), the Special Community Disaster Loan program and the HUD/FEMA Disaster Housing Assistance program (DHAP). This includes developing numerous reports and hearings on these programs including how they were implemented after Hurricanes Katrina, Rita, Gustav, and Ike.
- ▶ We managed disaster related work in 40+ states and all HUD/FEMA regions, including HUD/FEMA Region II, and have been involved throughout the recovery process in NY and NJ from Hurricane Sandy.
- ▶ We have professionals who drafted and oversaw the drafting of numerous CDBG statutory authorities, regulations (24 CFR part 570) and guidance, Stafford Act provisions, related laws, and its implementing regulations (44 CFR), including those on the Public Assistance, Individual Assistance, and Hazard Mitigation Grant Programs.

## EY key differentiators:

- ü Dedicated disaster recovery and claims practice
- ü Inside-out perspective: Deep knowledge of the disaster claims process, rules, and regulations from our executive experience at HUD and in HUD's Office of Inspector General
- ü Focus on oversight and OIG review preparedness
- ü Experienced with CDBG-DR requirements, documentation, and compliance reviews, including Section 3
- ü End-to-end disaster claims approach includes grant management, accounting, documentation, construction management, internal controls, program assessments, disaster closeout, audit resolution and appeals
- ü Conducted hundreds of A-133 audits involving HUD grants and compliance with associated regulations



## Experience we bring to the State of New Jersey

- ▶ Housing and Community Development Act of 1974
- ▶ Housing and Urban Development Act of 1968, including Section 3 compliance
- ▶ Stafford Act, including 44 CFR
- ▶ OMB Circulars A-21, A-87, A-102, A-110, A-122, A-133, (all now incorporated in 2 CFR part 200).
- ▶ 24 CFR part 570, except as modified by appropriations acts or use of waiver authority
- ▶ Hurricanes Katrina and Rita (P.L. 109-148, Emergency Supplemental Appropriations Act to Address Hurricanes in the Gulf of Mexico and Pandemic Influenza, 2006 [119 Stat. 2779], P.L. 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, 2006 [120 Stat. 472], 71 FR 7666, 71 FR 34451, 71 FR 63337, 72 FR 10014, 72 FR 48804, 73 FR 61148)
- ▶ Hurricanes Gustav and Ike (P.L. 110-329, Consolidated Security, Disaster Assistance, and Continuing Appropriations Act, 2009 [at 122 Stat. 3599], 74 FR 7244, 74 FR 41146)
- ▶ Tropical Storm Isaac (P.L. 113-2, Disaster Relief Appropriations, 78 FR 14329, 78 FR 23578, 78 FR 32262)
- ▶ 76 FR 71060, Clarification of Duplication of Benefits Requirements under the Stafford Act for CDBG
- ▶ Davis-Bacon Act
- ▶ National Environmental Policy Act and related laws
- ▶ CDBG-DR's Reconstruction, Rehabilitation, Elevation and Mitigation (RREM) Program
- ▶ Grants management
- ▶ Financial management
- ▶ Construction and real estate advisory services
- ▶ Generally Accepted Government Auditing Standards (Yellow Book)
- ▶ Federal and state cash management
- ▶ Insurance claims recovery
- ▶ Disaster programs administered by HUD, e.g., homeowner assistance, rental assistance, economic revitalization and supporting services
- ▶ Disaster programs administered by FEMA, e.g., Public Assistance, including debris removal, Individual Assistance, Hazard Mitigation and NFIP

## Specific New Jersey Sandy Experience

We are currently assisting the New Jersey Department of Treasury with the implementation of P.L. 2013, Chapter 37 (N.J.S.A. § 52:15D-1, et seq.), the Integrity Oversight Monitor Act (A60) including the monitoring of CDBG-DR funding, the entities administering the funding, as well as the associated contracted vendors who are implementing the various programs including RREM. Through this work, we have a deep understanding of the CDBG Action Plans and the various programs that are being implemented through DCA and subsequent sub-recipients.

In addition to specific Sandy related activities, we are experienced in working with the relevant agencies, including:

- ▶ New Jersey Department of Treasury
- ▶ HUD Office of Block Grant Assistance, Disaster Recovery & Special Issues Division
- ▶ HUD Office of Environment & Energy
- ▶ HUD Labor Relations Staff
- ▶ HUD/FEMA Region II Office
- ▶ New Jersey Division of Administration, Department of Community Affairs
- ▶ U.S. Small Business Administration Office of Disaster Assistance

## Other on point experience

Our team seamlessly blends together professionals from many disciplines who will be necessary to successfully assist DCA. They include, but are not limited to former HUD, FEMA, and Department of Homeland Security (DHS) senior executives, former inspector generals, CPAs, and forensic accountants, all of whom are experienced in working with grantees and subgrantees through the financial recovery process during large-scale disaster recovery operations.

Our team's HUD experience, coupled with our experience and understanding of numerous disaster funding sources (including FEMA, USACE, SBA, USDOT, and other federal disaster grant sources) will provide DCA with a full range of knowledge regarding all aspects of the CDBG-DR grant management and how it interplays with the other funding sources. The effort will require intimate knowledge of local disaster recovery activities unique to the State of New Jersey, requirements imposed by HUD, FEMA and federal laws, and regulations governing the receipt and disbursement of disaster funds which our professionals have been involved with since day one.

Our key staff includes former HUD senior officials with more than 60 years of HUD management experience. In particular, they have coordinated disaster and recovery actions, directed the CDBG-DR program since its inception, developed the CDBG-DR program and policies, and managed the oversight of its grantees. Additionally, our staff includes a former Assistant Inspector General for Investigations at HUD-OIG with extensive experience in investigating CDBG-DR funding and in particular disaster-assistance-related fraud. Our staff also includes former FEMA senior officials with more than 50 years of combined FEMA, DHS OIG, and emergency management experience, including every aspect of FEMA programs: financial management, grants and contract management, Stafford Act program management and reviews, policy development, and oversight. Further, our key staff includes former U.S. House of Representatives Transportation and Infrastructure Committee Senior staff responsible for oversight investigations of HUD disaster recovery programs and activities.

In addition, our key staff have conducted hundreds of audits, inspections, and reviews of HUD and FEMA disaster relief programs in nearly every state and have made thousands of recommendations to promote economy, efficiency, and effectiveness; prevent fraud, waste, and abuse; and improve federal, state, and local government disaster operations.

The following is a selection of recent contracts of similar size and scope performed by members of our proposed engagement team for DCA:

- ▶ Assisting the largest single subgrantee in New York with all aspects of their financial recovery as a result of Hurricane Sandy, including CDBG, FEMA public assistance, 406 mitigation, property insurance, the development of hazard mitigation (HMGP), and alternative grant funding assistance and in compliance with all of the relevant rules and regulations for each.
- ▶ Assisting a Gulf Coast state agency with the closeout of FEMA claims resulting from various past natural disasters, specifically Hurricane Ike. Our professionals are assisting the state agency in performing reviews of the grants provided to numerous subgrantees for compliance with policies and regulations. Grants were provided to subgrantees for the purposes of debris removal, emergency protective measures, and the repair and construction of buildings, infrastructure and public utilities. The compliance reviews are being performed for the benefit of the state agency to confirm that the grants given to the subgrantees are properly documented, complete and ready for potential future audit by the Office of the Inspector General.
- ▶ Performing the audit of a large public authority in accordance with OMB Circular A-133 for Federal programs of the U.S. Department of Housing and Urban Development (HUD), including Community Development Block Grant (CDBG).

### Our Team

- ▶ Former HUD senior officials
- ▶ Former HUD-OIG Assistant IG
- ▶ Section 3 compliance advisors
- ▶ Former CFO of FEMA
- ▶ Former Department of Homeland Security IG
- ▶ Former Special Inspector General for Gulf Coast hurricane recovery
- ▶ Former FEMA policy advisors
- ▶ Certified Public Accountants/ Forensic Accountants



- ▶ Assisting one of the world's largest city housing authorities with their grant submissions to HUD, FEMA, National Flood Insurance Program (NFIP), and commercial insurance for over 40 housing developments damaged by Hurricane Sandy. Our work includes analyzing and cataloguing over thousands of pages of damage assessments for the impacted developments.
- ▶ Assisting a city agency responsible for managing the design, construction and renovation of school facilities in one of the largest cities in the United States with their financial recovery from Hurricane Sandy. Over 50 of their schools sustained significant damage, resulting in significant costs for emergency and permanent work. We have assisted this applicant with all aspects of the grant process, including the development of hazard mitigation measures for each of the damaged schools for FEMA Section 406 funding and alternative grant funding assistance, and oversight of construction projects.
- ▶ Assisting the largest system of public schools in the United States with their federal grant recovery after Hurricane Sandy damaged approximately 70 schools. We have assisted this applicant with all aspects of the claims process and compliance with applicable federal laws, policies, and regulations.

## Mitchell & Titus

EY has a history of working with small and minority- and woman-owned businesses, and we are committed to their development. This commitment is demonstrated in part by our affiliation with Mitchell & Titus, the largest minority-owned accounting firm in the country. EY has had many opportunities to support Mitchell & Titus across their business. EY's US firm may utilize Mitchell & Titus staff with appropriate skills in executing this project. This would not require separate contracting with DCA, as Mitchell & Titus work would flow through our financial systems and be invoiced commonly with the EY time.

Mitchell & Titus is a member firm of Ernst & Young Global Limited, an organization consisting of separate member firms in 150 countries, including Ernst & Young LLP in the United States. As a member firm of Ernst & Young Global Limited, Mitchell & Titus follows our quality, risk management, and independence procedures. In addition, they have access to our leading technological resources, which enhances their efficiency and effectiveness in the delivery of services. As a member of the global organization, Mitchell & Titus has access to our network of other member firms around the world; this network can assist them in the delivery of services to clients with a similar global presence.

The model EY and Mitchell & Titus have developed is unique to the accounting profession and reaffirms our collective commitment to entrepreneurialism and engaging minorities in the accounting profession. Unlike traditional prime/subcontractor arrangements with minority firms, EY and Mitchell & Titus are fully integrated members of EYGL and leverage common methodology platforms, learning curricula, quality standards and technology. The impact is effective, efficient, quality service for clients, and the teaming is transparent to clients.

It is important to note that Mitchell & Titus' membership with Ernst & Young Global Limited has not changed the ownership structure or leadership of the firm. Mitchell & Titus remains a minority business enterprise (MBE). Mitchell & Titus has been granted reciprocal services status as a bona fide Minority Business Enterprise as defined by the National Minority Supplier Development Council, Inc. and certified by the New York & New Jersey Minority Supplier Development Council.

The primary vision of Mitchell & Titus' founders was to provide career opportunities for minorities in accounting and to support other minority-owned businesses. Our founders made a commitment to creating a professional services firm where minority professionals can learn, develop and become leaders in accounting and finance. Currently, the firm is over 150 professionals strong, 85% of whom are minority and women, and over 35 cultures are represented in its ranks. Mitchell & Titus remains committed to providing equal opportunity in recruiting, hiring, promotion, transfer and training without regard to race, color, religion, sex, sexual orientation, marital status, national origin, citizenship, age or the existence of a physical or mental disability.

Mitchell & Titus, is an approved MBE in NJ, who brings a wealth of government and public sector experience including extensive experience auditing HUD and specifically CDBG grant programs in accordance with OMB Circular A-133 and associated requirements.

## MPACT Strategic Consulting

Although not necessary for the successful completion of this task order, if awarded, EY would look to partner with the firm of MPACT Strategic Consulting to augment our team with additional expertise with Section 3 compliance.

MPACT advises public sector agencies varying in size, scope, and geography, from federal agencies and departments, to regional and state health agencies, from housing authorities to school districts, from national emergency management agencies to local community development infrastructure and technology teams. MPACT has a history of working collaboratively with leadership teams in government and public sector agencies and provide experienced resources that have direct expertise in design, planning and implementing sustainable solutions. Their focus has been in providing detailed strategy and technical assistance to agencies for programs and service delivery, including monitoring and compliance related to Section 3 and Fair Housing laws.

## Deep subject matter expertise

Our team's approach and methodology will be informed by deep subject matter resources provided by Mr. Jan Opper, Ms. Ruth Ritzema, and Mr. Matt Jadacki, who bring a wealth of experience in disaster recovery, grants management, and oversight.

### Jan Opper

Jan has more than 37 years of experience in serving at the U.S. Department of Housing and Urban Development (HUD) in a number of managerial capacities: developing, managing, and coordinating policies and programs nationwide. He coordinated HUD disaster response and recovery actions and directed the multibillion-dollar Community Development Block Grant Disaster Recovery program since its inception, developing the program and its policies, as well as managing the oversight of its grantees.

Jan has managed HUD disaster recovery assistance in response to numerous major disasters, such as the Northridge earthquake; the Midwest floods of 1993 and 1997; the September 11, 2001, terrorist attacks; the four 2004 Florida hurricanes; and the 2005 Gulf Coast hurricanes, to name a few. While administering the largest and most flexible disaster recovery program, he advised many states, counties, and cities in their recovery efforts. For example, he advised:

- ▶ Albany, GA, following Tropical Storm Alberto
- ▶ Grand Forks, ND, following catastrophic flooding from the Red River of the North
- ▶ The State and City of New York following the September 11 terrorist attacks
- ▶ The New York City Office of Emergency Management regarding post-disaster housing and other matters
- ▶ The Gulf Coast states following Hurricanes Katrina, Rita, and Wilma

As the Associate Deputy Assistant Secretary for Disaster Policy and Management, and in previous positions, he has played a key role in coordinating intradepartmental and interagency disaster recovery policy and assistance (e.g., the National Response Plan, the National Disaster Recovery Framework, the National Disaster Housing Strategy (and Task Force), and the White House Long Term Recovery Working Group), and he has co-lead many disaster recovery efforts with the Federal Emergency Management Agency. As a member of the Homeland Security Council Disaster Resilience Group and its predecessors, he has provided significant input to various aspects of national security policy, e.g. the National Preparedness Goal and several Homeland Security Presidential Directives. He also served as a program advisor for HUD and the Department of Justice concerning civil rights and fair housing litigation.

While on a loan-executive assignment to the Business Civic Leadership Center of the U.S. Chamber of Commerce, Jan advised Joplin, MO on various disaster recovery issues following a tornado, and developed and facilitated a disaster assistance and recovery forum on earthquake power outage challenges and business resumption for San Diego County jurisdictions and businesses.

### Ruth Ritzema

Ruth has more than 26 years in working with oversight of government programs with the Inspectors General community, including the last 16 years in which she was responsible for disaster recovery fraud, waste and abuse investigations with HUD's Office of Inspector General.

Ruth worked in numerous leadership positions with the HUD-OIG. She was the Special Agent in Charge of the New York/New Jersey region, where her office was located in the World Trade Center. After the attacks of 9/11, she directly managed every aspect of her office's oversight and investigation responsibility of the billions of dollars of HUD's Community Development Block Grant Disaster Recovery money coordinating closely with local and federal law enforcement agencies. She was one of the original members of the Department of Justice's Southern District of New York Working Group on disaster-related fraud and worked closely with New York State and New York City agencies to combat waste, fraud and abuse in the HUD programs. She subsequently met with the 9/11 Commission and numerous congressional committees to discuss disaster grant oversight and testified to Congress on disaster fraud.

In the immediate aftermath of Hurricane Katrina, Ruth was sent to Baton Rouge, where she assisted the Louisiana Southern and Middle District's United States Attorney's Offices in coordinating their response, which resulted in the creation of the Hurricane Katrina Fraud Task Force and the National Center for Disaster Fraud. She met with state and local officials to discuss waste, fraud and abuse issues of disaster funds and oversaw or participated in many training sessions on grant oversight of the Gulf Coast hurricanes. She worked with the Department of Justice to promulgate a new law, 18 USC 1040 (fraud in connection with major disaster or emergency benefits), and testified to the U.S. Sentencing Commission regarding enhanced criminal penalties for frauds involving disaster funds.

Prior to joining EY, Ruth was the Assistant Inspector General in charge nationally of all HUD-OIG investigations. Ruth worked with numerous states and cities with their response to disasters, including the Midwest flooding, California wildfires and Midwest tornadoes. She led efforts with the Offices of Inspectors General in coordinating technical assistance, education and training for the States of New York and New Jersey and the City of New York in their response to Hurricane Sandy.

### Matt Jadacki

Matt has 30 years of experience in federal grants management and FEMA project management. In his most recent position before joining EY, he was the Assistant Inspector General for Emergency Management Oversight with the DHS. He was responsible for providing aggressive and ongoing audit and oversight effort designed to ensure that disaster relief funds were spent appropriately while identifying fraud, waste, and abuse early. The office focus was weighted heavily toward prevention, including reviewing internal controls and monitoring and advising DHS and FEMA officials on grants, contracts, and loans.

Along with his oversight role in the FEMA and DHS OIG, he was also the Chief Financial Officer at FEMA and the National Weather Service. As the CFO at FEMA, he was responsible for all grants management activities in the Agency. While working for FEMA and the DHS OIG, he conducted hundreds of grant audits at the state and local level and conducted comprehensive reviews of FEMA's grants management operations within the Agency.

Matt also served as the Special Inspector General for Gulf Coast Hurricane Recovery in the aftermath of Hurricane Katrina. In that capacity, he was responsible for coordinating and reporting on the receipt and expenditure of over \$100 billion in federal aid for Hurricane Katrina recovery operations. He was instrumental in establishing the Hurricane Katrina Fraud Task force, composed of federal, state, and local law enforcement officials focused on preventing fraud, waste, and abuse of disaster relief funds.

Matt has successfully managed disaster operations throughout the United States, including Hurricane Katrina, the Northridge earthquake, Midwest flooding, Hurricane Andrew, and the September 11, 2001, terrorist attacks. He has provided expert testimony before both houses of Congress more than 30 times on a number of disaster management issues.

## Key personnel

The following section contains an overview of the experience of the key individuals selected to serve you. The individuals will be involved in the engagement to varying degrees as appropriate.

Team member	Experience
<b>Jan Opper</b> Subject Matter Expert	<ul style="list-style-type: none"> <li>▶ Jan has over 35 years of experience of working with HUD where he managed disaster recovery grants programs, including CDBG, following major disasters. Jan served as Senior Advisor for Disaster Management &amp; National Security and Associate Deputy Assistant Secretary for Disaster Policy &amp; Management at HUD where he was recognized as an expert on disaster recovery.</li> </ul>
<b>Ruth Ritzema</b> Subject Matter Expert	<ul style="list-style-type: none"> <li>▶ Ruth brings 26 years of experience in the federal government, the majority at HUD as Assistant Inspector General directing and leading enforcement objectives in combating waste, fraud, abuse. She has experience in federal disaster grant oversight reaching back as far as 9-11.</li> </ul>
<b>Matt Jadacki</b> Program Manager	<ul style="list-style-type: none"> <li>▶ Matt brings more than 30 years of public service as a senior executive with the Federal government. The past 20 years were devoted to FEMA and disaster-related activities. He has managed compliance and performance audits of disaster funds in almost every State and FEMA region. Matt has worked on dozens of major disasters, including Hurricanes Sandy, Katrina and Andrew, the Northridge earthquake, the Columbia shuttle crash and the Midwest floods.</li> </ul>
<b>Richard (Rick) Skinner</b> Subject Matter Expert (First Senate confirmed Inspector General of the Department of Homeland Security)	<ul style="list-style-type: none"> <li>▶ As the first Senate confirmed Inspector General of the DHS, Rick was responsible for conducting, coordinating, and supervising all audits and inspections of departmental programs and operations, as well as all criminal and civil investigations involving departmental employees; detecting and preventing fraud, waste, and abuse; and promoting economy, effectiveness, and efficiency within the department. Additionally, Rick led the DHS OIG community's oversight of the Federal government's response to Hurricane Katrina, which exceeded \$100 billion in grants, contracts, and loans.</li> </ul>
<b>Robert Reeves</b> Partner	<ul style="list-style-type: none"> <li>▶ Robert assists clients with complex federal grant and insurance claims. He brings more than 22 years of experience providing comprehensive financial and strategic advice. Most recently, Robert has extensive experience assisting grantees and subgrantees with their disaster recovery and oversight management following Hurricane Sandy.</li> </ul>
<b>Bradley (BJ) Nichols</b> Partner	<ul style="list-style-type: none"> <li>▶ Bradley has assisted dozens of clients with the preparation, presentation, and resolution of their claims resulting from catastrophic hurricanes, tornadoes, earthquakes, fires, floods, as well as other catastrophes. He has assisted numerous subgrantees with their successful recovery of CDBG-DR and other federal disaster grant funds, most recently as a result of Hurricane Sandy.</li> </ul>
<b>John R. Good</b> Subject Matter Expert	<ul style="list-style-type: none"> <li>▶ John has significant experience with A-133 audits. He has served as engagement quality reviewer and technical advisor to engagement partners on audits of over 500 A-133 public sector clients.</li> </ul>
<b>Stephen Baloga</b> Partner (Coordinating Partner - Mitchell & Titus, LLP)	<ul style="list-style-type: none"> <li>▶ Stephen has extensive experience with audits of federal financial assistance programs performed under OMB Circular A-133. Stephen has extraordinary experience performing compliance auditing procedures, and he is familiar with a significant number of federal programs, including CDBG-DR.</li> </ul>

Team member	Experience
<b>Joshua Kisver</b> Project Manager (Mitchell & Titus, LLP)	<ul style="list-style-type: none"> <li>▶ Joshua primarily serves clients in the Government &amp; Public Sector, including local city agencies and not-for profit organizations. He has extensive experience supervising audit engagements under OMB Circular A-133 for organizations ranging between \$20 million and \$1 billion in revenue.</li> </ul>
<b>Jeanette Carmona</b> Supervisor / Senior Consultant (Mitchell & Titus, LLP)	<ul style="list-style-type: none"> <li>▶ Jeanette's experience includes numerous GAAP and Single Audits. Her responsibilities included planning; oversight of the audit team; performance of fieldwork; daily client interaction; review and testing of the CAFR, which received the GFOA Certificate of Achievement for Excellence in Financial Reporting; the Single Audit Report, including audit findings; and management letter comments.</li> </ul>
<b>Spurgeon Robinson*</b> Subject Matter Expert (President & Chief Strategy Officer - MPACT Strategic Consulting)	<ul style="list-style-type: none"> <li>▶ Spurgeon has over 20 years of executive level management and leadership experience across multiple industries, including monitoring and compliance related to Section 3 and Fair Housing laws. He has been instrumental in leading large and small, public and private organizations to manage large complex projects, improve compliance, achieve significant growth and improve profitability. Spurgeon is the founder and CEO of MPACT Strategic Consulting, a NJ certified MBE.</li> </ul>

\* Although not necessary for the successful completion of this task order, if awarded, EY would look to partner with the firm of MPACT Strategic Consulting to augment our team with additional subject matter experience with Section 3 compliance.

# Approach and Methodology

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## Our team: mobilized, focused, committed

The cornerstone of our relationship with you is our people. The first step in building our team was to understand your needs, your expectations, and your challenges. We have assembled a team with the experience, credentials, and attitude that will thrive in your culture. Our value starts with delivering the right people on day one with the right focus on your objectives, the right knowledge to deliver ideas and value, and the right chemistry to work with your people.

## Extensive knowledge and understanding

The proposed policy development, implementation and compliance assurance services related to HUD's Section 3 and M/WBE necessitates an understanding of the CDBG-DR requirements. This includes statutory authority, guidance and technical assistance with eligibility requirements, as well as extensive experience and knowledge regarding monitoring and oversight of performance and compliance. Additionally, these services will require complete understanding of the local players, the Action Plans and amendments, and other issues unique to New Jersey. Because of our experience in working with the State of New Jersey, we know your business environment and have a keen awareness of what is required to work successfully with you.

Our professionals have a clear understanding the key rules and regulations specific to CDBG-DR grant management, including, but not limited to:

- ▶ HUD Section 3 Compliance
- ▶ CDBG national objectives
- ▶ CDBG eligible activity criteria and requirements
- ▶ Environmental review requirements
- ▶ Labor standards, including Davis-Bacon, M/WBE
- ▶ Procurement and bidding
- ▶ Financial management and audit experience
- ▶ Documentation and records management

Our firm will provide a dedicated, multidisciplinary team of professionals to manage and oversee all aspects of the policy development, implementation and compliance assurance services. In order to assist DCA and other relevant stakeholders in meeting their Section 3 compliance requirements, EY will:

- ▶ Work closely with the State Contract Manager and other DCA officials to deliver ongoing, open communication; offer periodic status updates; and establish a means for identifying and addressing critical issues quickly.
- ▶ Meet with the State Contract Manager, Section 3 Coordinator, and other DCA officials on a regular basis to discuss business strategies and tactics, establish priorities, and review results throughout the project.
- ▶ Assist the State in understanding its Section 3 obligations and develop policy recommendations enumerated in more detail below.
- ▶ Develop standard and ad hoc reporting processes on all disaster-related activities that EY undertakes for DCA. Reports will include weekly progress, current efforts, immediate resource needs, and future initiatives on the project.
- ▶ Identify potential project delays and recommend remedial actions.
- ▶ Monitor and track our time and activities in a level of detail acceptable to be considered for reimbursement to HUD and provide status reports to the State Contract Manager.



## Ability to respond to unanticipated events quickly

Our approach allows us to be responsive and staff tasks with the best available professionals to deliver superior client results. The staff assigned on this contract will have federal, state, and local government disaster relief oversight and compliance experience, as well as extensive financial management, grants management, and contract management knowledge and skills to assist with unanticipated events. For the purpose of continuity, our executive leadership team will remain the same, and we will allocate additional professionals as needed to respond to your needs.

## Management approach

EY is committed to quality in all aspects of our client relationships. Along with substantial investments in technology, knowledge enablers and learning resources for our professionals, the quality controls and safeguards we have established enable us to deliver the high-quality services that are valued by our clients. We understand that our reputation for objectivity, independence, trust, and integrity rests on the quality of the services we deliver.

Our management approach applies a process of continuous monitoring to achieve DCA's goals and objectives of confirming that federal and state disaster relief funds are properly used; financial data and reports can be relied upon; internal controls are in place to provide reasonable assurance that it is managing federal and state disaster relief programs in compliance with applicable laws, regulations, and guidelines; and actions are supported with proper documentation. For each task, EY will design, align, and define the work steps needed to execute and report upon the services being provided.

Our team will adopt a scalable program management approach. The foundation to our collaborative approach lies in the management skills of our people, application of industry standards and leading practices, and our disaster assistance experience across all levels of government and within the private sector. Our approach enables disciplined management of concurrent tasks, applies leading practices, captures lessons learned, and focuses on delivering results. Our approach will allow us to perform at levels of increased efficiency and provide opportunities to identify and manage shifting priorities. The DCA will benefit from our transparent and collaborative management process through regularly scheduled meetings and detailed status reports.

### Guiding principles to our approach:

- ▶ Understand your goals and meet your needs
- ▶ Bring the right resources at the right time
- ▶ Coordinate service

## Strong communication and coordination

We have developed a contract management program that has been successfully used to manage disaster recovery planning and monitoring projects. We recognize that good communication and coordination are vital for a strong relationship, and we will go to extra lengths to fulfill these expectations. Our ability to bring resources that are responsive to your business issues and needs is directly related to how well we listen.

Our team commits to continuous and open communication with you so that we can quickly identify and resolve any matters as they arise. Continuous communication means:

- ▶ Meeting and accelerating your reporting requirement deadlines
- ▶ Being accessible at short notice for face-to-face meetings
- ▶ Providing answers to your questions promptly
- ▶ Providing the right firm resources for your specific issues

- ▶ Interacting with you regularly and informally
- ▶ Avoiding surprises
- ▶ Talking openly and frankly to short circuit any potential problems
- ▶ Planning through proactive discussion of emerging issues that may impact you before they are enacted

Maintaining positive relationships among officials and managing expectations are critical for communities to recover quickly and efficiently. This requires clear communication of the needs of the affected communities and entities and the rules and requirements, as well as a clear understanding of the roles and responsibilities of officials.

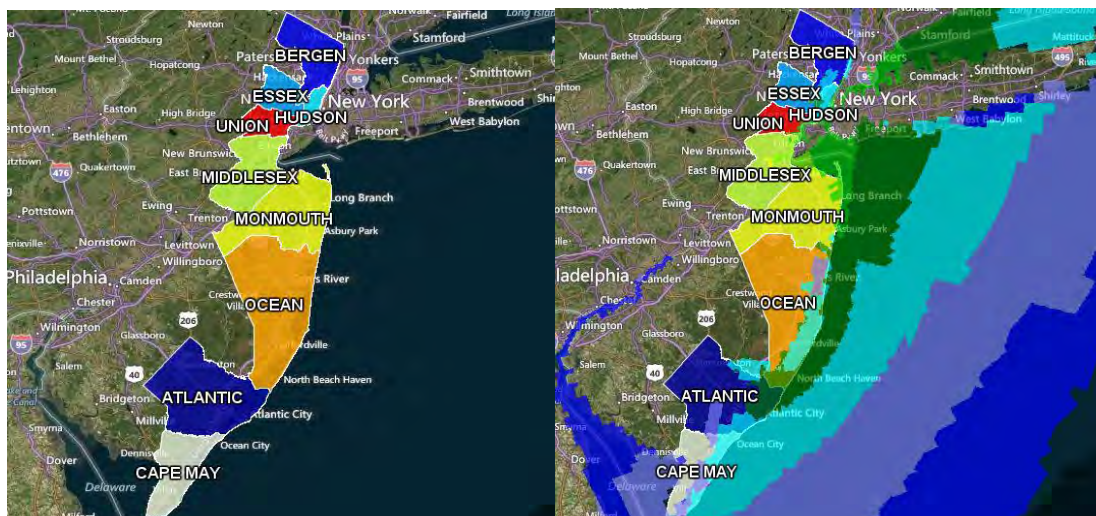
## Forensic technology knowledge

Our team members have extensive training and experience using data storage websites to track and store documentation for grantees and subgrantees. Our forensic technology skills can allow for a seamless and efficient transition of responsibility for DCA's Data Storage Website if required. We are able to assign resources dedicated to leveraging existing web-based technology to track progress, from award to final payment, and to maintain open communication between our team, DCA and its subgrantees.

Our team has spent the last year working with and analyzing data managed through the New Jersey Emergency Management Grants (NJEMGrants) system. We can easily translate our working knowledge of NJEMGrants to the Sandy Integrated Recovery Operations and Management System in order to develop and maintain a comprehensive inventory of all state, local, and quasi-governmental agencies receiving HUD/CDBG assistance, and their current status in the reimbursement process.

If requested by DCA, our business intelligence and analytics reports can summarize and visualize our findings for easy interpretation and review. Our customizable reporting framework allows for the quick and easy creation of both formal reports of findings and template-based documents for required forms and filings. These features allow us to communicate issues and create actionable improvement/remediation plans to help DCA improve business performance, reduce unnecessary costs, and identify areas of risk throughout the recovery and grants management process.

Our Forensics Data Analytics (FDA) platform utilizes an integrated approach that utilizes advanced technology to build customizable data models that can represent and visualize data in a way that helps analysts ask and answer relevant questions. This data-focused approach rapidly fuses disparate data sources and formats into sensible and intuitive views. This integrated approach also helps to rapidly identify gaps, anomalies or areas requiring further reconciliation. Additionally, our industry-leading FDA platform incorporates third-party data integration and geospatial functionality, and it provides a full range of decision support features and metrics.



# Contract Schedule of Performance Milestones and Deliverables

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## 3.1 Kick-Off Meeting

The contractor shall begin the engagement by scheduling a kick-off meeting with DCA within three (3) business days of the date of engagement. The kick-off meeting is intended to confirm the timeline initially presented in the contractor's response to this Engagement Query, identify the State Contract Manager, allow the contractor to confirm and explain as necessary the approach and steps it will use for the engagement and as was presented in its response to this Engagement Query.

Deliverable Milestone: Within 3 business days of receipt of letter of engagement.

Deliverable: Prepare minutes from the kick-off meeting.

### EY Can:

- ü Schedule and attend the kick-off meeting within 3 business days of receipt of the letter of engagement
- ü Be prepared to explain the suggested approach and methodology for completing the task order
- ü Document the minutes of the kick-off meeting

## 3.2 Partner with local stakeholders

The contractor shall develop relationships and work with local firms and stakeholder groups to ensure that proper Section 3 outreach is conducted. The respondent should build relationships with relevant chambers of commerce, trade groups and advocacy organizations. Contractors may also consider utilizing the State's Workforce Development Centers operated through the Department of Labor and Workforce Development to maximize outreach efforts. Contractor shall compile a database of stakeholders and partners.

Deliverable Milestone: Completed within 15 business days after the completion of task 3.1.

Deliverable: Compile a database of stakeholders and partners.

### EY Can:

- ü Solicit feedback from DCA and others within the State of New Jersey for input regarding existing partners, processes, procedures and documentation to leverage into the proposed methodology as appropriate, such as "Appendix 8 - List of Organizational Resources" from the Section 3 memo 2.10.22 attached to the RFP
- ü Develop a database of relevant stakeholder, advocacy, trade groups, and other interested parties who share an interest in seeing Section 3 successfully implemented which may include: relevant Housing Authorities, Youthbuild organizations, relevant chambers of commerce, local Workforce Investment Boards, other business assistance agencies, minority contractor associations, and other relevant community organizations
- ü Coordinate meeting with the State of New Jersey's Department of Transportation (DOT) to understand how its "Disadvantaged and Small Business Programs Unit" and "New Jersey Unified Certification Program Directory" could assist in the outreach

- ü Communicate and coordinate with officials from the State’s Worforce Development Centers and the New Jersey Small Business Development Center to get their input regarding how they can be of assistance
- ü Conduct outreach to the database of stakeholders compiled to begin to build relationships and solicit feedback regarding successful implementation including setting up meetings

### 3.3 Outreach to Section 3 businesses and covered individuals

The contractor shall undertake the outreach and education activities enumerated in the Agreement, including but not limited to the activities listed below, and must have documented experience in Section 3 and M/WBE matters either directly or through approved subcontractors.

Assist DCA with development of a Section 3 Plan and Implementation Guide consistent with the Agreement.

- Assist the State in understanding its Section 3 obligations and develop policy recommendations
- Notify Section 3 residents about employment & training opportunities and businesses about contracts generated by Section 3 covered assistance
- Facilitate the training and employment of Section 3 residents and the award of contracts to Section 3 business concerns
- Notify all contractors of the Section 3 objectives and ways in which each can assist DCA and its sub-recipients to meet its numerical goal
- Assist DCA and subrecipient contractors with other Section 3 issues and requirements as necessary
- Gather and compile reports from contractors if necessary

Deliverable Milestone: Outreach will have begun within 30 business days after the completion of task 3.2.

Deliverable: An outreach plan and implementation guide to sections 3 residents and business concerns for each activity.

#### EY Can:

- ü Review the State’s existing Section 3 compliance procedures and plan and assist the State in understanding its Section 3 obligations
- ü Develop recommendations for additional policies and procedures for successful implementation of Section 3 which may include the following and assist the State, if requested, with its implementation thereof:
  - ▶ Training programs
  - ▶ Strategies for identification and outreach to Section 3 contractors and other stakeholders
  - ▶ Advertising and outreach activities
  - ▶ Proactive agreements with stakeholders regarding hiring and assistance
  - ▶ Development of outreach materials to educate stakeholders and contractors (and subcontractors) regarding their role in complying with Section 3
  - ▶ Opportunities to engage with contractors and subcontractors to assist them with reporting and compliance requirements
  - ▶ Opportunities to leverage existing federal and state resources
  - ▶ Developing FAQ’s for quick reference by staff, agencies, and contractors
  - ▶ Systems for gathering and compiling reports and documentation regarding compliance
- ü Prepare presentation to be delivered to the State regarding current and recommended future state of Section 3 compliance program to facilitate a discussion regarding which recommendations the State would like to adopt
- ü Develop written materials to be adopted by the State regarding outreach and implementation

### 3.4 Document Section 3 and M/WBE monitoring and compliance

The contractor shall provide monitoring support and document the actions that DCA and its sub-recipients take to comply with Section 3, and M/WBE requirements, the results of the actions, and impediments, if any. In addition, the contractor shall provide documentation of Section 3 compliance as required by the Agreement.

Deliverable Milestone: We will provide support to you continuously over the course of the engagement.

Deliverable: Internal monitoring tool to track section 3 and M/WBE compliance.

#### EY Can:

- ü We have existing tools we can customize to meet your needs which will provide the best tracking and reporting service, with complete transparency to DCA. This system will allow EY team members to provide monitoring support and document actions that DCA and its sub-recipients take to comply with Section 3, and M/WBE requirements. This will result in project tracking and reports, detection of challenges and bottlenecks, clear communication, and improved efficiency and execution of projects. The management tools used to successfully execute this program may include:
  - ▶ Project Status Report
  - ▶ Risk Assessment
  - ▶ Weekly Needs List
  - ▶ Project Schedules/Milestone Schedules
  - ▶ QA/QC Database/Check Sheets
  - ▶ Task Order Earned Value Report
- ü We will design a proposed plan for testing throughout the project, as well as design a risk based approach that will focus on the potentially high risk areas. Steps that will be performed may include, but are not limited to:
  - ▶ Identify and recommend networks and organizations to assist in the achievement of Section 3 and M/WBE goals
  - ▶ Assist with the certification of contractors used to comply with Section 3 and M/WBE requirements and goals
  - ▶ Test certification throughout the course of the contract as appropriate
  - ▶ Assess the nature of the services / goods provided by M/WBE firms to test whether each entity is performing a commercially useful function
  - ▶ Review invoices and supporting documentation submitted by M/WBE firms to test whether M/WBE compliance forms are accurately completed and test for compliance
  - ▶ Monitor the good faith effort of contractors and sub-contractors by comparing that the actual amount of work sub-contracted to M/WBEs is consistent with the declarations made by the contractors and sub-contractors
  - ▶ Where we identify control weaknesses or non-compliance we will work with DCA and contractors to implement a program which will work to remedy the issues

### 3.5 Reporting to HUD quarterly

The contractor must prepare reports for the State's submission to HUD on Section 3 compliance as required by Section 3 and the Agreement.

Deliverable Milestone: Submit an annual Section 3 report no later than 10 days prior to the HUD submission deadline that is in accordance with 24 CFR §135.90 and HUD 60002 guidelines.

Deliverable: Prepare reports that are in accordance with 24 CFR §135.90 and HUD 60002 guidelines.

### EY Can:

- ü Develop annual report material for the State's submission to HUD to comply with the requirements of 24 CFR 135.90, form HUD-60002, and Attachment 2 of the Voluntary Compliance Agreement and Conciliation Agreement
- ü Develop report material for the State's submission to HUD to comply with Attachment 2 of the Voluntary Compliance Agreement and Conciliation Agreement
- ü In addition, if requested, develop material for the State's annual submission to HUD of form HUD-2516 for reporting contractor and subcontractor activity against minority business enterprise goals

## 3.6 Meeting Attendance

The contractor shall attend bi-weekly meetings to discuss issues or concerns raised during the contract engagement. The contractor shall coordinate meetings with DCA's Section 3 Coordinator. The contractor must provide timely resolution of any issues or concerns raised during scheduled meetings, and the Contractor shall participate in status update meetings/conference calls on a monthly basis throughout the engagement to discuss progress of issue resolution.

Deliverable Milestone: Bi-weekly upon the receipt of letter of engagement.

### EY Can:

- ü Schedule and attend regular bi-weekly meetings with DCA's Section 3 Coordinator

## 3.7 Training Plan

The contractor shall prepare a Section 3 training plan and related materials targeting staff, Section 3 businesses, and Section 3 covered persons that conforms to the requirements of the Agreement, Section 3 regulations, and the State's Section 3 implementation guide.

Deliverable Milestone: Within 60 business days of receipt of letter of engagement.

Deliverable: Prepare a Section 3 training plan.

### EY Can:

- ü Set up bi-weekly meetings to discuss progress against the aforementioned activities
- ü Review existing training materials utilized by the State
- ü Work with the State to incorporate any new or updated policies or procedures into the training materials
- ü Update training materials
- ü Create and deliver a training plan such that key stakeholders throughout the process are aware of the obligations under Section 3, the States policies and procedures, and the documentation necessary to demonstrate a successful Section 3 program



# Detailed List of Engagements & Client References

As requested, the following chart provides a detailed list of engagements in which EY is currently providing services for any type of disaster recovery. EY includes over 26,000 US professionals; including 2,100 New Jersey based professionals. The projects listed include project teams from throughout the US. We have selected a team which has both the significant functional experience and availability to address your needs and expectations. We believe that our team's experience, capacity and accessibility are critically important characteristics that differentiate us from other service providers.

Client Name	Reference	Description	Contract Term
State of New Jersey Department of Treasury	Dave Ridolfino - Associate Deputy State Treasurer 609 633 8185  Roseann Koval - Department of the Treasury 609 984 0056	We are currently assisting the New Jersey Department of Treasury with the implementation of P.L. 2013, Chapter 37 (N.J.S.A. § 52:15D-1, et seq.), the Integrity Oversight Monitor Act (A60) as the gatekeeper monitor.	Various task orders ongoing
Long Island Power Authority	Kenneth Kane - VP Finance 516 719 9880  Ms. Bobbi O'Connor - GC 516-719-8618	Assisting with all aspects of financial recovery following Superstorm Sandy, including CDBG-DR, FEMA, HMGP, commercial insurance and alternate grant funding assistance.	3/2016
Philadelphia Redevelopment Authority (PRA) Mitchell & Titus LLP		OMB Circular A-133 audit; Federal programs of the U.S. Department of Housing and Urban Development (HUD), including Community Development Block Grant (CDBG).	TBD
State of Texas		Assisting the State of Texas Department of Emergency Management with the compliance review for the closeout of FEMA claims resulting from various past natural disasters, specifically Hurricane Ike.	7/2015
Columbus Regional Hospital		Indiana flooding; FEMA and property claim assembly, hazard mitigation grant assistance, and alternate grant funding assistance. Currently in close out phase.	TBD
Mercy Health		Joplin Tornado; FEMA and property claim assembly, hazard mitigation assistance, alternate funding identification and assessment, extra expense and business interruption claims.	TBD
New York City Housing Authority		Superstorm Sandy; assistance with all aspects of federal grant recovery.	TBD

Client Name	Reference	Description	Contract Term
New York City School Construction Authority		Superstorm Sandy; assistance with all aspects of federal grant recovery.	9/2014
New York City Department of Education		Superstorm Sandy; assistance with all aspects of federal grant recovery.	6/2015

# Resumes

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## Jan Opper

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### *Subject Matter Expert*

Jan has over 35 years of experience of working with the U.S. Department of Housing and Urban Development (HUD), where he managed disaster recovery grants programs, including Community Development Block Grant (CDBG), following major disasters.

#### Experience

- ▶ 2012 - Present: As principal at Opper Strategies & Solutions LLC, Jan manages a certified small business that uses policy and program development and analysis, management skills and subject matter expertise to provide advisory services, strategies and solutions to government, private-sector and foundation clients related to disaster preparedness and recovery, housing, community and economic development and national security.
- ▶ 2007 - 2012: Jan is recognized as an expert on disaster recovery skilled in addressing major national policy and program issues and shaping policy. He actively participated in national security and disaster-assistance-related interagency organizations, including Homeland Security Council interagency policy committees (IPCs) such as the Disaster Resilience Group and Exercise and Evaluation sub-IPC, and FEMA's Emergency Support Functional Leaders Group and National Disaster Housing Task Force. Jan advised FEMA's National Exercise Division on disaster recovery and testified before Congress on HUD programs and interagency disaster recovery and preparedness efforts.
- ▶ 2004 - 2007: Jan provided effective leadership for the high-visibility national Community Development Block Grant (CDBG) disaster recovery program, awarding more than \$16.85 billion in grants to five Gulf Coast states following Hurricanes Katrina, Rita and Wilma in 2005 and to 10 states following the hurricanes and other disasters of 2004 to allow communities to recover their housing, infrastructure and local economies. He showed exceptional leadership in supporting the lower Manhattan recovery from the September 11, 2001, terrorist attacks by skillfully managing program policy development, compliance, and intergovernmental and media relations for use of \$3.483 billion in disaster funds. He represented HUD on the Federal Task Force on Rebuilding New York to coordinate federal assistance and identify recovery issues and solutions.

#### Education and certifications

- ▶ Bachelor of Business Administration (Accounting and Urban Economics), University of Toledo
- ▶ Masters of Public Administration, Ohio State University



## Ruth Ritzema, CFE

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### *Subject Matter Expert*

[ruth.ritzema@ey.com](mailto:ruth.ritzema@ey.com)

Ruth is a Senior Manager in the EY, Fraud Investigations and Dispute Services practice. She has over 26 years of experience in directing enforcement efforts combating fraud, waste, abuse and corruption in government programs. Prior to joining EY, she served as the Assistant Inspector General for Investigations at the U.S. Department of Housing and Urban Development (HUD), where she oversaw more than 3000 criminal and civil cases that involved up to multi-billion dollar frauds in areas such as mortgage fraud, public corruption, bid-rigging, product substitution, internal affairs, equity skimming, bank fraud and disaster assistance-related fraud.

Ruth has worked with the U.S. Congress and Department of Justice on legislative remedies to reduce fraud, resulting in changes in seven statutes and the creation of a new statute, 18 USC 1040, focused on disaster frauds. She has testified before Congress on various topics regarding internal controls and protecting disaster funds.

Previously, Ruth served as HUD's Acting Assistant Inspector General for the Office of Management and Policy. In this role, she was responsible for planning, overseeing and implementing management activities for the 750 employees of the OIG and managing a \$125 million annual budget. Ruth was also the Deputy Assistant Inspector General for all field operations for the Investigations Division and Special Agent in Charge of HUD's New York/New Jersey regional office for nine years.

Before joining HUD, Ruth had a 10-year career as a Special Agent with the U.S. Internal Revenue Service. She also served as a Counterintelligence Agent in the U.S. Army, Reserves and National Guard.

#### Experience

- ▶ 2006 – 2013: Coordinated and provided guidance on numerous HUD Community Development Grant Fund (CDBG) projects involving disaster relief; including the World Trade Center after 9/11, Gulf Coast States Hurricanes, California wild fires, Mid-west floods, Sandy affected States.
- ▶ 2006 – 2012: Oversaw hundreds of investigations involving fraud, waste and abuse on matters involving CDBG-DR.
- ▶ 2012 – 2013: Provided technical assistance to the Grantees in developing internal controls in the aftermath of Hurricane Sandy.
- ▶ Testified to the US Congress on lessons learned after 9/11 regarding waste, fraud and abuse of the disaster fraud programs.
- ▶ Testified to the US Sentencing Commission regarding fraud vulnerabilities and laws related to government disaster funding.
- ▶ Provided training to monitors, government entities, law enforcement and others on how to identify waste, fraud and abuse in government disaster funding.

#### Education and certifications

- ▶ Fellowship in Public Policy, Harvard University, JFK School of Public Policy
- ▶ Master of Public Administration, Inspection and Oversight, John Jay College, City University of New York



## Matthew Jadacki, CPA

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### *Program Manager*

[matt.jadacki@ey.com](mailto:matt.jadacki@ey.com)

Matt joined EY after 30 years of public service as a senior executive with the Federal government, with the last 20 directly related to FEMA and disaster program -related activities. He has managed compliance and performance audits of disaster funds in almost every State and FEMA region. Matt also managed dozens of comprehensive studies of Federal, state and local disaster preparedness programs and assessments of DHS Incident Planning and Catastrophic planning.

Matt has worked on dozens of major disasters including Hurricane Sandy, Hurricane Katrina, the Northridge Earthquake, the Columbia Space Shuttle crash, Midwest floods, and Hurricane Andrew. His reports identified hundreds of millions in ineligible and disallowed expenses and non-compliance with laws and regulations, including significant violations of Federal procurement regulations, internal control weaknesses, and related project accounting issues. As a result of his work, Matt has testified as an expert witness before both Senate and House committees more than 30 times on various topics, including disaster management, fraud, disaster preparedness, and other related issues.

Matt held several senior financial and emergency management positions in the Federal government. He was Chief Financial Officer/Chief Administration Officer for the National Weather Service, a component of the National Oceanic and Atmospheric Administration of the U.S. Department of Commerce. Matt spent 15 years in FEMA in various senior level positions, including Chief Financial Officer and Audit Director for the Office of Inspector General.

#### Experience

- ▶ 2013 – Present: Program Manager for State of New Jersey risk assessment and integrity monitoring contract.
- ▶ 2012 – Present: Program Manager for State of Texas compliance evaluation review of disaster related programs.
- ▶ 2013 – Present: Assisting a large utility in their recovery and mitigation programs in the aftermath of Superstorm Sandy. Additionally, assisting a large medical complex in recovery and mitigation in the aftermath of a devastating tornado.
- ▶ 2005 – 2008: At DHS during Katrina, Matt assisted with overseeing work to ensure that agency internal controls were in place to prevent fraud, waste, and abuse; ensure the IG investigative activities were coordinated with the DoJ's Hurricane Katrina Fraud Task Force; and ensure the IG community was executing its hurricane relief oversight efforts in a coordinated fashion.
- ▶ 2001 – 2003: Matt served as the Chief Financial Officer of FEMA responsible for all FEMA disaster funding (\$8.8 billion) associated with the 9/11 terrorist attacks.

#### Education, certifications, and memberships

- ▶ Certified Public Accountant
- ▶ Bachelor of Science in Business Management from the University of Maryland
- ▶ Certified Government Financial Manager
- ▶ Association of Government Accountants



## Richard Skinner

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### *Subject Matter Expert*

[richard.skinner@ey.com](mailto:richard.skinner@ey.com)

Richard is an accomplished leader, with more than 42 years of extensive experience in identifying vulnerabilities in government programs and management support operations and facilitating excellence in government by recommending needed performance and management improvements. He is a subject matter resource on federal, state, and local government and private sector financial management, grants management, acquisition management, and IT management, as well as homeland security, emergency management, inspector general, audit/inspection, and law enforcement matters.

Richard served as the first Senate-confirmed Inspector General of the Department of Homeland Security. He provided oversight of all 30 components within the department, which had more than 130,000 employees and an annual operating budget of \$40 billion dollars. He managed the DHS OIG's annual budget of \$135 million and 670 employees, was responsible for conducting, coordinating, and supervising all audits and inspections of departmental programs and operations, as well as all criminal and civil investigations involving departmental employees; detecting and preventing fraud, waste and abuse; and promoting economy, effectiveness and efficiency within the department. Richard led the DHS OIG community's oversight of the federal government's response to Hurricane Katrina, which exceeded \$100 billion in grants, contracts and loans. In addition, he served as the Vice-Chairman of the Recovery and Transparency Board, which provided oversight of more than \$700 billion in grants, contracts, and loans to state and local governments.

#### Experience

- ▶ 2005 – 2008: During his time with the Department of Homeland Security (Hurricane Katrina), Richard oversaw the work to confirm that agency internal controls were in place to prevent fraud, waste, and abuse; confirm the IG investigative activities were coordinated with the Department of Justice's Hurricane Katrina Fraud Task Force; confirm agency stewardship plans for hurricane relief activities were in place and operating as intended; and ensure the IG community was executing its hurricane relief oversight efforts in a coordinated fashion so its resources were utilized efficiently and effectively.
- ▶ 2001 – 2003: Richard was responsible for all FEMA disaster funding (\$8.8 billion) associated with the 9/11 terrorist attacks.
- ▶ 2008 – 2010: With the Department of Homeland Security – FEMA (Hurricane Ike), Richard was responsible for overseeing and conducting real-time reviews and inspections of FEMA's Hurricane Ike response and recovery efforts.
- ▶ 2013 – Present: Currently, Rick is assisting a large public agency with federal disaster assistance programs, including recovery and mitigation, as a result of Hurricane Sandy.

#### Education and certifications

- ▶ Bachelor of Science, Fairmont State College, Fairmont, West Virginia
- ▶ Master of Public Administration, George Washington University, Washington, DC





## Robert Reeves, CPA

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### *Partner*

[robert.reeves@ey.com](mailto:robert.reeves@ey.com)

Robert is a Partner in Ernst & Young's Claims practice. His focus is assisting clients with complex FEMA and insurance claims and other dispute-related services. His experience includes assisting clients to reach settlements on claims, including property and extra expense, along with working for insurance and reinsurance companies in arbitration and litigation matters. Robert brings more than 22 years of experience providing clients with comprehensive financial and strategic advice to resolve complex claims and business disputes. He has also testified as an expert witness.

Robert spent the first six years of his career with Campos & Stratis, where he audited claims for insurance companies. While at Campos & Stratis, he worked closely with both adjusters and policyholders to resolve complex claims accounting issues. This experience working for insurance companies provided insight into the methods used to evaluate complex claims.

#### Experience

- ▶ 2001 – 2011: Robert served as the engagement partner for the Memorial Hermann Healthcare System contract to assist with the calculation and analysis of its FEMA and property claim assembly, extra expense, and business interruption due to Tropical Storm Allison and Hurricane Ike.
- ▶ 2011 – Present: Robert served as the engagement partner for the Mercy Health contract to assist with the calculation and analysis of its FEMA and property claim assembly, hazard mitigation grant assistance, and alternate grant funding assistance.
- ▶ 2013 – Present: Robert is currently serving as the engagement partner for the New Jersey Department of Treasury's program and process management auditing, financial auditing and grant management, and integrity monitoring/anti-fraud services for disaster recovery assistance.

#### Education and certifications

- ▶ Certified Public Accountant
- ▶ Bachelor's degree in Accounting, Texas Christian University
- ▶ American Institute of Certified Public Accountants
- ▶ Associate member of the Risk and Insurance Management Society (RIMS).
- ▶ Contributing author of the Business Interruption Book: Coverage, Claims and Recovery, published in 2004 by The National Underwriter Company
- ▶ Frequent speaker on insurance claim related topics, including presentations at several national RIMS conventions and local RIMS chapter meetings



## Bradley (BJ) Nichols, CPA, CFE

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### *Partner*

[bradley.nichols@ey.com](mailto:bradley.nichols@ey.com)

Bradley is a Partner in Ernst & Young LLP's Insurance and Federal Claims Services practice. The focus of Bradley's practice is complex insurance claims and federal disaster grant management.

Bradley has assisted clients with the preparation, presentation, and settlement of their claims resulting from catastrophic hurricanes, tornadoes, earthquakes, fires, and floods, as well as product recall and other catastrophes. His experience in the above areas includes states, local governments/authorities, and public and private companies in numerous industries.

In addition, Bradley is a frequent speaker and has published articles on complex business interruption and property damage claims. He has also taught courses on financial modeling, economic damages, lost profits, and property damage and business interruption insurance claims.

#### Experience

- ▶ 2013 - Present: Assisted a subgrantee located in Nassau and Suffolk Counties with all aspects of their financial recovery as a result of Hurricane Sandy, including FEMA public assistance, property insurance, the development of hazard mitigation grant (404 and 406) and CDBG-DR funding, and alternate grant funding assistance.
- ▶ 2011 - Present: Assisted a large health facility with their FEMA and property claim assembly as a result of an F5 tornado. We are assisting the applicant with their public assistance, hazard mitigation, and alternate funding identification and assessment.

#### Education and certifications

- ▶ Certified Public Accountant (CPA)
- ▶ MBA, Babson College (Summa Cum Laude)
- ▶ BA, Luther College (Cum Laude)
- ▶ Certified Fraud Examiner (CFE)



## Reena Panchal

*Supervisor / Senior Consultant  
Manager*

[reena.panchal@ey.com](mailto:reena.panchal@ey.com)

Reena is a manager in Ernst & Young LLP's Fraud Investigation & Dispute Services (FIDS) practice in New York. She has over 10 years of experience leading fraud investigations, evaluating economic damages, conducting financial analysis, handling labor and employment disputes, and recommending anti-fraud programs and controls. Reena's experience in these fields extends across a wide variety of industries, including construction, utilities, financial services, construction, healthcare, manufacturing, not-for-profit and pharmaceuticals.

In addition, Reena is a frequent speaker and has published articles on prevailing wages and occupational fraud. She has also taught courses at Columbia University in the Construction Administration Program.

### Experience

- ▶ **2013 – Present:** Assisted a subgrantee located in Nassau and Suffolk Counties with all aspects of their financial recovery as a result of Hurricane Sandy including FEMA public assistance, property insurance, the development of hazard mitigation grant (404 and 406) and CDBG-DR funding, and alternate grant funding assistance.
- ▶ Assessed Davis-Bacon compliance on multiple public work construction projects in connection with state and federal investigations and participated in negotiations with the Department of Labor.
- ▶ Analyzed project documents for multiple engineering contracts to ensure compliance with federal and state minority/disadvantaged enterprise compliance requirements.
- ▶ Managed a team to reconcile and assess the accuracy of costs requisitioned to the New York State Department of Transportation by a general contractor for a \$50 million construction project involving extensive and multiple changes in scope. Prepared an expert report for this litigation matter involving claims of fraudulent cost submissions and job delays due to actions by the contractor.
- ▶ Analyzed the flow of funds for a general contractor with respect to the construction of a hotel and condominium building in a litigation matter alleging trust fund diversion by the owner of the construction project.
- ▶ Evaluated the appropriateness of termination costs and assessed appropriate overhead and profit levels in a dispute involving a \$30 million subcontract and multiple subcontractors associated with the development of a power plant facility.
- ▶ Assessed fraud risks, evaluated effectiveness of existing controls, and recommended additional controls for a large general contractor.
- ▶ Ensured compliance of costs and billings for a large-scale construction demolition project with various contracts between the general contractor and owner.

### Education and certifications

- ▶ BA, George Washington University (Magna Cum Laude)
- ▶ MSc, London School of Economics & Political Science
- ▶ Certified Fraud Examiner (CFE)



## Francine C. Barone, CFE

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*Supervisor / Senior Consultant  
Manager*

[francine.barone@ey.com](mailto:francine.barone@ey.com)

Francine is a manager in Ernst & Young LLP's FEMA and Insurance Claims Services practice. The focus of Francine's practice is federal disaster grant management.

Francine has assisted clients with the preparation, presentation, and settlement of their claims resulting from catastrophic hurricanes. Her experience in the above areas includes states and local governments/authorities. Prior to her work with EY, Francine worked for the Department of Homeland Security Inspector General Office, Emergency Oversight Division, where she conducted fraud/compliance audits of FEMA programs.

### Experience

- ▶ 2012 - Present: Assisted a New York City agency responsible for managing the design, construction and renovation of school facilities with their FEMA claim from Hurricane Sandy. Over 50 schools sustained significant damage resulting in significant costs for emergency and permanent work. Assisted applicant with all aspects of the FEMA claims process, including the development of hazard mitigation for each of the damaged schools for Section 406 funding.
- ▶ Conducted FEMA audits as part of the Department of Homeland Security Inspector General Office, Emergency Management Oversight Division. Assessed and determined any waste, fraud and abuse of FEMA programs. Attended Congressional hearings pertinent to audits.

### Education and certifications

- ▶ Bachelor of Science in Business Administration: Accounting and Finance, Boston University School of Management
- ▶ Certified Fraud Examiner (CFE)



## Tamara Bretan, CPA, CFE

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*Supervisor / Senior Consultant  
Manager*

[tamara.bretan@ey.com](mailto:tamara.bretan@ey.com)

Tamara Bretan is a manager in Ernst & Young LLP's Fraud Investigation & Dispute Services practice with over 6 years of experience.

Tamara's focus is primarily in the areas of fraud and forensic investigations, dispute services and regulatory compliance. Prior to joining FIDS, Tamara worked in E&Y's Assurance and Advisory Business Services group where she worked on real estate audit engagements.

### Experience

- ▶ 2013 – Present: Gatekeeper integrity monitor – Assisted in a large gatekeeper integrity monitoring engagement on behalf of a state affected by Hurricane Sandy that entails risk assessment of recipients of federal funding as well as monitoring of their integrity monitors.
- ▶ Commercial Real Estate – Performed interim and year-end Section 404 testing procedures for all significant accounts for a publicly traded major real estate developer and reviewed financial statements to ensure proper disclosures. Summarized legal documents, including leases, promissory notes and partnership agreements.
- ▶ Commercial Real Estate – Performed multiple GAAP and IFRS audits on a fully integrated retail property ownership and services organization involved in retail property ownership, leasing, redevelopment and funds management. As a subsidiary of an Australian publicly traded Company, was involved in conversations with Australian EY counterparts. Oversaw various areas, including discussions with Company management on new financial statement disclosures and annual audit testing.

### Education and certifications

- ▶ Bachelor of Science, dual majors in Accounting and Finance – Stern School of Business at New York University.
- ▶ Certified Public Accountant in the state of New York
- ▶ Certified Fraud Examiner (CFE)



## John R. Good, CPA

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### *Subject Matter Expert*

[john.good@ey.com](mailto:john.good@ey.com)

John Good is Ernst & Young LLP's National Public Sector Technical Industry Leader. He is a frequent speaker on government accounting and single audit topics.

#### Experience

- ▶ Attends semi-annual meetings of the National Single Audit roundtable – liaises with members of the Federal agency Offices of Inspector General, the Government Accountability Office and the Office of Management and Budget in that role.
- ▶ Served on four AICPA task forces on training, sampling and materiality, internal controls and compliance, and SAS 74 revisions, in response to the PCIE Report on Single Audit Quality.
- ▶ Represents firm at meetings of the GAQC Executive Committee and participates in drafting AICPA comment letters on the OMB Circular A-133 Compliance Supplement, Government Auditing Standards and proposed regulations affecting A-133 audits.
- ▶ Represents the firm at meetings of the AICPA State and Local Government Expert Panel and participates in drafting the AICPA's comment letters on GASB exposure documents.
- ▶ Reviews the AICPA's A-133 Practice Aids and the annual Government Auditing Standards and OMB Circular A-133 Audit Guide and Risk Alert.
- ▶ Editor of our firm's periodic newsletters on Government Auditing Standards and OMB Circular A-133 developments.
- ▶ Designs curriculum and serves as a course leader for many of our Government Auditing Standards and OMB Circular A-133 professional development seminars, including our full-day A-133 classroom training for our professionals and clients. Serves as leader on monthly A-133 conference calls and webcasts in which clients are able to participate. Has served as a leader at seminars sponsored by the AICPA, PICPA and the Greater Washington Society of CPAs.
- ▶ Serves as engagement quality reviewer and technical advisor to engagement partners on audits of over 500 A-133 public sector clients.
- ▶ A-133 clients have included the Commonwealth of Pennsylvania, States of Maryland and West Virginia, the University System of Maryland, Chicago Housing Authority, Hillsborough County, Florida and the Cleveland Clinic.
- ▶ Served as coordinating senior manager on the A-133 audits of the State of Maryland and the University System of Maryland for five years.
- ▶ Serves as engagement partner on the State of West Virginia A-133 audit.

#### Education and certifications

- ▶ Bachelor of Business Administration (Accounting), Shippensburg University
- ▶ Certified Public Accountant (CPA)
- ▶ Member of the American Institute of Certified Public Accountants (AICPA)



## Joshua Kisver, CPA

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### *Project Manager*

[joshua.kisver@mitchelltitus.ey.com](mailto:joshua.kisver@mitchelltitus.ey.com)

Joshua Kisver is an Assurance Senior Manager at Mitchell & Titus, LLP and has over 12 years of audit and accounting experience. He primarily serves clients in the Government & Public Sector, including local city agencies and not-for-profit organizations.

#### Experience

- ▶ Joshua has extensive experience supervising audit engagements under OMB Circular A-133 for organizations ranging between \$20 million and \$1 billion in revenue.
- ▶ Audit clients include Philadelphia Redevelopment Authority, Philadelphia Municipal Authority, Philadelphia Energy Authority and Community Behavioral Health.

#### Education and certifications

- ▶ Bachelor of Business Administration in Accounting, Temple University
- ▶ Certified Public Accountant (CPA)
- ▶ Member of the American Institute of Certified Public Accountants (AICPA)





## Jeanette Carmona, CPA

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***Supervisor / Senior Consultant  
Manager***

[jeanette.carmona@mitchelltitus.ey.com](mailto:jeanette.carmona@mitchelltitus.ey.com)

Jeanette Carmona is an Audit Manager in Mitchell & Titus, LLP's Public Sector Group and has over 10 years of public accounting experience. Prior to transferring to Mitchell & Titus LLP, Jeanette served in the East Central State and Local Government practice at Ernst & Young LLP.

### Experience

- ▶ Served on the Commonwealth of Pennsylvania Single Audit. Her experience with major programs included the Workforce Investment Act (WIA) Cluster, the Trade Adjustment Assistance (TAA) Program and the Help America Vote Act (HAVA) Program. Her responsibilities included planning, performance of fieldwork, and preparation of federal award findings and management letter comments. Her responsibilities required her to generate various single audit reports within SAP BI. She has taken several training courses on the American Recovery and Reinvestment Act (ARRA) of 2009.
- ▶ Served on the audit of the Pennsylvania Housing Finance Agency, a component unit of the Commonwealth of Pennsylvania. Her responsibilities included planning, supervision and review of assigned staff, performance of fieldwork, daily status updates with client, engagement wrap-up, and review and testing of the basic financial statements.
- ▶ Served on the GAAP and Single Audits of Lancaster County, Pennsylvania. Her responsibilities included planning; oversight of the audit team; performance of fieldwork; daily client interaction; review and testing of the CAFR, which received the GFOA Certificate of Achievement for Excellence in Financial Reporting; and Single Audit Report, including audit findings; and management letter comments.
- ▶ Served on the GAAP and Single Audits of York County, Pennsylvania. Her responsibilities included planning; oversight of the audit team; performance of fieldwork; daily client interaction; review and testing of the CAFR, which received the GFOA Certificate of Achievement for Excellence in Financial Reporting; and the Single Audit Report, including audit findings; and management letter comments.
- ▶ Served on the GAAP and Single Audits of Cumberland County, Pennsylvania. Her experience included planning, performance of fieldwork, daily client interaction, engagement wrap-up, and review and testing of the CAFR, which received the GFOA Certificate of Achievement for Excellence in Financial Reporting.

### Education and certifications

- ▶ Bachelor of Business Administration, Bernard Baruch College
- ▶ Certified Public Accountant (CPA)
- ▶ Member of the American Institute of Certified Public Accountants (AICPA)

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**Role:** Engagement Principal/ Subject Matter Expert  
**Experience:** 20 years  
**Education:** MBA – Northwestern University, Kellogg Graduate School of Management  
Bachelor of Science, Electrical Engineering - Brown University  
**Certifications / Awards:**  
National Incident Management System - ICS certification  
Disaster Housing Assistance Program – National Program Manager

**Summary of Experience & Qualifications**

Possesses over 20 years of broad consulting experience in both the public and private sector including seven (7) years of direct experience managing disaster recovery operations and Community Development Block Grant Disaster Recovery (CDBG-DR) projects for State and local governments. He has provided technical assistance, oversight and direct management for multiple natural disasters across the United States including some of the largest and costliest disasters in recent history. He has managed over \$2B in both FEMA and CDBG-DR grant funds and provided grant administration and recovery efforts that required mobilization of large teams and personnel. He has managed multiple successful programs for HUD and FEMA including overseeing the financial management of CDBG funds that have been audited with no findings or de-obligations.

Project experience includes:

- **CDBG Disaster Recovery**
  - Program Design
  - Program Management and Implementation
  - Grant Administration
  - Regulatory Compliance and Monitoring
  - Technical Assistance
  
- **CDBG Housing**
  - Disaster Housing Assistance Program Management
  - Case Management
  - Quality Control and Compliance
  - Financial Management
  - Program Design
    - Public Outreach
    - Application & Intake
    - Temporary Rental Assistance Program Management
    - Section 3, Fair Housing, and M/WDBE Compliance
  
- **CDBG Infrastructure**
  - Grant Administration
  - Public Outreach
  - Monitoring and Compliance (Davis-Bacon)

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**Project Experience**

**New York State Governor's Office of Storm Recovery; CDBG-DR Compliance & Monitoring** – Providing compliance and monitoring for the NY State Superstorm Sandy recovery

including Section 3, Fair Housing and M/WDBE compliance for all state contracts and programs. Team is responsible for designing and developing the Compliance and Monitoring Plan, policies and procedures; designing of monitoring and enforcement tools; providing internal and external vendor training; and collecting and reporting HUD required compliance and monitoring data monthly and quarterly. Team is also responsible for developing and adapting best practices to achieve maximum program benefit and accountability.

**Boulder County; CDBG-DR Technical Assistance** – Providing CDBG-DR technical assistance to Boulder County for CDBG-DR housing and infrastructure grant administration, project design and implementation. Assisting the county to identify and prioritize projects and providing guidance on HUD CDBG-DR regulations and reporting requirements. Team will assist with outreach coordination and compliance and monitoring for housing, infrastructure and economic development projects defined in the State Action Plan.

**Texas General Land Office; Lower Rio Grande Valley; Houston; Harris County** – The State of Texas launched a CDBG-DR housing and reconstruction program using Round 2 funds to assist homeowners and families impacted by prior hurricanes and storms to reconstruct or rehab existing homes. Through competitive bid, awarded contract to provide disaster case management and support services for the Homeowner Opportunity Program (HOP) and Homeowner Assistance Program (HAP). Mr. Robinson served as the Principal-in-Charge and led the project team in the design and implementation of HOP. The project team provided outreach, application verification and case management to eligible homeowners and families to reconstruct or rebuild their homes in safer and more resilient communities. Program designed to serve and rebuild homes for over 800 families.

**State of Louisiana; Statewide Temporary Rental Assistance Program** - The State of Louisiana, through the Disaster Recovery Unit of the Office of Community Development (OCD) awarded contract to administer the Short Term Assistance for Rental Services (STARS) for eligible households in Louisiana who were displaced as a result of Hurricanes Katrina, Rita, Gustav or Ike, or Road Home Options 1 grantees whose homes have been rebuilt with contaminated drywall. Mr. Robinson served as the Project Principal and managed team that provided input to program design, targeted outreach, intake, eligibility verification, financial management and close-out activities for families transitioning to permanent housing.

**State of Texas; University of Texas Medical Branch-Galveston (UTMB - Galveston), FEMA Reimbursement** – Mr. Robinson served as one of the Advisory Principals for the State of Texas and UTMB-Galveston award of a 5 year contract to provide ongoing accounting, audit preparation, documentation management, database management, compliance, cost allocation, financial forecasting, and other project worksheet activities for over \$1billion in disaster recovery reimbursements, which at that time, was the single largest FEMA reimbursement recipient in history following Hurricane Ike in 2008. Mr. Robinson provided project management oversight for a staff of 22 individuals that worked directly with UTMB management to assist them in obtaining, validating, and auditing documentation in order to provide the State of Texas, FEMA and other stakeholders with information requested and required for UTMB to receive a full reimbursement for the cost to rebuild the University buildings, clinics and hospitals following the 2008 disaster. In addition, the team worked directly with representative from State of Texas Office of Emergency



Management, State of Texas Auditors Office, and FEMA on a day-to-day basis as part of the UTMB team.

**US Department of Housing & Urban Development; Disaster Housing Assistance Program (DHAP); Multiple US locations;** – Mr. Robinson was the lead Program Manager and Principal-in-Charge of a HUD and FEMA Grant to provide temporary rental assistance through DHAP. Mr. Robinson served as the first DHAP Program Manager and has been nationally recognized as the industry expert. This \$1.2 billion program provided families directly impacted by hurricanes and large natural disasters with housing assistance and case management services as they transitioned into permanent housing. Mr. Robinson provided oversight and management of over 200 staff and personnel, and coordinated services to over 25,000 displaced and eligible families who needed rental assistance. The key program included Outreach, Intake, eligibility determination, HQS inspections landlord engagement, rental assistance payments, case management, close-out activities and audits.

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### Prior Work Experience

#### **MPACT Strategic Consulting LLC Houston, TX**

**2007; 2013 – Present**

##### **President & CEO**

- Responsible for strategy, business development, marketing and program management activities that build and sustain client relationships while delivering high quality results.
- Assisting Boulder County with development and grant administration of its recent allocation of CDBG-DR for housing and non-housing projects
- Developing and growing CDBG-DR portfolio of service offerings in housing, case management and infrastructure for public sector clients.
- Recognized as an industry leader in Disaster Recovery Program Management, Grant Management and Customer Service delivery.
- Establishing and cultivating key client, customer and community relationships.

#### **MFR Solutions, Inc. Houston, TX /New Orleans, LA**

**2007 - 2013**

##### **Principal, Consulting & Advisory Services**

- Led MFR's Consulting Practice serving Public Sector, Healthcare and Business Advisory Services clients.
- Engagement Principal for \$1 Billion funded CDBG disaster recovery housing program with the Texas General Land Office. Program provides mobility counseling services to eligible families receiving re-construction grants due to hurricanes.
- Named President & CEO of MFR joint-venture, PromoVita LLC, which successfully managed disaster related recovery activities for Hurricane Ike including a \$4.6 Billion regional Damage Assessment, PODs and Social Service.
- Managed the Disaster Housing Assistance Program, which has been formally recognized for excellence by HUD. Successfully mobilized and organized teams across the US for customer service delivery, financial management, and operational excellence.
- Led several key HUD/CDBG projects and programs that provide rental and temporary housing solutions for low-income and/or displaced families.
- Led 10-person team to provide interim management of the HCV Program for a 16,000+

voucher PHA. Responsible for Organizational assessment, Inspections, HAP processing, Customer Service and Call Center management, Financial reporting and Special projects.

- Program Manager for a statewide Emergency Housing Rental Assistance Program that provides rental assistance to clients in need of temporary or long-term housing to prevent homelessness. Responsibilities include tenant verification, housing subsidy determination, Inspections, monthly rental assistance payments and program documentation and compliance.
- Performed SEMAP Reviews and File Reviews for several PHAs related to their HCV and DHAP program. Documented and reported findings, and defined key action steps for performance improvements or adjustments.

**MPACT Strategic Consulting LLC**

2006 - 2007

**Houston, TX**

**President & CEO (Founder)**

- Led the implementation of the largest federal rental assistance program funded by FEMA and administered by HUD for post disaster recovery as a result of Hurricanes Katrina and Rita. The Disaster Housing Assistance Program (DHAP) became the national model for disaster housing assistance. Responsible for managing a \$120 million project budget across 41 states, and administering over \$1B in FEMA and CDBG funds.
- Launched and led DHAP operations in Greater New Orleans, Memphis, TN and across 41 states in the USA.
- DHAP nationally recognized by HUD as innovative program for disaster recovery.

**Hewlett-Packard Company - Houston, TX**

1999 - 2006

**Sr. Manager, Customer and Sales Intelligence**

- Managed team that provided sales and customer intelligence, sales productivity tools and data quality for Enterprise account planning and Siebel CRM applications.
- Collaborated with sales and manufacturing to capture over \$100 million in new revenue through Closed Loop Marketing activities.
- Led \$800M North America and Latin America strategy and business development.
- Led order management & fulfillment activities and performed financial analysis to improve P&L performance that led to reduced operational losses.

**Manager, Corporate Strategy**

- Advised and presented recommendations and detailed planning to CEO and Sr. Executive Team and achieved buy-in across product divisions.
- Designed the corporate-wide strategic planning process.
- Led senior level team to evaluate a \$2 billion European acquisition opportunity for international direct fulfillment capability.

**Deloitte Consulting - Houston, TX**

1994 - 1999

**Manager, Strategy and Operations Consulting**

- Developed detailed strategic plans for leading healthcare institutions and physicians that expanded the primary market, improved quality metrics and increased revenue with significant cost savings.
- Performed complex financial analysis and conducted detailed operational assessments to facilitate merger and acquisition opportunities for large enterprises and market share



improvements against key competitors.

- Led several large Business Process Reengineering teams focused on large-scale process improvement, change management, integration of technology, systems redesign and achieving targeted cost savings.

**NASA Johnson Space Center – Houston, TX**

**1989 – 1992**

**Space Shuttle Navigation Project Engineer**

- Provided management of Space Shuttle landing and navigation systems during launch and re-entry.
- Conducted system design testing and development for navigational aids.
- Led technical development of systems controls and modeling.



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**Role:** Consultant/ Subject Matter Expert  
**Experience:** 15 years  
**Education:** Arcadia University 2011  
**Certifications / Awards:**  
Compliance and Monitoring Training  
HOME and CDBG Training  
Financial Management for Homeless Grantees  
Program and Financial Management  
Relocation and Acquisition Training  
Economic Development Training  
Freedom of Information Act  
Special Act Award for outstanding assistance to the Deputy Secretary of HUD

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**Prior Work Experience**

**MPACT Strategic Consulting LLC** 2014 – present  
**Consultant/SME**

- Responsible for providing and developing compliance and monitoring programs for HUD funded programs including for Section 3, Davis-Bacon and financial management. Serves as a subject matter expert on compliance and monitoring and provides implementation assistance for HUD and CDBG programs.

**U.S. Department of Housing and Urban Development** 2005 - 2012  
**Philadelphia Field Office**

- Represented HUD and its Labor Relations Program priorities to Community Development Agencies, Housing Authorities, General Construction Contractors and intergovernmental divisions.
- Performed compliance and enforcement of Labor laws applicable to HUD funded construction projects.
- Responsible for providing contract administration for property disposition on all federally funded/ insured projects, the issuance of state wage decisions, modifications and additional classification requests for construction contracts as well as those administered by HUD recipient agencies.
- Provided training and technical assistance to local and state agencies, conducting comprehensive compliance reviews, performing on-site wage interviews and reviewing the contractor's weekly payrolls.

**U.S. Department of Housing and Urban Development** 2005 - 2012  
**Washington, DC**

**Community Planning and Development Representative**

- Responsible for managing HUD grants awarded to non-profit organizations, state and local government agencies. I was required to prepare reports and letters for the Office Director signature, which assessed the performance of the HUD grantees.
- Review and score applications for grant funding that involved an oral presentation to a panel of management officials.



- Responsible for conducting comprehensive monitoring reviews that would identify any foreseeable issues in their program management, assisted in making recommendations that were consistent with Department applicable laws, regulations and notices and provided technical assistance.

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

**Los Angeles, CA**

**2002 - 2003**

**Community Planning and Development Representative**

- Managed HUD grants awarded to non-profit organizations, state and local government agencies. Prepared reports and letters which assessed the performance of the HUD grantees.
- Responsible for conducting comprehensive monitoring reviews that would identify any foreseeable issues in their program management, assisted in making recommendations that were consistent with Department applicable laws, regulations and notices and provided technical assistance.

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

**Washington, DC**

**2001 - 2002**

**Legal Technician**

- Provided administrative support and legal services for the Assistant General Counsel.
- Responsible for maintaining a file and dockets system for HUD Board of Contract Appeals, U.S. Claims Courts and Bid Protest for the General Accounting Office.
- Provide legal assistance for the Division attorneys which included but were not limited to: legal research via West law and Lexis Nexis for obtaining case reports, state and federal statutes, legislative history materials and relevant correspondence.

**Project Role: Regulatory Compliance Attorney**

**Experience:** 15 years

**Education:** Juris Doctorate – Berkeley Law School  
B.S., Philosophy with a Concentration in Political Science

**Summary of Experience & Qualifications**

Experienced attorney with over fifteen years of success in public policy, community and economic development including CDBG & CDBG-DR grant management, affordable housing and low/moderate income programs. Ms. Hawkins provides technical assistance to CDBG-DR grantees and sub-recipients for development of agreements and contracts, and performs regulatory compliance and monitoring. She leverages expertise across all sectors including government, private and nonprofit to develop and implement policies and projects of high community importance. Embraces diversity with dedication and positive commitment.

Successfully negotiates challenging issues presented by the implementation of CDBG-DR grants by objectively assessing situations, applying critical thinking, and utilizing exceptional people management expertise. Increases productivity and develops innovative solutions to challenging problems by creating efficient and highly effective processes. Builds cohesive and results focused teams with a shared sense of purpose. Key competencies include:

- CDBG-DR Program Design
- Program Implementation
- CDBG Technical Assistance
- Regulatory Compliance
- Community Revitalization Projects
- F/S/L Economic Development
- Program Management
- Case Management
- HUD Programs & Training
- Performance Management
- Document Drafting & Report Writing
- Industry Alliances

**Project Experience**

**City of New York; CDBG-DR Legal/Technical Assistance**

Provided CDBG-DR federal guidance to implement the state of New York's "NY Rising" Program (Hurricane Sandy, Hurricane Irene and Tropical Storm Lee CDBG-DR relief efforts). Successfully oversaw the establishment of Long Island, NY's Applicant Intake Centers in full compliance with HUD mandates. Authored the "NY Rising Orientation and Operations Manual" for Prime Contractor and interfaced directly with the public.

**City of Atlanta; CDBG Legal/Technical Assistance**

Directly assisted City of Atlanta Commissioner of Planning and Community Development close-out a \$100 million HUD (CDBG) and HHS Social Services Block Grant in full compliance. Worked with Federal/State/Local government officials to defend an A-133 audit of more than 200 contracts. The close-out of the grants were performed swiftly and the audit itself had no major findings.

**Takoma Park, MD; CBDG Committee Chair**

While serving on the Takoma Park City Council, I oversaw all CBDG Projects ranging from returning abandoned buildings to use for green space, capitalizing businesses that were deemed



eligible for CDBG funds, and reporting back to HUD on mandatory requirements for implementation of the funds.

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**Prior Work Experience**

**MPACT Strategic Consulting LLC**

2014 - present

**Consultant**

Provides compliance management and grant administration management for disaster recovery programs including CDBG, CDBG-DR and FEMA. Provides leadership for the Public Sector Disaster Recovery Business Unit and is responsible for key Project Management activities related to emergency management, disaster recovery and disaster housing activities. Provides leadership and technical knowledge in the areas of Emergency Management, HUD grant management and implementation projects. Provides interpretation of policies and regulations, and prepares and documents waiver requests and other documents for program compliance.

**Graduate School USA, Washington, DC**

2011 – Present

**Faculty**

- Instructor for nationwide “Financial Management and Governance” training for the Department of Housing and Urban Development’s CDBG grant partners.
- Author and Instructor of “Financial Management and Governance” nationwide training for 2,000+ Department of Housing and Urban Development’s Public and Indian Housing, Multi-Family and Community and Planning grant partners. Course curriculum includes both HCV and Project-Based Finance and Accounting, an awareness of sound financing and reporting mechanisms, methods of evaluating projected business success/failure, and an understanding of how to monitor agency, sub-recipient, or contractor performance using financial indicators and other management analyses. Received perfect evaluations from 95.5% attendees.

**Fannie Mae, Washington, DC**

2010 – 2011

**Community Relations Associate**

- Served as Senior Program Manager for a \$25 million nationwide corporate grants portfolio.
- Fostered and managed relationships with over 100 nonprofit organizations across the country including Habitat for Humanity, the United Way, and a multitude of homeless organizations. Strategized and developed effective policies and procedures to work cross-functionally with five Fannie Mae business units. Monitored, evaluated, and captured all grant outcomes and ensured compliance with multi-regulator mandates.

**Atlanta Renewal Community Project (ARCP), Atlanta, GA**

2004 – 2010

**Senior Program Director**

***Directly assisted City of Atlanta Commissioner of Planning and Community Development***

***(2009 – 2010)***

- Single handedly dissolved both the Atlanta Empowerment Zone, an obsolete \$250 million Federal Program, and a HUD “Renewal Community” (RC), saving the City of Atlanta from facing fines to or sanctions from the Federal government.
- Worked with Federal/State/Local government officials to respond to an OMB Circulator A-133 audit of more than 200 contracts that resulted in no major findings.

***Worked with Enterprise Community Partners as Executive Director of ARCP (2005 – 2009)***

- As strategic leader, instrumental in the Atlanta Renewal Community being determined as a HUD national “best practice” site.
- Awarded \$36 million in Commercial Revitalization Deductions for building commercial structures in blighted areas to remove underutilized or vacant properties.
- Generated nearly two million dollars in Renewal Community Wage Credits while simultaneously creating just under 50,000 jobs in the Atlanta Renewal Community marketing this same tax credit.

***Directed ARCP through the Atlanta Neighborhood Development Partnership (2004)***

- Acted as community liaison for Atlanta nonprofits, community members, CDCs, NGOs, etc.
- Acted as liaison to the Federal government, the Georgia Department of Community Affairs, and the City of Atlanta (Mayor’s Office, Departments of Law and Planning and Community Development).
- Served as subject-matter expert on Housing Federal tax credits, drafted all policies and procedures, and served as legal advisor to the Atlanta RC Board of Directors.
- Implemented monitoring and compliance systems for full conformity with applicable Federal, State, and Local laws as well as reporting deadlines.
- Spearheaded passage of City legislation to effectuate the transition by drafting legislation, lobbying City Council members to garner support, building broad-based coalitions, and drafting legal strategy/opinion documents.

**Venture Fund Development Group, Washington, DC** 2002 – 2003

**Vice President**

- Served as Project Manager; supervised eight consultants and interfaced with City of Atlanta officials.
- Worked with HUD and HHS to save a \$58 million City of Atlanta grant from becoming recaptured from the prior Atlanta Empowerment Zone for the newly launched Urban Atlanta Renewal Community.

**American Small Business Alliance, Washington, DC** 2001 – 2002

**Executive Director**

- Directed small, progressive business trade association advocating for responsible taxes, sensible economic development, etc.
- Developed legislative agenda and represented the organization on Capitol Hill, at the White House, and in all political and business settings.
- Analyzed existing legislation and drafted new bill language for insertion into larger annual appropriations bills to further the Alliance’s Congressional objectives as found in the Strategic Plan.
- Produced legislative updates and newsletters in order to maintain regular contact with members around the country. Served as spokesperson to the media.

**International Franchise Association, Washington, DC** 2000 – 2001

**Director of U.S. Emerging Markets and Diversity**

- Worked with the Women Franchise and Minority Franchise Committees to increase revenue in urban areas by encouraging Fortune 500 franchises to locate in underserved, inner-city locations.



- Successfully transitioned approximately 50 small minority businesses to national franchise owners resulting in over a \$1.5 million fusion in urban communities nationwide.
- Supported government affairs program through direct interaction with Federal, State, and Local legislators representing small and minority business interests.
- Served as liaison to major national community organizations, financial intermediaries, and appropriate Federal agencies such as the Small Business Administration.

**Patton Boggs, LLP, Washington, DC**

1996 – 2000

**Public Policy Associate**

- Researched pending matters of public policy; conducted Members of Congress/Staff visits on Capitol Hill; created talking points and other informational materials.
- Drafted testimony, bill and report language; tracked legislation; monitored Congressional hearings; and worked with clients to secure annual appropriation funding.
- Secured millions of dollars from annual appropriations process for housing organization by meeting with Congress, drafting bill language, testifying before Congress and submitting comments to the Conference Committee.

# Cost Quote

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See attached cost quote template file for detailed budget by task order to perform the scope of work of the engagement query.

**Cost Quote Total**

Firm Name: **Ernst & Young LLP**

Cost Quote for: 2014 & 2015	Task: Hourly Billing Rate (\$)	Section 3.1		Section 3.2		Section 3.3		Section 3.4		Section 3.5		Section 3.6		Section 3.7		Total Hours Per Staff Category	Total \$ Per Staff Category
		Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)		
Partner/Principal/ Director	329/339	8.00	\$ 2,632.00	30.00	\$ 9,870.00	20.00	\$ 6,580.00	90.00	\$ 30,210.00	16.00	\$ 5,344.00	72.00	\$ 24,168.00	30.00	\$ 9,870.00	266.00	\$ 88,674.00
Program Manager	319/329	8.00	\$ 2,552.00	30.00	\$ 9,570.00	30.00	\$ 9,570.00	180.00	\$ 58,620.00	32.00	\$ 10,368.00	72.00	\$ 23,448.00	30.00	\$ 9,570.00	382.00	\$ 123,698.00
Project Manager	274/282	8.00	\$ 2,192.00	40.00	\$ 10,960.00	60.00	\$ 16,440.00	270.00	\$ 75,420.00	32.00	\$ 8,896.00	72.00	\$ 20,112.00	40.00	\$ 10,960.00	522.00	\$ 144,980.00
Subject Matter Expert	274/282	8.00	\$ 2,192.00	40.00	\$ 10,960.00	80.00	\$ 21,920.00	360.00	\$100,560.00	16.00	\$ 4,448.00	72.00	\$ 20,112.00	40.00	\$ 10,960.00	616.00	\$ 171,152.00
Supervisor/ Senior Consultant	236/243	8.00	\$ 1,888.00	60.00	\$ 14,160.00	80.00	\$ 18,880.00	360.00	\$ 86,640.00	80.00	\$ 19,160.00	72.00	\$ 17,328.00	60.00	\$ 14,160.00	720.00	\$ 172,216.00
Consultant	180/185	-	\$ -	80.00	\$ 14,400.00	80.00	\$ 14,400.00	360.00	\$ 66,000.00	120.00	\$ 21,900.00	-	\$ -	80.00	\$ 14,400.00	720.00	\$ 131,100.00
Associate/ Staff	123/127	-	\$ -	80.00	\$ 9,840.00	80.00	\$ 9,840.00	360.00	\$ 45,240.00	120.00	\$ 15,000.00	-	\$ -	80.00	\$ 9,840.00	720.00	\$ 89,760.00
<b>Subtotal</b>		<b>40.00</b>	<b>\$11,456.00</b>	<b>360.00</b>	<b>\$ 79,760.00</b>	<b>430.00</b>	<b>\$ 97,630.00</b>	<b>1,980.00</b>	<b>\$462,690.00</b>	<b>416.00</b>	<b>\$ 85,116.00</b>	<b>360.00</b>	<b>\$ 105,168.00</b>	<b>360.00</b>	<b>\$ 79,760.00</b>	<b>3,946.00</b>	<b>\$ 921,580.00</b>

Total Direct Cost	\$ -	No direct costs billed on the project.	\$ -
Total Travel Cost	\$ 76,000.00		\$ 76,000.00
<b>Grand Total</b>			<b>997,580.00</b>



**Cost Quote**

Cell to be completed by Contractor  
Protected Cells

Firm Name:	<b>Ernst &amp; Young LLP</b>
Engagement Number:	<b>EQ2014-007-P1-DCA</b>

C9004 <input type="checkbox"/> May 14, 2014 through May13, 2015 (Year 2 Contract Prices) <input type="checkbox"/> May 14, 2015 through May13, 2016 (Year 3 Contract Prices) T2939 <input type="checkbox"/> August 19, 2014 through August 18, 2015 (Year 2 Contract Prices) <input type="checkbox"/> August 19, 2015 through August 18, 2016 (Year 3 Contract Prices)	Section 3.0 Sub-Section tasks, sub- tasks and deliverables	Section 3.1		Section 3.2		Section 3.3		Section 3.4		Section 3.5		Section 3.6		Section 3.7						Total Hours Per Staff Category	Total \$ Per Staff Category						
		Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)	Hours	Amount (\$)								
<b>Staffing Category</b>	<b>Hourly Billing Rate (\$)</b>																										
Partner/Principal/Director	\$329.00	8	\$2,632.00	30	\$9,870.00	20	\$6,580.00	30	\$9,870.00	8	\$2,632.00	24	\$7,896.00	30	\$9,870.00		\$0.00		\$0.00		\$0.00	150	\$49,350.00				
Program Manager	\$319.00	8	\$2,552.00	30	\$9,570.00	30	\$9,570.00	60	\$19,140.00	16	\$5,104.00	24	\$7,656.00	30	\$9,570.00		\$0.00		\$0.00		\$0.00		\$0.00	198	\$63,162.00		
Project Manager	\$274.00	8	\$2,192.00	40	\$10,960.00	60	\$16,440.00	90	\$24,660.00	16	\$4,384.00	24	\$6,576.00	40	\$10,960.00		\$0.00		\$0.00		\$0.00		\$0.00	278	\$76,172.00		
Subject Matter Expert	\$274.00	8	\$2,192.00	40	\$10,960.00	80	\$21,920.00	120	\$32,880.00	8	\$2,192.00	24	\$6,576.00	40	\$10,960.00		\$0.00		\$0.00		\$0.00		\$0.00	320	\$87,680.00		
Supervisor/Senior Consultant	\$236.00	8	\$1,888.00	60	\$14,160.00	80	\$18,880.00	120	\$28,320.00	40	\$9,440.00	24	\$5,664.00	60	\$14,160.00		\$0.00		\$0.00		\$0.00		\$0.00	392	\$92,512.00		
Consultant	\$180.00		\$0.00	80	\$14,400.00	80	\$14,400.00	120	\$21,600.00	60	\$10,800.00		\$0.00	80	\$14,400.00		\$0.00		\$0.00		\$0.00		\$0.00	420	\$75,600.00		
Associate/Staff	\$123.00		\$0.00	80	\$9,840.00	80	\$9,840.00	120	\$14,760.00	60	\$7,380.00		\$0.00	80	\$9,840.00		\$0.00		\$0.00		\$0.00		\$0.00	420	\$51,660.00		
Administrative Support			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
Other			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00	0	\$0.00		
		40	\$11,456.00	360	\$79,760.00	430	\$97,630.00	660	\$151,230.00	208	\$41,932.00	120	\$34,368.00	360	\$79,760.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	2178	\$496,136.00 (Staffing)

<b>Total Direct Cost</b>	<b>\$0.00</b>
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\$0.00 (Direct Cost)

<b>Total Travel Cost</b>	<b>\$47,500.00</b>
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\$47,500.00 (Travel Cost)

**Grand Total \$543,636.00**



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