

Request for Quotation for
**DISASTER RECOVERY AND LONG-TERM
PLANNING (SUPERSTORM SANDY)**

State of New Jersey
Department of Community Affairs

January 23, 2013



**CDM
Smith**®





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January 23, 2013

Ms. Jackie Kemery, Procurement Supervisor
Homeland Security & General Services
State of New Jersey
Department of Treasury
Division of Purchase and Property
Procurement Bureau
33 West State Street
P.O. Box 230
Trenton, New Jersey 08625-0230

Subject: **Proposal for Disaster Recovery and Long Term Planning (Superstorm Sandy)**

Dear Ms. Kemery:

CDM Smith is pleased to submit the enclosed proposal for Disaster Recovery and Long Term Planning Housing Strategy Advisor services. We are committed to helping New Jersey recover and rebuild following Superstorm Sandy. We are excited to assist the Department of Community Affairs (DCA) during the next phase of recovery with the Community Development Block Grant (CDBG)-Disaster Recovery (DR) program.

CDM Smith understands the sense of urgency to implement and complete recovery activities in both a timely and compliant manner. Timely, efficient, and compliant implementation of programs is paramount to the recovery of the State. A strong knowledge of the CDBG-DR federal policies and regulations is required to implement these projects in a fast, streamlined, and compliant manner. Because our staff is comprised of individuals that have worked for many years at the local, state, and federal levels in both regular and disaster CDBG management, monitoring, and implementation, we can expedite program start-up and bring our valuable lesson's learned to the DCA. We have the hands-on experience, existing infrastructure, and support systems in place as well as the capacity to rapidly develop, deploy, and implement the scope of services required by the DCA.

Significant CDBG-DR Program Experience

CDM Smith staff that are assigned to the New Jersey program have successfully delivered complex programs to clients throughout the United States. A brief summary of some disaster recovery projects delivered by our staff at both the local and state levels are summarized below:



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Selected Disaster Recovery Program Management				
Program/Client	Type of Program	Value	Rapid Startup	Recovery Related
CDBG-DR IKE/Midwest Program Management, State of Illinois	CDBG-DR Program focusing on Economic Development, Public Infrastructure, Housing.	\$210M	X	X
CDBG-DR Infrastructure Program Management, Galveston County, Texas	Management of infrastructure recovery and rehabilitation program.	\$70M	X	X
CDBG-DR Homeowner Program, Harris County, Texas	Management of homeowner rehabilitation and reconstruction program.	\$47M		X
CDBG-DR Infrastructure Program, State of Iowa	Development and management of infrastructure recovery and rehabilitation program.	\$130M		X
CDBG-DR Homeowners' Assistance Program, State of Louisiana	Homeowner program for rebuilding or relocating in-state.	\$9B	X	X
Flood Recovery Project, Minot, North Dakota	Oversight of design and construction of projects to meet FEMA reimbursement requirements.	\$67M		X
CDBG-DR Program Management, Louisiana Land Trust, LLC.	Housing program to return 8,000 home sites to market.	\$95M	X	X
CDBG-DR Program Management, State of Louisiana	CDM Smith teamed with another firm to create a joint venture to manage one of the largest CDBG programs ever created.	\$633M	X	X
Flood Recovery, City of Cedar Rapids, Iowa	Architectural and Engineering Project Management services in response to the June 2008 flooding of more than 200 City buildings.	\$400M		X

CDBG-DR Experts are backed by an A/E firm

Our CDBG-DR experts are supported by a 5,200+ person firm that provides program management and engineering services to federal, state and local governments for restoration, redevelopment and infrastructure projects. With this depth of resources, CDM Smith can provide services to the DCA that include strategic planning and policy development, developing the HUD Action Plans, evaluating recovery options, performing a comprehensive needs assessment, developing a housing recovery strategy and developing economic revitalization and infrastructure recovery strategies. CDM Smith is an expert at developing Requests for Proposals/Qualifications for A/E and construction services that are compliant with HUD regulations; reviewing cost estimates for reasonableness, review plans and specifications;



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performing oversight of construction; reviewing invoices and change orders; and additional associated tasks.

CDM Smith's proposal includes our best representation of our CDBG-DR firm experience, as well as a proven program approach with professional team members to undertake and successfully complete the DCA's contract work. We look forward to the opportunity to work on this vitally important program with the DCA. Please call me directly with any questions regarding the proposal at (732) 590-4659.

Very truly yours,

A handwritten signature in blue ink that reads "Maria D. Watt". The signature is written in a cursive style.

Maria D. Watt, P.E.
Principal-in-Charge
CDM Smith Inc.

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Section 1

Section 1

Technical Proposal

CDM Smith offers the State of New Jersey and the Department of Community Affairs outstanding credentials and direct relevant experience for program management recovery from natural disasters, resulting in the best possible team to provide engineering, environmental and construction services to the State. CDM Smith's outstanding qualifications and a wealth of local and national experts to execute this contract are presented throughout this proposal and additional experience is furnished in Table 8-1 Selected CDBG Disaster Recovery Program Management Projects and Table 8-2 Representative CDM Smith Disaster Management Experience. CDM Smith team members have provided critical support to major clients after natural disaster events, including full architectural and engineering services for gulf coast clients in Louisiana and Mississippi after Hurricanes Katrina, Rita, and Gustav, in Texas following Ike and for FEMA directly for their headquarters in Virginia for projects throughout the United States.

Urgent, expert, compassionate, sustained—these are hallmarks of CDM Smith's response to natural disasters. We have the human resources, financial strength, relevant disaster management past performance record and network to respond rapidly and effectively. We have the proven systems in place for program and project management, as well as materials and services procurement compliant with Federal and State requirements. Our clients rely on us as a single contact for consulting, engineering, construction and operations.

Worldwide, CDM Smith has assisted clients in times of emergency. Our experience includes a full slate of architectural and multidiscipline engineering services

CDM Smith Inc.

- Founded in 1947
- 5,200 employees
- 146 offices worldwide
- Full-service firm offering architectural, engineering, construction, disaster recovery, and CDBG-DR funding administration services



(A&E). With our experience handling many types of projects, CDM Smith brings proven expertise and full service program management architectural and engineering capabilities to communities struck by natural disasters.

CDM Smith is a FEMA contractor and as such has experience and knowledge of the various FEMA programs. As such, we will conduct ourselves with FEMA and the State of New Jersey in a professional and non-adversarial manner consistent with the professionals that represent the state.

CDM Smith Brings Unparalleled CBDG Program Experience to the State of New Jersey

The CDM Smith program staff and support team that we have proposed to perform project tasks under this contract have the necessary experience in the community development programs funded by CBDG grants identified in the RFQ. The CBDG-DR program types include:

- Public infrastructure programs
- Housing rehabilitation and repair programs
- Housing buyout programs
- Economic development programs

CDM Smith staff assigned to this project for the State have successfully delivered each of these types of complex programs to clients throughout the United States. Our experience includes a full slate of multi disciplined services and CBDG/CDBG-DR projects for which policies, procedures, forms, and manuals were developed, including:

- CBDG Smart Growth Master Plan/Manual Development, Pearl River County, Mississippi. Plan and manual development that addresses Land Use, Economic Development, Housing, Community Character and Image, Transportation, and Public Facilities and Infrastructure projects.
- CBDG-DR Program Management for Infrastructure, Galveston County, Texas. Program administration and management for a \$70M infrastructure rehabilitation program that addressed drainage, highways, facilities, and water and wastewater restoration projects.
- IKE/Midwest CBDG-DR Program, Illinois. A \$211M CBDG-DR program that funds grants for housing rehabilitation and buyouts, public infrastructure improvements, and economic revitalization programs in 41 counties that were federally-declared disaster areas as a result of 2008 floods.
- CBDG-DR Home Demolition and Buyout Program, Louisiana Land Trust, Louisiana. CDM Smith oversaw the demolition of more than 8,000 homes damaged by Hurricanes Katrina and Rita. Homes were purchased by a state and federally funded buyout program and then placed under the direction

of the nonprofit agency, the Louisiana Land Trust. CDM Smith was the program manager for this \$95M housing program.



The three ring binders presented in this photo represent an example of a CDBG-DR manual prepared by CDM Smith for the State of Illinois Hurricane induced floods.

- CDBG-DR Program Management Following Hurricanes Katrina/Rita, Orleans, Jefferson, St. Charles Parishes, Louisiana. Administration of a \$400M CDBG-DR program (Orleans), \$50M (Jefferson), and \$1M (St. Charles) for hurricane recovery efforts for nearly 150 projects addressing infrastructure, housing buyouts and rehabilitation, economic development, roadways, utilities, and drainage needs.

Originally created in 1974, the CDBG program funded by HUD assists states and municipalities with the financial funds to address a wide range of community development needs. The “Small Cities” program began in 1981 and is now called the State CDBG program, allowing individual states to administer funds for non-entitlement areas. The CDM Smith team members selected for this project have worked within the parameters of both programs since HUD began the initiative.

Understanding the comprehensive, detailed policies, procedures, and compliance requirements can be daunting for municipalities receiving CDBG money for the first time. The CDM Smith team is comprised of the best and the brightest in CDBG and our experience outlined in this proposal supports the resourcefulness that the CDM Smith team will deliver to the State of New Jersey. The following strategic technical approach to executing the required tasks on this program demonstrates our superior bench strength in CDBG-DR policy development and program management

Task 1: Prepare HUD Action Plans for CDBG Funding within 10 days

CDM Smith realizes the sense of urgency to implement and complete projects in a timely, efficient and compliant manner. In order to do this, a compliant Action Plan must be prepared and approved by HUD which allows the State to receive a grant agreement from HUD. A strong knowledge of federal policies and regulations is required for writing an Action Plan which is compliant with HUD regulations. The Action Plan will guide the flow of monies

into various activities the State plans to implement. Our team has extensive experience in drafting Disaster Recovery Action Plans, amendments, developing disaster related policies, procedures, reporting and tracking systems, and monitoring plans for infrastructure, economic development, and housing programs. Team members have prepared Actions Plans for the States of Louisiana, Iowa and Illinois and the City of Minot.

Our proposed approach in preparing a compliant Action Plan is based on our significant relevant experience in designing, implementing, and supporting major CDBG disaster programs involving housing rehabilitation and reconstruction, housing buy-outs, economic development, infrastructure, and planning activities. With more than 35 years of experience supporting HUD community development programs and 25+ years supporting clients with CDBG program requirements, the team is uniquely qualified to prepare an Action Plan which addresses the State's program objectives. Our past experience allows us to incorporate the invaluable lessons learned and best practices often cited by concerned program advocates.

In drafting an Action plan, it is crucial that the individuals drafting the plan have extensive knowledge of HUD waivers, CDBG eligibility of activities and the various ways an activity can meet the national objectives. There are two kinds of projects fundable under the CDBG-DR program. There are projects that were directly impacted by the floods and those that were not damaged or impacted by the floods. In previous HUD allocations, funds were limited to projects that were directly impacted by the floods. Under a new category, economic revitalization, funds can be provided to projects in disaster areas for projects not directly damaged by the floods.

For this reason, the planning for these activities in the Action Plan require a thorough understanding of the federal regulations governing the program, which can only be gained by hands-on experience in management, implementation, and monitoring of the varying non-traditional, large, complex CDBG-DR projects. In Minot, the CDM Smith team has been very successful in funding projects not directly impacted by their disaster. Residents were relocating to areas that did not have the infrastructure capacity to handle the increase in population. New infrastructure required to provide a safe environment for individuals to live outside of the flood zone is now fundable under the CDBG-DR program.

The following are questions which HUD currently uses to review Disaster Recovery Action Plans and which the CDM Smith Team will ensure are answered in the Plan :

- (1) Does the Plan identify the proposed use of all funds, including criteria for eligibility, and how the uses address long-term recovery needs?
- (2) Does the plan articulate the use for at least 50 percent of grant funds at the level of detail described in sections C and D below?

- (3) An impact and unmet needs assessment, as described in the Notice.
 - (a) Does the assessment evaluate the three core aspects of recovery – housing, infrastructure, and economic development?
 - (b) Does the assessment take into account the various forms of assistance available to, or likely to be available to, Affected communities (e.g., projected FEMA funds) and individuals (e.g., estimated insurance) to ensure CDBG disaster recovery funds meet needs that are not likely to be addressed by other sources of funds?
 - (c) Are impacts described geographically by type at the lowest level practicable (e.g., county level or lower if available)?
 - (d) Did the grantee produce an estimate of unmet need by estimating the portion of need likely to be addressed by insurance proceeds, other federal assistance, or any other funding source by using the most recent available data?
- (4) How the grantee will promote sound, sustainable long-term recovery planning informed by a post-disaster evaluation of hazard risk, especially land use decisions that reflect responsible flood plain management?
- (5) How the grantee will coordinate with other local and regional planning efforts?
- (6) How the grantee will leverage CDBG disaster recovery funds with funding provided by other federal, state, local, private, and non-profit sources to generate a more effective and comprehensive recovery?
- (7) How the grantee will encourage construction methods that emphasize high quality, durability, energy efficiency, sustainability, and mold resistance, including how it will support adoption and enforcement of modern building codes and mitigation of hazard risk?
- (8) How the grantee will provide or encourage provision of adequate, flood-resistant housing for all income groups that lived in the disaster affected areas prior to the incident date(s) of the applicable disaster(s), including a description of how it plans to address:
 - (a) Transitional housing needs of homeless individuals and families (including subpopulations).
 - (b) Prevention of low-income individuals and families with children (especially those with incomes below 30 percent of median) from becoming homeless?
 - (c) The special needs of persons who are not homeless but require supportive housing as identified in accordance with 24 CFR 91.315(e) or 91.215(e)?

Noteworthy Qualifications of the CDM Smith Team

- CDM Smith team’s staff has 500+ years of combined experience working with CDBG programs at the local, state, and federal levels.
- CDM Smith team’s top 15 team members average more than 28 years of CDBG experience.
- Of the nearly \$32 billion in HUD disaster funding since 1992, the CDM Smith team has been involved with 77 percent of the administration, delivery, or monitoring of those funds.
- The CDM Smith team has provided grant administration services for 100,000+ individual homes and thousands of individual infrastructure and economic development projects with CDBG-DR funds.

- (9) A plan to minimize displacement of persons or entities and to assist any persons or entities displaced by activities under the Action Plan?
- (10) A plan for how the grantee will handle program income, and the purpose(s) for which it may be used?
- (11) Monitoring standards and procedures sufficient to ensure program requirements (including nonduplication of benefits) are met?
(Recommended best practice: analyze and assign risk to each activity before putting it in the Plan.)
- (12) Standards/procedures that provide for continual quality assurance and investigation?
- (13) Procedures for independent internal audit functions?
- (14) Whether responsible internal audit and investigations staff will report independently to the Governor of the State or, at a minimum, to the chief officer of the governing body of any designated administering entity?
- (15) The steps the grantee will take to avoid or mitigate occurrences of fraud, abuse, and mismanagement, especially with respect to accounting, procurement, and accountability? All such steps shall be provided quarterly in grantee's report to HUD. (Note: this includes potential conflicts of interest and duplication of benefits.)
- (16) How the grantee will provide for increasing the capacity for implementation and compliance of local government grant recipients, subrecipients, subgrantees, contractors, and any other entity responsible for administering activities under this grant?
- (17) A description of the connection between identified unmet needs and the allocation of CDBG disaster recovery resources by the grantee?
- (18) A performance schedule, which includes projected performance (of both expenditures and outcome measures) for housing, infrastructure, economic development, planning and administration activities and for the entirety of the grant amount as a whole?
- (19) The method of distribution of funds to UGLG's and/or descriptions of specific programs or activities the state will carry out directly?
- (20) How the needs assessment informed allocation determinations?
- (21) The threshold factors and grant size limits that are to be applied?
- (22) If the State carries out activities directly, the projected uses for the CDBG disaster recovery funds by responsible entity, activity and geographic area?
- (23) For each proposed program and/or activity carried out directly, its respective CDBG activity eligibility category (or categories) as well as national objective(s)?

- (24) How the method of distribution to local governments or programs/ activities carried out directly will result in long-term recovery from specific impacts of the disaster?
- (25) When funds are allocated to units of local government, all criteria used to distribute funds to local governments including the relative importance of each criterion?
- (26) When applications are solicited for programs carried out directly, all criteria used to select applications for funding, including the relative importance of each criterion?
- (27) Do all activities clearly address an impact of the disaster for which funding was appropriated?
- (28) Do all activities address a direct or indirect impact from the disaster and are located in a Presidentially-declared county?
- (29) Are any activities solely designed to prepare for and/or mitigate the effects of a future disaster without any tie to rebuilding from the previous disaster? If yes, bring up immediately with grantee.
- (30) If using the Urgent Need national objective, does the grantee reference the type, scale, and location of the disaster-related impacts that each program and/or activity is addressing?
- (31) Does the action plan include sufficient information so that citizens, UGLGs and other eligible subgrantees or subrecipients will be able to understand and comment on the action plan, as well as prepare responsive applications (if applicable)?
- (32) Does the Plan include a chart or table that illustrates, at the most practical level, how all funds are budgeted?
- (33) Did the grantee provide at least seven days for citizen comment and ongoing citizen access to information about the use of grant funds?
- (34) Was the proposed Plan published before its adoption?
- (35) Did the manner of publication (including prominent posting on the internet) afford citizens, affected local governments and other interested parties a reasonable opportunity to examine the Plan and provide comments?
- (36) Was the Plan available in a form accessible to all, including persons with disabilities and non-English-speaking persons? (State which disabilities and which languages.)
- (37) Did the grantee provide a reasonable method(s) (including electronic submission) for receiving comments on the plan?

- (38) Does the Action Plan define what constitutes a substantial amendment to the Plan?
- (39) If comments were made, does the Plan include a summary of those comments and the grantee's response?
- (40) Did the Plan budget the grantee's entire allocation?
- (41) Are at least 50 percent of the grant funds dedicated to activities that will meet the LMI national objective?
- (42) Are budgeted administrative costs less than five percent of the total grant amount?
- (43) Are overall planning, management and administrative costs less than 20 percent?
- (44) Do the various activities in the Plan add correctly? Are the combined activities equal to or less than the total CDBG amount available? Are the amounts consistent throughout the plan?
- (45) Does the Plan include the required disaster recovery certifications? Are the certifications signed by the Governor or by an official acting on behalf of the Governor?
- (46) Does the Plan include a completed and executed Federal form SF-424? Is the SF-424 signed by the correct grantee official?

The CDM Smith Team will ensure that a compliant Action Plan is drafted and that the Plan includes all elements required by HUD. In order to have a complete plan a thorough Needs Assessment of the damages caused by Hurricane Sandy must be conducted. The Needs Assessment will guide the allocation of dollars to the unmet needs identified by the Needs Assessment.

Task 2: Provide Assistance in Evaluating Options for Recovery Plan. Develop Policies/ Programs to Rebuild Community thru infrastructure, economic revitalization, coastal restoration, planning, public services, etc.

CDM Smith will assist DCA in the planning and design of New Jersey CDBG disaster recovery activities. CDM Smith will gather the necessary data and information to ensure CDBG eligibility and conformance to one of the three national objectives. For projects that were not directly damaged by the floods, the case must be made using the flexibility HUD has allowed through the new category of funding titled "economic revitalization." CDM Smith has the experience of working through the eligibility and fundability issues of public infrastructure such as roads, water distribution systems, sewers, etc. that were not damaged by the disaster and can assist the State to incorporate the right policies to move these projects quickly.

After discussions between the State and the Team, a consensus will be reached on the program's basic parameters and design. After the basic program design has been finalized, CDM Smith will work with the DCA Staff to develop protocols and processes for implementing the various program. Ultimately, the policies, processes and procedures will be formalized into an Operations Plan developed by CDM Smith. To accompany the Operations Plan, CDM Smith will develop cash flow projections for the program based on the program's design. The CDM Smith Team will continue to evaluate program design and policies and make any necessary changes to ensure all programs are streamlined and efficient and are within the parameters set by the State and HUD. CDM Smith will ensure that these processes and protocols comply with all state, federal and local laws and regulations and contractual requirements.

A policy change management system will be developed to accommodate policy changes made after the start of the program. Not only is it important to document any changes made to the program, but also to evaluate the impact of the change on the budget and the citizens receiving the services.

CDM Smith will provide the State of New Jersey with combined resources of over 5,200 professionals and a project team comprised of nationally recognized CDBG Disaster Recovery experts with an unmatched record for designing, managing, and successfully executing projects.

Our team offers:

- Over 35 years organizational experience working directly and on behalf of HUD including: infrastructure, national compliance monitoring, coastal restoration, workforce development, and community development, planning, and all activities eligible through CDBG-DR assistance
- Existing systems, policies, and procedures from programs we have designed and implemented on projects across the country in order to assist the client in reaching their desired goals and objectives. These will help ensure complete program compliance and program efficiency.
- A large pool of experienced and qualified personnel who are available immediately
- More than 500 years of combined CDBG/CDBG-DR experience

CDM Smith will also leverage the experience, procedures and policies, project controls, reporting, and IT systems that have been successfully used on other projects.

Task 3: Review of all relevant federal programs, including both disaster recovery and general assistance programs, and specify how these programs can be most efficiently leveraged by the State in responding to Superstorm Sandy

The team assembled by CDM Smith begins with an extensive knowledge of Federal programs that can be used to redevelop and revitalize communities, especially the array of short-term and longer term Disaster Recovery initiatives offered through FEMA, HUD, SBA, EDA, DOT, and others. Team members have served in all three levels of government and are experienced in applying for Federal assistance and in administering programs (including both “regular” programs and DR initiatives) once the funding has been secured. The team understands the need to aggressively and creatively seek funding from unexpected as well as the more obvious sources. In addition, our members are experts at identifying and overcoming potential stumbling blocks buried in the regulations. We have a track record of obtaining waivers and positive interpretations of the rules that has proven immeasurably helpful to States and localities struggling to weave disparate funding sources together into a cohesive recovery effort.

We have already reviewed the House and Senate Bills for Sandy Assistance and there are a number of new provisions that hold the potential to make these funds more flexible than ever

Notwithstanding the body of knowledge and experience we have accumulated in the area of Disaster Recovery, it is important to acknowledge that each disaster, and each new piece of Federal Legislation (and its accompanying regulatory framework) is different than the last. We have already reviewed the House and Senate Bills for Sandy Assistance and there are a number of new provisions that hold the potential to make these funds more flexible than ever, but it is critical that the New Jersey team remain vigilant in tracking the way in which this legislation is interpreted by the allocating Federal agencies. Moreover, we believe that working with DCA and our colleagues in HUD, FEMA, and SBA we can go beyond tracking the legislation to a more pro-active stance of advocating for new waivers and more flexible interpretations of the program requirements whenever appropriate.

As important as the Recovery Funding will be, it is critical not to ignore the pool of funds and other resources the State of New Jersey regularly receives (e.g. CDBG, HOME, Homeless Assistance, Low Income Housing Tax Credits, Tax Exempt Bonding as well as a range of “competitive” programs for which DCA and other State Agencies may apply in an effort to augment the DR funds. Moreover, there is a range of funding opportunities that may be better suited to your partners (non-profits, educational institutions, etc). We believe that it is important to coordinate these efforts with your partners in order to better leverage the State’s funds – e.g. providing technical assistance and/or acting as a clearinghouse for your partners seeking funding to address new needs created by Sandy. Down the line, the State may want to consider offering

a priority for the State's assistance to those partners that can bring new resources to the table.

We recognize the need to remain in close communication with the DCA as new developments arise. It is our goal to keep your office fully informed as we uncover potential funding possibilities as well as looming threats (e.g. regulations, prohibitions etc) to the smooth implementation of those resources. We want to be able to frame the issues for you, and make recommendations when appropriate, but we understand that you have a much deeper appreciation for the local landscape and what can ultimately be accomplished. In short, we recognize that the critical decisions as to what approach you take will have to come from DCA leadership and consequently we want to involve you at every step in the process.

Task 4: Develop a statewide policy that drives overall housing recovery and other CDBG-DR-funded priorities and programs

Under the direction of DCA, the CDM Smith team will work to develop a statewide housing recovery policy that reflects the needs analysis outlined in Task 5 and complements the Housing Recovery Strategy referenced in Task 7 and the Action Plan(s) the State is required to submit to HUD to receive funding. While these four documents will be separate papers, and may in fact be developed at different times, it will be important that they be internally consistent. While the Recovery Strategy referenced in Task 7 should be specific enough to guide your staff in developing specific housing programs and in allocating resources amongst those programs, the overarching policy to be developed through Task 4 need not. Instead, we are proposing that the Statewide Policy provide broader guidance about the overall goals to be achieved and the principles to be maximized throughout the recovery. Ideally, the specific programs developed by the State and its partners would be compelled to recognize and incorporate the principles outlined in the Statewide Policy. Moreover, in our view, this document should have broader application, guiding not only those programs operated by the State and its agents, but also providing a framework for other programs developed by localities, and non-profit organizations receiving governmental assistance. Of course, our first course of action would be to discuss your vision for these four documents and how they will relate in detail before proceeding to develop any of them.

The CDM team has significant experience in developing the kind of overarching policy document referenced in Task 4. In particular, several members of our team worked directly with the Louisiana Recovery Authority (LRA), a special group of prominent citizens appointed by the Governor that was charged with being the first point of contact with the Public and with establishing the broader policies, beginning with the mantra of "Safer, Stronger, Smarter" that would guide the programs developed by the professional staff in the State's

CDBG agency. CDM Smith is prepared to build on this experience and lessons learned to work with DCA and others in the State to develop a set of guiding principles and priorities for New Jersey's recovery. These principles should reflect the views of the State's leadership, the best practices identified from around the country as culled by CDM, the scholarly recommendations from experts in the field, and any growing consensus springing from the Citizen Participation process.

For instance, one overarching concern that some communities have employed is a basic test requiring each assisted activity to either reduce the likelihood the State will sustain future damage from a major disaster or have no impact. That is, the State should not be in a position where its recovery programs achieve other goals but in some way increase the possibility the State will incur damage from future storms (e.g. developing new housing or business that results in the loss of wetlands that are protecting the shoreline). In many instances States faced with large recoveries have chosen to ensure that any new construction and rehabilitation that takes place be more environmentally green – i.e. conserving energy and preventing contamination of the environment - than what existed before hand. Obviously, this principle would need to be applied differently in smaller projects requiring only moderate renovations than in larger new construction initiatives, but in each instance, those in charge of the initiative would have to demonstrate that their efforts were promoting green principles. Similarly, states have called for new development to be more sustainable – e.g. being connected to mass transportation, working on existing neighborhood strengths to create a distinct sense of place, promoting mixed income mixed used development, lessening the reliance on cars and the need for long commutes. Some communities envision the need to replace damaged housing as an opportunity to right old wrongs and reduce the amount of discrimination (both racial and economic) that has taken place in housing development. Another possibility is to propose that all of the recovery programs work in some way to make the State of New Jersey more prosperous and more attractive to responsible new investment.

Some communities are most concerned that their programs utilize resources in the most efficient manner – i.e. leveraging other resources and generating the most development/preservation with the least amount of State resources. Conversely, other areas may prioritize programs that address those with the most severe and/or otherwise intractable problems/needs. Some broad plans choose to advance commonly accepted principles – e.g. fairness, equity, transparency, and/or accountability – and then work to ensure that individual programs promote these principles.

Through the process of developing this kind of policy, it is critical that DCA and its agents consider the potential that some well meaning policies may conflict with others. In these cases, it may be helpful to develop a framework of priorities for resolving any such conflicts. Again, we are experienced in

working through these kinds of difficult issues and are eager to assist you navigating your way to a Policy you can be proud of. There is no way for us to know at this juncture exactly what that policy will look like or what principles you will choose to promote, but we are committed to providing you with a range of options, and giving you the framework to make the important decisions.

Task 5: Complete a comprehensive needs assessment that is data-driven and that will identify and assess emerging and unmet housing needs and related challenges

The CDM Smith team has extensive experience in putting together “needs assessments” that can be used to (1) document the unmet need (aka gap) to bolster funding requests to Federal Agencies and other potential funders and (2) highlight those needs that are most pressing (e.g. by geographic areas, household size, income categories, building types, tenure types, etc.) in order to direct the State’s resources toward the most urgent problems. We develop needs assessments that specifically address HUD criteria within three areas: Housing, Infrastructure and Economy. The needs assessment will include the following metrics:

- The funding gap between the cost to repair residential property and the funds disbursed through FEMA, SBA and the US Army Corps of Engineers;
- The financial capacity of communities to meet that funding gap while still maintaining effective operations;
- The damage incurred to public facilities, including schools, police and fire stations, daycare centers, hospitals and grocery stores, that negatively impacts access to basic amenities and services;
- The impact to businesses, in terms of property value, as well as the loss of jobs and the impact to the local and regional economy; and
- The impact to underserved populations, notably low and moderate income households, minority communities, and impacts to the elderly and disabled.

Our approach focuses on aggressively pursuing all of the available Federal data on storm damage collected by FEMA and the SBA while simultaneously examining data from often overlooked sources such as public utility usage, shelter occupancy levels, real estate transaction records, insurance records, lender delinquency data, school attendance, emergency room visits, property tax collection rates, and other regularly collected data that can give a fuller picture of the current post storm conditions. HUD’s records on Section 8 Voucher Holders and their current situation, as well as the records on damage to governmentally subsidized housing stock (e.g. LIHTC, Public Housing) are another invaluable source of information on housing need and the supply/demand imbalance. Where there are remaining gaps, we are equipped to

work with States and localities to explore the collection of new, “primary” data either from local emergency workers, drive by surveys, housing needs questionnaires, and other newly collected data.

The CDM Smith team will also include an extensive outreach component to assist in developing the needs assessment. Local representatives, stakeholders and non-profit organizations are often the best source for a “boots on the ground” perspective, particularly as it pertains to the needs of distressed areas and community facilities. Their input will be vital testimony when presenting the qualitative data, or “human and social toll” Hurricane Sandy had on communities.

CDM Smith’s goal is to provide as clear a picture as possible of the challenges faced by the storm damaged communities -- not just of the amount of damage that has been suffered but the needs that currently remain to be filled, and also the likelihood that they will be filled by other “non-governmental” resources. It is one thing for a group of relatively well off, well insured homeowners to have been hit hard by the storm and it is quite another story for a group of families who are uninsured and have few (if any) available resources to have sustained significant damage. This is not to deny the fact that both groups may need emergency assistance, it is only to say that the amount and the kind of assistance required in the second instance is much different. Consequently, an effective needs assessment must be able to correlate the damage that was done with (1) the aid that has already been provided in the way of insurance payments, FEMA/SBA assistance, and assistance from other programs such as Section 8 and (2) the alternative resources available to those households that sustained damage.

Another important piece of the statistical puzzle is the “baseline data” from the U.S. Census, the SBA, and other sources that can be used to make assessments about the households that were affected (e.g. pre-storm incomes, housing quality, etc.) as well as to paint an over-arching picture of what these communities looked like before the damage. In many instances, local governments have already collected and “framed” much of this data for their “Consolidated Plans”, “Impediments to Fair Housing” etc. An important element of this effort is the need to be able to disaggregate the need according to factors such as location and ownership type, so the State can begin the task of assessing how much it would cost to address specific needs and what types of programs will be required. For example, if a large percentage of the damaged homes are located in areas where the minimum base elevations dictate significant elevation or relocation, or where the infrastructure was lost as well, costs may be more significant than instances where homes can be rebuilt in place.

Our experience with the Federal agencies is that States and localities must aggressively utilize existing contacts with their Federal counterparts and be vigilant in pursuing the available data. Over the years and across the country, the CDM Smith team has established excellent relationships with the IT staffs

CDM Smith’s goal is to provide as clear a picture as possible of the challenges faced by the storm damaged communities -- not just of the amount of damage that has been suffered but the needs that currently remain to be filled, and also the likelihood that they will be filled by other “non-governmental” resources.

in the critical Federal agencies, and we are well aware of what kinds of data points exist as well as what can be shared without compromising confidentiality requirements. Within the last several years, our team has completed HUD Unmet Needs Assessments for Harris County, Texas; Tioga County, NY and Minot, ND.

As with every one of the tasks contained in the solicitation, we believe it is essential to communicate closely throughout the process with DCA and their local partners. We propose to present you with a draft methodology for the needs assessment for your review relatively early on in this process. We expect that you will be one of the best sources to root out the most useful locally available data, and we will use your experience to guide us in evaluating the data that we are able to collect. Our program plan is to make DCA aware of each of the potentially significant information source -- including the attendant cost and time considerations, as well how they will fit into the overall needs assessment model -- before we pursue them.

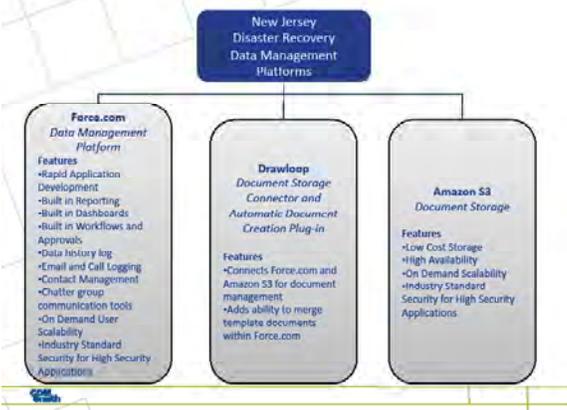
Task 6: Create and/or utilize a data management system compatible with HUD’s DRGR system and submit all reports required of the State by that system

The Information Technology (IT) function will facilitate the development and implementation of an IT Plan for support of the State of New Jersey’s program delivery. IT will be responsible for installing and maintaining hardware and software, developing and managing program databases, and providing helpdesk/ support services. The IT function will also be responsible for instituting and managing a document management system that maintains all required documentation in a secure location. As part of our proposed solution we will be using Force.com . This software allows for:

- Streamline review and other workflows
- Ability to track progress via dashboards and reports
- Email notifications to keep program Staff, subcontractors and client up to date
- Structured workflows make it clear who has responsibility
- Tracked milestones make it clear what stages grants are and how long each step is taking
- Cloud model allows staff and client remote access

Quickly Deploying Applications Using Declarative Programming

- Declarative customizations are completed by pointing, clicking and dragging features within a web browser
- Ease of development. More visual and faster.
- Ease of upgrades (As simple as a click of a button)
- Easier to maintain. Less prone to programmatic errors
- Does not require a programmatic skill set.
- Many of the business logic functions are already built for you



With the assistance of CDM Smith, HDS has developed Data Synchronization Tools (DST) that allows us to perform all DRGR functions and to transfer data from the HDS database to the HUD Disaster Recovery Grant Reporting (DRGR) system.

The CDM Smith team will use Housing and Development Software (HDS) to capture and maintain the information and data required to meet state and federal reporting and regulatory requirements, including data needed for HUD's Disaster Recovery Reporting System (DRGR). HDS is an MBE/WBE corporation located in Weston, Florida. HDS has been a leader in providing software tools and solutions for HUD programs.

HDS software helps managing affordable housing, community and economic development programs in a complex, industry regulated process. Housing and Development Software develops and implements various Software System Suites which manage the day to day programs such as Section 8, LIHTC, HOME, TCAP, CDBG, CDBG-R, MRB, HPRA, HOPWA, ESG, NSP and more. This software will provide the accounting and budgetary controls on the project. Also, native in the software is the understanding of HUD data and reporting requirements. As such, we will use the software to accumulate all data needed for required reporting to HUD. With the assistance of CDM Smith, HDS has developed Data Synchronization Tools (DST) that allows us to perform all DRGR functions and to transfer data from the HDS database to the HUD Disaster Recovery Grant Reporting (DRGR) system. This DST interfaces eliminate double data entry for users, saving time and reducing errors in data entry.

Task 7: Develop a housing recovery strategy, both single family and multifamily, including defining and prioritizing the specific needs of communities and tailoring programs to address those needs based upon Contractor's detailed analysis of those needs, damage assessments, demographic data and any other relevant data

Calling on its extensive experience is designing and implementing large disaster recovery efforts, the CDM Smith team will work closely with DCA to develop an effective housing recovery strategy for New Jersey. While there are similarities between a Housing Strategy that might be contained in a community's Consolidated Plan and a Housing Recovery Strategy developed in the wake of a major disaster, the differences are perhaps more significant.

To begin with, an effective Housing Recovery Strategy must accommodate particularly swift action in recognition of the urgent need for assistance. It must be particularly transparent and the State must take special care to curtail fraud and ensure compliance with all of the applicable rules since there will be so much attention on its development and implementation, both from the media and the public in New Jersey as well as from the oversight agencies in Washington. A successful Housing Recovery Strategy must

recognize the importance of managing the public's expectations, since the extreme nature of the suffering residents have been through will promote a heightened expectation that the government's response will be both rapid and comprehensive. Moreover, the impacts of a major storm like Sandy touch a much wider spectrum of the community including middle-income homeowners and others that would otherwise never have been involved in a governmental program. They will not be experienced in dealing with all of the Federal requirements attendant to the CDBG program and their expectations of what can be accomplished will likely exceed those of the population that is generally served by programs such as CDBG and HOME.

As outlined below, the State would be well served to develop an extensive citizen participation process as a part of their Housing Recovery Strategy in order to engage a wide variety of the public and get them to feel that they are a part of the strategy itself.

An effective Housing Recovery Strategy will need to take on a number of issues that are inherent in any Housing Strategy, such as:

- How much will resources be directed toward those with the greatest need, how much to those where relatively small amounts of resources can produce significant results?
- How much to owners?
- To renters?

There are also a host of special questions that must be addressed by an effective recovery strategy. The CDM Smith team has considered most of these difficult questions before and will work to frame the options for DCA by relating our experience from other Disaster Recovery situations. For instance, in many of the low lying areas that were hardest hit by the storm, there will be a debate between residents who want to rebuild in place and others who will react strongly to the use of public funds to resettle vulnerable areas. There is no one-size fits all right answer to this question, and our team will help you work through these issues, including the feasibility of "hardening" any new homes built on the original site, the prospect of larger public infrastructure improvements (including gray infrastructure such as sea walls and green infrastructure such as barrier islands and protective marshy zones) and the feasibility/palatability of any relocation plans. We can however, help to guide you around some mistakes that have been made previously such as providing assistance to some families to rebuild in place, while not moving decisively to ensure others that a critical mass of residents will be returning.

Another question that you are likely to face in outlining your Rental Housing recovery strategy will be whether to focus on assisting those rental property owners whose properties were damaged (regardless of how effective a partner they will be in the re-building process) or to look instead at the pool of damaged rental property holistically as a housing resource and work with

those developers who are most likely to develop quality replacement housing in the most cost effective manner and with the most improvements such as green features, sustainability, proximity to transportation. Again there is no one size fits all right answer and this question will likely be inextricably linked with the first question of whether to rebuild the existing areas. In this instance, you may have to develop a strategy that accommodates several groups.

Under DCA's direction, the CDM Smith team will take care to ensure that the State's strategy will be informed by the Housing Needs Assessment outlined in Task 5, the results of the Citizen Participation Process, direct input from local elected officials regarding needs and recommended approaches for their communities, DCA's own experience as to what is effective in operating and overseeing housing programs, the constraints imposed by the availability of funding and the attendant rules, and the experience and recommendations of the CDM team itself based on their experience of what has worked and what has not worked in previous disasters across the country.

Task 8: Develop economic revitalization and infrastructure recovery strategies, including defining and prioritizing the specific needs of communities and tailoring programs to address those needs based upon Contractor's detailed analysis of those needs, damage assessments, demographic data and any other relevant data

ECONOMIC REVITALIZATION

When disaster strikes, it has a significant impact on a state or locality's economy. While the impact on the macro economy is significant in the short-term, the effect is even deeper on small businesses, displaced workers and sectors that are vulnerable to market fluctuations like tourism and fishing in the long-term. Immediate federal resources, such as loans from the Small Business Administration, are often limited in their success for small businesses that cannot qualify due to the lending requirements. A strong economic revitalization plan is required to meet these most vulnerable and yet critical economic communities.

The CDM Smith team has a strong background in creating economic revitalization strategies that are both focused on mitigating economic loss and forward looking to strengthening the economy. The CDM Smith team will work closely with DCA to design an economic development strategy that is both focused on addressing revenue losses and property damage, but is also forward looking and focused on innovative solutions to stabilize the economies of impacted communities through its recovery efforts.

The process for developing an economic revitalization strategy will start with an analysis of the needs assessment. Then through meetings with community leaders, business owners and displaced workers, the CDM Smith team will confirm the findings of the needs assessment and get further input on the particular programs that will work for specific industry sectors. For example, the program designed for a community that experienced significant structural damage to its Main Street businesses will be different than a tourist-based economy that needs a long-term strategy to rebuild this economic driver. Further, the needs of small business owners, fisherman and farmers are often not met by the traditional economic recovery programs and require special attention.

INFRASTRUCTURE

The repair or replacement of damaged infrastructure is critical to a community's recovery. A robust plan for redevelopment will rely on FEMA's Public Assistance program which is the main vehicle to repair or replace damaged infrastructure. Communities also have the opportunity to use CDBG funds to support the rebuilding of critical infrastructure.

The CDM Smith team has expertise in developing robust infrastructure programs that enable the community to maximize the interplay of FEMA and CDBG resources as well as other potential funding sources. Based on the needs assessment, the community will want to develop a plan for the redevelopment of their damaged infrastructure. The CDM Smith team will assist the state in developing a process for communities to articulate their infrastructure recovery plans. The CDM Smith team will establish guidelines for infrastructure rebuilding that maximize the availability of FEMA Public Assistance funds with available CDBG resources.

Of particular note, the CDM Smith team has expertise in layering funds and identifying alternative projects so that communities are not just rebuilding what was there before the storm, but adding new infrastructure and new economic development initiatives that encourages revitalization and sustainability.

Task 9: Continuing advisory role in supporting DCA staff and its audit/compliance service provider in overseeing the grant administration and program management/delivery of services for all recovery activities/programs recommended by the Contractor in its housing recovery strategy and related HUD action plans

The CDM Smith team members will work with the DCA staff and its audit/compliance service provider until the end of the program. Whether the State

directly administers programs or provides funding to agencies or units of local government, our team is knowledgeable of the federal regulations and laws which must be complied with. In order to provide advisory services, the CDM Smith team will prepare a Contractor Monitoring Plan for the State. This is one of the first items HUD will ask to see when they monitor the State. The CDM Smith team will assist the State and its audit/compliance service provider in monitoring performance of the contractors responsible for implementation of programs. Specific deliverables will be required with a timeline for accomplishing those defined deliverables. CDM Smith staff will work with the DCA staff in monitoring the progress of contractors in accordance with their contracts and the timelines for deliverables. Meeting these timelines ensures that the goals outlined in the State's overall strategy for recovery is accomplished and completed in a timely and efficient manner.

Task 10: Assist the State with its interactions with HUD/FEMA and identify all waivers

As noted in our response to Task 3, we are experienced in negotiating with HUD, FEMA, SBA, EDA, DOT and other Federal agencies around important issues such as ensuring fair funding allocations and obtaining the most flexible regulatory framework possible. We are prepared to help States and localities act aggressively to secure a more flexible system of rules that accommodates the kinds of initiatives they believe to be the most appropriate and most effective in meeting their needs. This flexibility is especially important when State and local governments are attempting to marry DR funds with other Federal programs, some of which may even include contradictory rules.

Our team has been in your position before and we have solid relationships with the key Federal staff in Washington. We know how to identify potential problem areas and how to argue persuasively and credibly for waivers, rule changes, or positive interpretations to overcome these hurdles, while simultaneously acknowledging the need to uphold the spirit of the Federal rules and demonstrating to those in charge that the important statutory and regulatory elements will be maintained. In marshalling these appeals, we can draw upon previous experiences where enhanced flexibility served the local program AND the Federal government well. In addition, we can also highlight those instances in the past where the Federal government's strict adherence to certain rules was, in hindsight, widely recognized as poor judgment.

It is important to recognize that your relationship with the Federal oversight agencies is an enduring one, and while the basic program framework is developed relatively early in the process, there will be a series of opportunities for you to secure favorable interpretations or ensure fair funding allocations as time passes and your programs develop. In fact, we recommend that you think creatively and work diligently at each step in the grant process to ensure that you are getting the most out of Washington that you can.

For instance, in the stage immediately after the passage of the Federal legislation while HUD is writing the program rules that will govern the Sandy DR efforts, HUD will probably reach out to you and you will likely have an opportunity to request a set of waivers to make your programs more effective. CDM Smith is prepared to help you develop and support this “waiver wish list”. But even after HUD has published its waivers and governing regulations, you will have an opportunity to react to some of the new program details that they outline and request additional waivers or seek clarification on any language that was unexpected and is potentially problematic. Then when you submit your Action Plan, there is likely to be another “back and forth” negotiation around some of the proposals you are advancing and HUD’s reaction – which may range from approval to strong objection. Once the Action Plan is approved, there will doubtlessly be a need for Plan Amendments and another negotiation process will ensue with HUD as you consider new issues. As your program moves forward into implementation and you begin requisition funds, new issues may arise as to what is allowable and what is not. Last but not least, HUD will come to monitor your program. While this process is not properly described as a negotiation, there will certainly be an exchange of ideas about what constitutes compliance and it will be important for you and your team to be able to advance your ideas persuasively. Our team is prepared to stand side by side with you at each of these critical stages.

One final note about flexibility and our efforts we hope to carry out on your behalf -- As much as we recognize the value of a flexible regulatory environment, we recognize that additional flexibility is not an end in and of itself. It should be a means for you to achieve your recovery program goals in a responsible fashion. We are committed to making sure that the State’s desire for greater flexibility is not misread as a lack of interest in fulfilling important principles such as fairness and targeting to those in need. In fact, the State can always impose additional constraints on itself and its grantees if it believes them to be appropriate. Many states do just that and we are prepared to assist you in considering the pros and cons of such an approach. On the other hand, we also recognize that there may be some special instances where the State may take some comfort in the application of a particular Federal constraint/requirement in order to add additional authority in its efforts to carry out a difficult, but well reasoned, policy that may otherwise be more controversial. In such special cases, it may not be advisable to argue for flexibility. Consequently, we are committed to working closely with the DCA staff to ensure that we follow your direction regarding all requests for waivers or policy clarifications.

Task 11: Develop and review of solicitations for additional services needed by the State in connection with recovery activities and/or activities funded with CDBG-DR Funds

The CDM Smith team has experience in developing RFPs and RFQs for Disaster Recovery program services. One of the largest contracts for procurement of disaster recovery management services was prepared by our team members. The contract amount was close to \$1 billion dollars. The procurement was audited by the OIG and HUD and was found to be in compliance with all federal regulations and state regulations. Over 100 public information requests were received for copies of the procurement documents for this particular procurement. There were no findings or concerns from any federal or state agency relative to the RFP and the processes utilized in reviewing the proposals and the selection of the contractor. Our Team is very knowledgeable of the Part 85 regulations which guide CDBG procurements for governmental agencies as well as Part 84 relative to non-profits.

In addition, The CDM Smith team members have prepared sample RFP templates for CDBG management services for the States of Michigan, Louisiana and Illinois as well as RFQ templates for engineering and architectural services which are CDBG compliant. There have been no concerns or findings from the OIG or HUD relative to the procurements which our team members have assisted in the writing and reviewing of proposals and the awarding of contracts. Our team is prepared to work with the State in drafting any procurement documents needed to deliver and implement programs.

Task 12: Support the State's communications strategy related to the disaster housing recovery plan and the other priority recovery program areas coordinated by DCA

The CDM Smith team is keenly aware of the challenges New Jersey faces in balancing swift action with the need for community input. The Team is also keenly aware of the need for clear communications to the public at every step of the recovery process. Given the sequencing of recovery efforts, from needs assessment to program design, the two can occur simultaneously and shape each other in terms of policy and prioritization. With our past experience, we have the infrastructure and model in place to begin the community engagement process immediately. This will ensure that State programs are synchronized with local planning initiatives and that State actions are transparent and readily available to stakeholders. This process includes a communications protocol to assist communities in understanding the progress being made in the recovery process.

Our Team has identified three critical tools for community engagement and public reporting that will be needed early in the process, as follows:

1. A “planning toolkit,” orchestrated by the State, that facilitates locally-driven needs assessments within a standardized, structured format that can be incorporated into the State recovery plan;
2. An online assessment tool that allows communities to understand the damage that occurred within their communities, prioritizes projects based on local planning efforts, and track progress over time; and
3. A publicly accessible data management portal that allows communities to see where investments are being made and the status of recovery projects.

Our Team has been extensively involved in post-hurricane recovery and therefore has much of these systems already in place. This includes the program structure, communications plans and website for a county-based recovery planning tool; IT infrastructure for post-disaster data management and tracking; and a geo-spatial portal for neighborhoods, community leaders and elected officials to assess impact and progress towards recovery. Since these systems are already in place, our team can work towards modifying these systems to fit New Jersey’s needs rather than rebuilding from scratch. This will prove to be more cost effective, incorporate best practices already trialed on other projects, and enable the community engagement process to begin quickly.

LOCAL PLANNING TOOLKIT

Our Team developed a \$14 billion recovery program for Louisiana that has, at its foundation, a robust local planning process. Each parish (equivalent to a county) was provided with a framework for developing its own vision for recovery, recovery goals, and a list of projects to meet those goals. These projects were then assigned a value of priority based on their significance to the community and their capacity to create a “catalytic” effect. This provided the opportunity for parishes to go beyond disaster recovery, and identify projects that could improve upon their pre-disaster conditions.

These locally-developed planning initiatives served to guide State policy and investments, and provided an ongoing web-based reporting tool for citizens and leaders to assess their projects over time. The site is available at www.louisianaspeaks-parishplans.org.

ACCESSIBLE AND DEMOCRATIC DATA

One of the key lessons that the CDM Smith team learned from past disaster recovery efforts is the importance of providing a common language and reporting framework for assessing damage and need. We have developed an online tool that provides information to communities – information they will

need to formulate their own recovery plans, empower local organizations and apply for grants and program assistance. This portal includes FEMA Individual Assistance data; HUD housing needs statistics; information on businesses and jobs; community assets; Census data; and other available local data. Individuals, neighborhood groups, academics and administrators can access a wide variety of data related to the extent of damage, community profiles and unmet needs. This not only empowers local groups to access additional resources and take the lead in grassroots rebuilding, but also codifies the language around metrics and recovery.

GOVERNMENT TRANSPARENCY

State administrators and officials will frequently be asked to address the status of their programs and investments in a variety of perspectives – by geography (e.g. congressional district or neighborhood), by demography (e.g. renters vs. owners, low income vs. middle income), or by program (e.g. FEMA, CDBG). This can be a cumbersome task, particularly when data is often called upon to be presented immediately and in a very public forum. For this reason, the CDM Smith team has already developed a post-disaster recovery portal that can be customized to serve the State in reporting needs. It is an online tool that can be accessible to the public in general while providing a secure, password protected area for secure information. The State will be able to track investments by various jurisdictions and program types and can track construction status over time. The site has the capacity for significant modifications and upgrades and therefore can be designed to meet New Jersey's needs. It will also empower the public to view programs and investments in a variety of ways. For instance, the CDM Smith team has tracked neighborhood recovery (measured by an algorithm of utility usage, trash collection and mail delivery) in relation to the initial damage and the level of investment. This metric measures the effectiveness of federal dollars in rebuilding communities; these types of tools can be brought in for New Jersey to allow for a robust assessment of recovery efforts.

Task 13: Contractor shall station an adequate number of key personnel, whose bios shall be included with Contractor's bid proposal, at the offices of the DCA and other state departments and agencies as needed

CDM Smith's Program Manager will assure that appropriate staff are positioned in all necessary offices. Offices will include DCA along with other disaster related offices as directed by DCA. CDM Smith's PM will have regular scheduled meetings with DCA to review tasks and staffing. These meetings will determine if staff needs to be added or reduced. It is important to have lead staff embedded along with DCA management staff. In the very fast paced world of Disaster Recovery, meetings need to take place at a moment's

notice and recommendations need to be made just as quickly. Our team has been immersed with this pace for several years and understands its necessity and the need for flexibility. All senior staff resumes are part of this solicitation. Other team and staff can and will be added as necessary by the program. Many staff will work off site at our Edison office or other office locations in NJ.

Section 2

Section 2

Management Overview

CDM Smith has assembled an exceptional management and technical team familiar with the challenges facing NJDCA and the programmatic requirements to execute the tasks described in the NJDCA's Request for Quotation (RFQ) efficiently and effectively. The details of the CDM Smith team's overall technical approach to meet the requirements of the RFQ can be found in Section 1 of CDM Smith's response to the RFQ. The details about each of our program team members can be found in Sections 5 and 6 of CDM Smith's response to the RFQ. Mike Spletto, our proposed Program Manager, will utilize his over 25 years of experience working with other state and federal agencies on disaster recovery in leading our team to deliver quality products that provide high value solutions to NJDCA to rebuild New Jersey's communities.

Mike has access to the extensive resources available within CDM Smith and has selected staff that is most suited to undertake each specific project assignment identified by NJDCA. Thus, CDM Smith's approach starts with assembling a one-of-a-kind team with an appropriate balance of disaster recovery experts that together provide the breadth and depth of resources to implement all aspects of the scope of this contract, including the capacity to handle the multi-faceted program requirements in a timely manner. Our approach then builds on the extensive experience of the team members to utilize tried and true project control and quality control systems that will meet or exceed all contract objectives and requirements. As we will demonstrate in the remainder of this section, the CDM Smith team has the necessary plans in place to help NJDCA address all of its needs that will lead to successful contract completion.

This section demonstrates that CDM Smith understands the contract objectives and describes our ability and approach to undertake and complete the NJDCA contract, and includes a staffing plan.

The CDM Smith team looks forward to the opportunity to serve the NJDCA during this vitally-important period of rebuilding in the aftermath of Superstorm Sandy. The proposed CDM Smith project team is exceptionally-qualified to provide the best-value consulting services to assist the NJDCA to craft the State's disaster recovery and long-term plan for housing recovery and community rebuilding.

2.1 Building on Experience

One of the significant advantages of our CDM Smith team is our familiarity with disaster recovery and working knowledge of HUD Community Development Block Grant – Disaster Relief (CDBG-DR) as well as FEMA Public Assistance grant funding. Successful project execution depends on the staff assigned to this program. Those personnel most familiar with disaster recovery and long term planning have been assigned to promote effective and efficient completion of work. The CDM Smith team has ample staff capacity in our Edison, New Jersey and other nearby offices to allow assignment of personnel with the appropriate technical skills.

The CDM Smith team has the necessary experience to assist NJDCA in disaster recovery and long term planning, and to address the highly complex issues facing New Jersey. The CDM Smith team will add value to the NJDCA program by leveraging our experience with managing large-scale disaster recovery programs both nearby and across the country. Our experience supporting state and federal clients and local stakeholders in developing and implementing effective solutions to challenges in all phases of disaster recovery and funding allows us to effectively assist the NJDCA. Our extensive experience, and the lessons we've learned on projects nationwide, will be leveraged to develop practical and effective solutions to the NJDCA program.

2.2 Program Staffing and Staffing Plan

Excellence, initiative, shared commitment, integrity and teamwork. These are the core values that power the CDM Smith engine. Each CDM Smith employee—whether a new hire or a seasoned veteran—is instilled and nurtured with these core values. The CDM Smith staff assigned to partner with the NJDCA on the disaster recovery and long-term planning contract is a carefully selected and experienced group of professionals and specialists. Many have had recent, positive experience with similar programs throughout the country.

Key highlights of our staffing plan include the following:

- Key staff will be embedded with DCA staff to assure a partnership that can respond quickly to the ever changing and demanding disaster program.
- Local offices, staffed with experienced, competent professionals with prior experience on similar disaster recover assignments throughout the United States. Our Edison office location makes our personnel available where needed in New Jersey.
- Our belief that cost-effective management must go beyond the simple measures of “on-time and on-budget”. Our experiences of providing more-for-less will be of great value to the NJDCA.

- Our ability to listen to our clients goals and objectives, carefully think through the assignments to be performed, and deliver a high quality work product on time and within budget
- A program manager, with 25 years of experience, leading similar programs.
- Task managers and project staff with previous experience.
- A great depth of experience in all phases of the proposed scope of work.

Scheduling of work for all program team members and subcontractors will be performed by CDM Smith's local Program Manager, in cooperation with the NJDCA. Mike will regularly review the schedule with the NJDCA and the rest of our management team and provide direction to the team so that program personnel are well informed. When Mike was the Housing Manager for the Disaster Recovery Unit for Louisiana, he managed over 50 staff and oversaw the work of a contractor with 2,000 employees while making sure the program progressed rapidly forward within the rules. During his tenure with the DRU he managed the disbursement of \$6.2 billion within a 12 month time frame.

CDM Smith utilizes multiple scheduling software platforms such as Primavera and Microsoft Project. These software packages provide us the ability to resource load and cost load the schedule to deliver the best results for the NJDCA. Primavera and other software that use the critical path methods provide our management teams the most useful information for making decisions to mobilize resources. The critical path will keep our program team focused on the most important obstacles or challenges ahead so that efforts are not wasted. The schedule will be communicated on a regular basis to NJDCA.

CDM Smith has assigned appropriate staff to this program to ensure that the most cost-effective resources with relevant experience are proposed. Once this contract has been initiated, the Project Manager will input the identified staff labor hours and anticipated schedule into our workload projection system. On a monthly basis, these workload projection estimates are updated by the Program Manager and reviewed by CDM Smith's group leaders so that the program is consistently verified to be adequately staffed.

The personnel matrix provided in Table 2-1 shows the name, discipline, degrees, and category of work likely to be performed. Detailed resumes of all proposed staff are presented in Section 6 of CDM Smith's response to this RFQ.

**TABLE 2-1
STAFFING PLAN**

Staff	Discipline	Degrees	Labor Category	Work to be Performed Based on Tasks 1-13
Watt, Maria D.,P.E.	Engineer	B.S. Chemical Eng.	Senior Technical Expert	Program Principal-in-Charge
Spletto, Michael	Policy Specialist	MA, Sociology; B.S. Psychology	Program Manager	Program Manager
Brauner, David K., CEM, CFM	Policy Specialist	Master of Laws ; Juris Doctor	Senior Technical Expert	Technical Advisor
Parker, Calvin	Planner	MRP, Regional Planning; B.A. Urban Studies	Subconsultant	Technical and Policy Advisor
Batherson, Robert J.	Policy Specialist	B.S. Biology	Senior Technical Expert	Technical Advisor
Elkins, Suzie	Public Administration	B.A. Psychology	Subconsultant	Policy Advisor, Action Plan Development
Brennan, Thomas	Public Administration	B.A. Social Science	Subconsultant	Policy Advisor, Action Plan Development
Carter-Petersen, Karen	Policy Specialist	Juris Doctor; B.A. Business and Marketing	Subconsultant	Policy Advisor, Action Plan Development
Opper, Jan Charles	Public Administration	MPA, Public Administration; B.A. Business Administration	Subconsultant	Policy Advisor, Action Plan Development
Keegan, Robin	Planner	MUP, Urban Planning; B.A. Religious Studies	Subconsultant	Unmet Needs Assessment
Rothenberg, Rebecca	Planner	MURP, Urban and Regional Planning; B. A. History/Art History	Subconsultant	Unmet Needs Assessment
Colopinto, Kimberly	Planner	MURP, Urban and Regional Planning; B. A. Political Science	Subconsultant	Unmet Needs Assessment
Elfer, Olie	Public Administration	M.S. Criminal Justice; B.S. English	Subconsultant	Project Development
Frazier, Ann	Public Administration		Subconsultant	Project Development
Ziegler, Melissa A., CECD	Finance	MBA Management; MPA Finance; B.S. Philosophy/Political Science	Senior Technical Expert	Project Development
Norman, Charles Will	Scientist	M.S. Engineering Science; B.S. Microbiology	Senior Env Scientist	Project Development
Laustsen, Thomas A., P.E., BCEE	Engineer	M.S. Mgmt. Eng.; B.S. Civil Eng.	Senior Technical Expert	Project Development
Forgang, Patricia K., CHMM	Scientist	B.S. Chemical Eng.	Senior Technical Expert	Project Development
Spector, David A., LEED AP	Scientist	M.S. Environmental Sciences; B.S. Geography	Senior Technical Expert	Project Development
Cesaneck, William, E., AICP	Planner	MCRP, City and Regional Planning; B.A. Urban Planning	Senior Technical Expert	Project Development
Rigamer, Gregory	Planner	M.S. Urban Studies; B.A. Philosophy	Subconsultant	IT/Data Management
David, Christopher A., EIT	Engineer	B.S. Electrical Eng./Computer Science	Data Proc/Comp. Spec.	IT/Data Management
Green, Steven C., CPA	Accountant	MBA Business; B.S. Accounting	Senior Technical Expert	IT/Data Management

2.3 Applying Innovation and Technical Excellence

The CDM Smith team has utilized our matrix organization to assign the best technical resources to meet specific project needs. Because the CDM Smith team is a matrix organization, our technical staff routinely works across office, regional, and national boundaries to complete projects. Long-established resource management systems, procedures, and tools facilitate worldwide assignment of appropriate staff. When personnel from multiple offices collaborate on a project, the task manager, with support from the program manager, will promote communication and coordination with NJDCA through regular progress conference calls, meetings, and e-mail correspondence. The CDM Smith team's information technology supports constant communication and sharing of data and work products across all work locations. This allows local team members with site specific knowledge to collaborate in real time with technical experts to efficiently develop real solutions to NJDCA problems.

2.4 Project Quality Management

CDM Smith knows that successful program administration/project coordination is not something that just happens; it must be planned and then implemented with the appropriate levels of management, oversight, and control. CDM Smith's proven management tools create the framework for program-wide schedules, cost and quality control and facilitate highly efficient team communications, harnessing the knowledge and talent of all program participants.

Because CDM Smith uses this management approach on all of our programs, we are well-versed in the requirements for program specific tools, which provide inclusive planning for high quality work products. One of the initial processes that will be utilized by the program team will be the Project Quality Management (PQM) meeting with NJDCA. The PQM process reflects two basic tenets of effective project delivery: the importance of planning; and the value of a unified and motivated project delivery team. The objective of the Project Quality Management (PQM) session is to insure that, at the beginning of the project, all key stakeholders are in agreement on the project mission (vision); factors critical to the project's completion (goals); and processes, activities and tasks (actions) that must be accomplished to achieve success. The PQM allows the project team to clearly develop and describe the scope and expectations from different members of the project team. With a clear path forward, the project team is ready to execute each of the project tasks.

Noteworthy Qualifications of the CDM Smith Team

- CDM Smith team's staff has 500+ years of combined experience working with CDBG programs at the local, state, and federal levels.
- CDM Smith team's top 15 team members average more than 28 years of CDBG experience.
- Of the nearly \$32 billion in HUD disaster funding since 1992, the CDM Smith team has been involved with 77 percent of the administration, delivery, or monitoring of those funds.
- The CDM Smith team has provided grant administration services for 100,000+ individual homes and thousands of individual infrastructure and economic development projects with CDBG-DR funds.

Section 3

Section 3

Contract Management

CDM Smith's approach to contract management is described in detail in this section which includes our approach to managing, supervising, and controlling the contract to satisfactory contract completion in accordance with the agreed upon program schedule. Our communications plan with NJDCA is also described.

Oversight of the contract requires detailed attention to the scope of services, budget, and schedule. Progress reports will be generated to offer insight to NJDCA into progress toward contract completion. Contract management will include:

- **Scope Management.** Effective control of the program management services and budget requires considerable attention to management of the scope of the contracted services. CDM Smith will host a kickoff meeting with the NJDCA to clarify the contracted scope of services with all parties. The CDM Smith team recommends a quarterly review of the scope of services with designated NJDCA staff to ensure that the contracted services remain accurate, necessary, and reflective of program goals and objectives. Scope definition will be managed with the same vigor as schedule and budget to effectively meet NJDCA's expectations for contract management services.
- **Schedule Management.** The initial schedule, developed by CDM Smith, will be discussed at the project kickoff meeting. We will regularly update the schedule to reflect actual versus planned dates. The schedule will be modified as approved by NJDCA following the quarterly meetings or when deemed necessary.
- **Budget Management.** CDM Smith will track performance to budget on a weekly basis and implement budget trend reporting to allow for CDM Smith's program manager and task leaders to readily identify potential

budget issues and make course corrections before potential issues are realized.

3.1 Operational Management Plan

Professional program management by the CDM Smith team will be key to meeting NJDCA's objectives for successful project completion within cost and time constraints on this large multi-site, multi-year term contact. Our management structure is broken down into the elements of project planning, project control, and execution. The program management structure combines the various functional areas performing work into a coordinated team reporting directly to the Program Manager. The objectives of the CDM Smith team program management approach are to:

- Meet all contract requirements
- Be responsive to the time requirements of the specific site engagement process
- Produce quality work and documents
- Complete the project to the NJDCA's satisfaction, within budget, and on schedule

PROGRAM MANAGEMENT

Our Program Manager, Mike Spletto, will have overall responsibility for contract performance and will be the point of contact with the State's Contract Coordinator. Mr. Spletto will confer and meet regularly with other department contract personnel, project managers, and support staff to maintain direct and continuous communication. He will perform technical and administrative reviews of all submittals, as necessary, to ensure compliance with NJDCA contract requirements, quality of deliverables, and maximum success of the program.

Mike will be responsible for planning and execution of contract work, including:

- Facilitating communications among CDM Smith team members and between the respective NJDCA technical and administrative personnel
- Providing overall technical and administrative guidance and insight on all aspects of project execution
- Scoping, staffing, and budgeting
- Assuring that project controls and QA/QC procedures are rigorously maintained
- Disseminating to Task Managers lessons learned to control costs and to streamline project activities

- Maintaining a high level of consistency and quality on administrative and technical deliverables, and assuring client satisfaction throughout the entire term contract
- Scheduling and attending regular administrative meetings between CDM Smith team management and the State's Contract Manager, to review contract performance, correct deficiencies, and enhance deliverables
- Directing the preparation of master or program-wide documents
- Preparing monthly project invoices, as well as follow-up to project invoices ten days after being issued and resolving questions and problems on invoices, or their backup, and responding to auditor questions during audits
- Preparing and justifying modifications to the scope of work, as appropriate
- Managing technical and internal administrative project duties, including assisting in the prompt resolution of scheduling conflicts and site-specific challenges
- Controlling and monitoring that the program objectives, functional goals, and project purpose are being met or exceeded

Our Program Manager has selected appropriate task managers based on:

- Technical capabilities matching the scope of work
- Cost-effectiveness as determined by labor rate commensurate with required level of expertise

3.2 Program Management Office

CDM Smith will first establish a Program Management Office (PMO) that can efficiently and effectively assist in the development of the CDBG-DR program. This requires the management of multiple initiatives and activities simultaneously with delivery systems that provide for transparency, program development, financial control, and compliance with HUD regulations. Mike Spletto will draw upon the CDM Smith team's experience with CDBG-DR programs in Illinois, Iowa, Texas, Louisiana, and Mississippi to quickly deploy a PMO that will provide the oversight, policies, processes, and systems necessary for this project. At the onset of project, Mike will fine tune our PMO concept and framework with NJDCA to ensure optimal performance. The Program Management Office functions, illustrated in Figure 3-1, will provide full programmatic guidance and support to the eligible activities that will be designed in the NJDCA program. A description of each of the seven functions housed in the PMO follows.



Figure 3-1. The Program Management Office will provide programmatic guidance and support to the NJDCA Program.



3.2.1 OVERSIGHT AND CONTROLS

Program oversight will be led by Mike Spletto, program manager, and Suzie Elkins, policy expert, who will work with NJDCA to define an organizational structure that clearly delineates lines of responsibility and communication. The structure will elicit transparency throughout the execution of PMO operations and allow visibility into the functional operations of the program delivery.

The CDM Smith team will customize our existing CDBG-DR program project control and reporting tools for NJDCA's program delivery. Data will be collected and distributed quickly, allowing for timely and informed decision-making. Our program controls will provide an appropriate level of detail for:

- Efficient planning of work
- Budget and cash flow projections
- Measurement and analysis
- Variance tracking
- Early warning of potential problems
- Monitoring and compliance
- Program reporting
- Progress reporting
- Contract oversight

Oversight of the contract for program management services requires detailed attention to the scope of services, budget, and schedule. Progress reports will be generated to offer insight into progress toward contract completion. Contract oversight will include:

Scope Management. Effective control of the program management services and budget requires considerable attention to management of the scope of the contracted services. CDM Smith will host a kickoff meeting with NJDCA and CDM Smith program managers, and project controls specialist, to clarify and interpret the contracted scope of services. The CDM Smith team recommends a quarterly review of the scope of services with designated NJDCA staff to ensure that the contracted services remain accurate, necessary, and reflective of program goals and objectives. Scope definition will be managed with the same vigor as schedule and budget to effectively meet expectations for program management services.

Schedule Management. The PMO will regularly update the schedule to reflect actual versus planned dates. The schedule will be modified as approved by NJDCA following the quarterly meetings or when deemed necessary.

Budget Management. The PMO will track performance to budget on a weekly basis and implement budget trend reporting to allow for CDM Smith's program director, program managers, and program task leaders to readily identify potential budget issues and make course corrections before potential issues are realized.

Operations Oversight

Program oversight activities also include guidance and coordination for the program components and development of required program and progress reports. Decision-making and reporting will be facilitated by integrated program controls that will roll up performance and monitoring data from the activity/project level to the program component level, and to the grant level. Every project will produce data uniformly and in a way that supports the appropriate level of detail required for analysis, communication, documentation, and reporting. Analytic tools will be run on the performance indicators and reports to capture the efficiency of the programs, and identify bottlenecks for corrective action early in the program.

Progress and Program Reporting

Progress reports, including both executive level and project level needs, will be generated to offer insight into progress toward contract completion. CDM Smith's integrated project controls provide the consistency of timely, accurate reporting. Progress reports must identify critical issues and establish decision deadlines. Progress highlights and trends, critical project statistics, graphs, and charts with supporting data will be appended to the reports.

The CDM Smith team is intimately familiar with HUD's reporting requirements and will produce program reports to State and federal reporting requirements. For example, in addition to various additional metrics, HUD requires reporting of applicants' and beneficiaries' ethnic and racial data.

3.2.2 FISCAL MANAGEMENT

Fiscal Management describes the policy and procedural development for fiscal control, including the processes for project cash request and disbursement, accounts receivable/payable, and the program income Tracking.

Fiscal Control

The CDM Smith team will develop the accounting and processing procedures and requirements (as well as program policies and procedures) needed to provide fiscal management services.

The information management systems that CDM Smith proposes to use for project controls related to fiscal control will provide for data security, backup, and privacy features in addition to reporting requirements. The CDM Smith team will develop the workflow processes, data fields, data collection, and data verification requirements for processing cash draw requests. Business rules for automated duplication of benefits, a critical program component, will be incorporated into the system. Federal law requires that there be no duplication of benefits for projects receiving other sources of funds. CDM



Smith will request FEMA data, FEMA ICC data, NFIP data, private insurance data, as well as SBA data, to ensure there is no duplication of benefits. This data will become a part of the management information system.

Cash Request & Disbursement Process

If requested, the CDM Smith team will develop a cash request and disbursement process for each program component. Steve Green, CPA, has more than 25 years of CDBG financial management and will assist in setting up all financial controls and reviews. Each cash request submitted for project reimbursement will be validated by CDM Smith staff to assure all costs are reasonable and eligible for reimbursement for each project activity. These eligible costs will then be submitted to the State for request from HUD. CDM Smith is well versed on DRGR, HUD’s disaster management system, and can assist the State with inputting requests into DRGR. The Team can track all draws and generate reports to document progress.

3.2.3 COMPLIANCE

The Compliance function encompasses compliance with state and federal requirements and quality management (including quality assurance and quality control). For all programs, the CDM Smith team can develop process that will ensure that each funded project is CDBG eligible, and meets one of the three national objectives, with an emphasis on meeting the requirement for 50 percent of the funds to be expended on activities that meet the national objective to benefit low and moderate income persons. The CDM Smith team will ensure that all funded projects are in compliance with the State’s grant agreement and assurances with HUD, including but not limited to, environmental reviews, compliance with the Davis-Bacon Act as well as other labor standard provisions, procurement regulations (Part 84 for non-profits, Part 85 for state and local governments), citizen participation, fair housing, equal opportunity requirements, Section 3, URA, Section 504, records retention, reporting requirements and compliance with A-87, program income, and other CDBG financial requirements. The CDM Smith team will ensure all policies and procedures are consistent with those employed by HUD to monitor state-administered and entitlement programs. All necessary environmental reviews shall be performed on each project prior to funding.



CDM Smith is proud to say that we have had no negative findings on programs we have delivered that have required pay back of funds to HUD.

State and Federal Requirements Compliance

The CDM Smith team has CDBG program experts with more than 30 years of experience working with HUD CDBG/CDBG-DR compliance requirements and local project monitoring for CDBG compliance. NJDCA can be confident that HUD and other federal requirements will be met.

Monitoring visits by the HUD OIG, HUD National and Regional staff, and auditors can be expected. The CDM Smith team will be available to work with these entities during compliance visits and to address any recommendations or findings. At this time, CDM Smith is proud to say that we have had NO

negative findings on programs we have delivered that have required pay back of funds to HUD.

3.2.4 COMMUNICATIONS

The Communications function is responsible for working with NJDCA to develop and implement a Communication Plan for disaster recovery program communications.

The CDM Smith team’s prior experience with program management has demonstrated that a thoughtful communication plan is critical to the success of the program. The amount of information generated by a CDGB DR program is considerable, so information must be carefully managed and reported in a useful manner if it is to be valuable to program stakeholders and project team members. Keeping lines of communication open to program stakeholders, as well as within the program team, cannot be left to chance or good intentions. Reports and program information will be made available to the State for distribution to Congressional and other stakeholders as directed by the NJDCA. Ad hoc reporting will be made available for local council members, State Representatives, State Senators and Congressmen that request information on projects in their districts.

The CDM Smith team will work with NJDCA and its selected communications staff to prepare a program Communications Plan that will identify precisely who needs what information, in what format, and how often. The plan will recommend procedures and protocols for communication from the top down, bottom up, within, and across the program. It will emphasize both informal and formal communications and will use a variety of communication vehicles to share information. The Communication Plan will be incorporated into the Operations Plan for each HUD program component. The communications function will be responsible for implementing the Communications Plan throughout program delivery. The Plan will be reviewed monthly to identify additional communication needs and/or improvements to delivery methods or vehicles.



3.2.5 INFORMATION TECHNOLOGY

The Information Technology (IT) function will facilitate the development and implementation of an IT Plan for support of NJDCA program delivery. IT will be responsible for installing and maintaining hardware and software, developing and managing program databases, and providing helpdesk/support services. The IT function will also be responsible for instituting and managing a document management system that maintains all required documentation in a secure location. CDM Smith’s proposed document management system is called Housing and Development Software (HDS). This software will consist of coordinated manual and automated operations to provide for the receipt, controlled distribution, tracking and storage of required documents. HDS will be integrated into each of the program components. The CDM Smith team will use the HDS system to capture and maintain the information and data



required to meet state and federal reporting and regulatory requirements, including data needed for HUD’s Disaster Recovery Reporting system.

Housing and Development Software

Housing and Development Software was founded in 1998 as a division of Housing and Development Services, Inc. (HDS). An MBE/WBE corporation, the firm is a privately held software and solutions company managed by a cross-functional team of experienced and highly specialized department leaders. For 11 years, HDS has provided software and services solutions to their principal markets: community development, economic development, and housing finance agencies, including states, cities, and counties.

The HDS Funds Management System allows an agency to create, track, report, and disburse all agency dollars irrespective of source type, federal or non-federal. This system integrates into the HDS multi-family, single family, and IDIS systems, as well as a direct interfacing module into the HUD IDIS system, providing the budgeting for programs, projects and activities.

HDS has been a leader in providing interfaces with HUD’s IDIS since its inception. In this regard, HDS has developed Data Synchronization Tools (DST) interfaces that allow for the transfer of data from the HDS database to the HUD IDIS. HDS, with assistance from CDM Smith, is developing a DST Interface for the DRGR system. These DST Interfaces eliminate double data entry for users, saving time and reducing errors in data entry.



3.2.6 HUMAN RESOURCES

Recruiting, hiring, training, and performance management are the responsibility of the Human Resources (HR) function. The HR function also maintains appropriate staffing levels for project delivery. When additional staffing is needed, HR will focus their recruiting efforts on local candidates.

Training will be delivered in two increments. The first level of training will focus on programmatic requirements, tools, and systems. The second level of training will be HUD program component- and job-specific.



3.2.7 ADMINISTRATIVE SERVICES

CDM Smith can establish a central office for disaster recovery in Trenton. If necessary, the Administrative Services function will be responsible for establishing and maintaining an office, providing materials and supplies, and providing administrative assistance. To start, it is anticipated that the key staff will be embedded with NJDCA staff in the NJDCA office.

3.3 Communications Strategy

The CDM Smith team, working with NJDCA and its selected communications team will develop a public education and outreach campaign that will identify the messages for each eligible applicant groups, the media to be used, the timeline for accomplishing these activities, and the level of involvement by CDM Smith. With input from NJDCA staff, an Outreach and

Communications Plan will be developed for each program component. The audiences will vary by program components. Some techniques will be common amongst all program components but most methods will vary due to the differences in the audience to be reached. Each specific program component will have its own communication plan. Through lessons learned, we have found that a good outreach strategy is vital for the program success. The residents of New Jersey should be well informed not only about the availability of the programs but also of the progress and status of the programs being implemented.

The primary benefits of the Outreach and Communication Plan will be:

1. to communicate the benefits and eligibility requirements of the programs available to businesses and homeowners
2. to educate potential applicants as to intake options and application processes
3. to communicate this information both directly in presentation form and in response to specific questions and
4. to inform stakeholders on the progress and status of programs

The Outreach and Communications Plan may include the following types of outreach activities:

- Conducting presentations at workshops and meetings with designated local organizations as requested by NJDCA.
- The creation of brochures and other written materials to communicate a consistent message to property owners and businesses, subject to NJDCA's written approval.
- Placement of news articles in local and regional newspapers
- The design, printing, and placement of posters with contact and program information in a wide variety of frequently accessed community locations, as permitted, such as:
 - local government offices
 - grocery stores
 - libraries
 - fast food restaurants
 - drug stores

An informational web site which contains basic program information and the following:

- Frequently asked questions (FAQs) and answers
- Toll-free number to call for information and assistance

- A schedule of information seminars
- An interactive web tool with which applicants may complete and submit an application for assistance
- Newsletters to applicants advising them of changes or new requirements and providing updated contact information, etc.

CDM Smith believes the above listed types of activities will provide a cohesive and comprehensive plan for successfully reaching the maximum number of targeted potential applicants and assisting them with the application process.

3.4 Contingency Plans for Dealing with Problems

The CDM Smith team has a proven history of anticipating and preempting potential problems. Our philosophy is to anticipate and prevent problems. To this end, we will hold an internal kick-off meeting for each project/task assigned. In this meeting, possible/probable contingencies and identification of most (if not all) stakeholders will be brainstormed. The most probable contingencies will then be discussed with NJDCA's Contract Manager. When a problem that has been anticipated (or consideration) occurs, the CDM Smith team has a procedure to handle this circumstance. This procedure includes, but is not limited to, the following five steps. The steps are performed in a time-is-of-the-essence fashion:

- Obtain as much available information as possible, verify the source of information and inform the Task Managers of the problem at hand.
- Maintain clear, effective and up-to-date communications with NJDCA's Contract Manager.
- Proactively, and jointly with NJDCA, work on a win/win solution to the problem or oversight, with emphasis on meeting contractual requirements and serving the public.
- Retroactively correct all affected deliverables and/or calculations, assumptions, and conclusions.
- Follow up with a formal corrective action memorandum (CAM) that describes the problem, the contractual or cost issues, recommendations, and a monitoring plan to document that the error was corrected; how all affected particulars were properly addressed; how the error was corrected; and how the work can be monitored in the future to prevent re-occurrence.
- Enter the CAM onto a database so that lessons learned can be used to benefit other current and future site-specific projects.

3.5 Quality Control and Conducting Audits

QUALITY MANAGEMENT

The CDM Smith team's quality management approach has been effectively used on work assignments or task order contracts similar to this Term Contract and is applied to all projects, regardless of size or type of deliverable. The CDM Smith team deliverables are thoroughly reviewed prior to release to clients. We will use our QA/QC procedures which are standardized for all projects and include technical reviews, data reviews, and conformance with standards reviews. The CDM Smith team believes that each person is responsible for quality and technical reviews of the final product that results in the quality document expected by the client. The CDM Smith team subcontractors will be contractually obligated to follow the QA/QC requirements. Each subcontractor-developed deliverable will be reviewed by a technical specialist.

Quality control measures are applied to ensure the adequacy of all technical products. The CDM Smith team quality control procedure consists of the following features:

- Technical Review Process
- Individual Technical Review
- Technical Review Committee

Internal QA: Quality has been the cornerstone of the CDM Smith team's reputation for more than half a century. From the smallest study or environmental assessment, to the most complex treatment facility design and construction, quality management is fully integrated into every project task. Project quality management, or PQM, is the umbrella process by which we impose the most stringent quality controls on our projects. This process can be implemented in various degrees, depending on the nature and magnitude of a given project. PQM can be defined as all activities undertaken to ensure that the services provided by the CDM Smith team meet client expectations and contract requirements. These activities are further subdivided into two categories—the first being specific QC procedures undertaken by staff engaged in a particular project and the second being timely overview by authorized staff to ensure that such control procedures are being followed to the extent appropriate. To guide these efforts, the CDM Smith team has developed PQM manuals to provide procedures and guidelines to be followed in the execution of all projects. The processes outlined in these documents apply to all project-related activities—from proposal preparation to the storage of project records. Areas include:

- **Project Startup Activities:** PMP preparation, WBS, budget and cost allocations, project planning and scope review, health and safety programs, project kick-off meeting

- **Lead Practitioner:** assignment of a lead practitioner is made by the program manager at project startup to guide the technical aspects of a project and insure compliance with the CDM Smith team's internal quality management plans
- **Project Execution Activities:** computations, construction drawings, project records, utilization of CDM Smith team and/or NJDCA technical standards and master specifications, review procedures including calculation checks, and communications
- **Project Audits:** conducted on a quarterly basis by the contract manager
- **Project Closeout Activities:** closeout forms, storage of project records
- **Construction Activities:** bid documents, bid evaluations, communications, dispute prevention, construction site safety, contractor submittals, progress schedules, change orders, record drawings

Central to the success of this rigorous quality management program are three main elements:

- Client participation,
- Standardization, and
- Independent technical reviews.

The CDM Smith team's QA program is a documented management system designed so that QC procedures appropriate to each type and scope of work are in place and functioning. The CDM Smith team takes full responsibility for delivering quality products.

Technical Review : The CDM Smith team's goal in a technical review is to have an independent evaluation of work products with technical content. The purpose of these technical reviews will focus attention on:

- Appropriate data quality objectives
- Accurate and appropriate data
- Pertinent technology proposed or applied
- Consideration of innovative approaches
- Accomplishment of program objectives.

Technical Review is part of the work concept or work product, not a separate activity or an add-on. The CDM Smith team apply various degrees of review. Tasks with a low level of complexity may only require an individual review. More complex tasks demand the attention of a wide variety of technical discipline reviews. A technical review committee is comprised of several specialists to review these projects. The outcome of these reviews is included in a memorandum that identifies all questions or issues related to a project

deliverable. This memorandum must be addressed by the project team. The CDM Smith team also encourages “over-the-shoulder” reviews from NJDCA so they can provide input during document development.

Individual Technical Reviews: An individual review is required for all technical documents, including project plans and reports. The individual review consists of the following steps:

- The document author and project manager identify reviewer(s). The CDM Smith team maintains a database of qualified individual reviewers for the various types of documents
- The document is submitted to the individual reviewer(s) and they are provided with time to review the document. The reviewer(s) transmit comments back to the document author for incorporation into the document.
- The author and project manager resolve any questions with the individual reviewer(s).

Technical Review Committees: Technical review committees are required for designs, plans, and reports for innovative approaches, or for significant deliverables as defined by the Program Manager.

- The review committee meets to discuss the documents under review. Minutes of the meeting are recorded, and include the comments and recommendations of the review committee.
- The project manager is responsible for incorporating comments and resolving outstanding issues with the members of the review committee.

Section 4

Section 4

The bidder shall set forth a summary of any and all problems that the bidder anticipates during the term of the contract. For each problem identified, the bidder shall provide its proposed solution.

In managing a Disaster Recovery Program, no one can anticipate “all” problems that will arise. This team has seen its share of unique situations. We view problems as challenges that require a solution necessary to move forward. We have developed many solutions to unique challenges encountered during the policy-making phase and implementation phase. One example from lessons learned was creating an exception policy. It does not make sense to re-write a whole policy for one exception. An exception policy allows for flexibility during implementation creating a more efficient and effective program. Our team has several staff with more than 20 years of CDBG experience and many of them have developed policies and standard operating procedures for multi-billion dollar CDBG-DR programs. We are confident that our highly experienced team will find a solution to each challenge.

Other critical success factors include:

- Designing a program to achieve effective closure
- Establishing successful public outreach enhances program implementation
- Developing an efficient data management system up-front is critical to successful implementation
- Integrating policy decisions with implementation considerations is paramount to developing a cohesive program
- Establishing a third party, Independent Auditor to assist in contractor oversight which is critical for demonstrating compliance with HUD requirements
- Moving quickly, while understanding the relationship between speed and accuracy is necessary for streamline execution. It is crucial to deploy a team that can maximize both.

Section 5

Section 5

Organizational Support and Experience

The CDM Smith team illustrates the strength of experience that CDM Smith has available for this very important project. The key staff includes professionals that represent twenty years of CDBG experience. In addition, the Team features highly skilled and experienced professionals, including those with unsurpassed expertise in developing policy and procedures for catastrophic disasters such as Katrina, Rita, Gustav, Ike, Dolly, Midwest flooding and many others over the years. Not only are these years of experience key with this team, but the lessons learned and program diversification this team brings to the project is unmatched and critical to the success of this project.

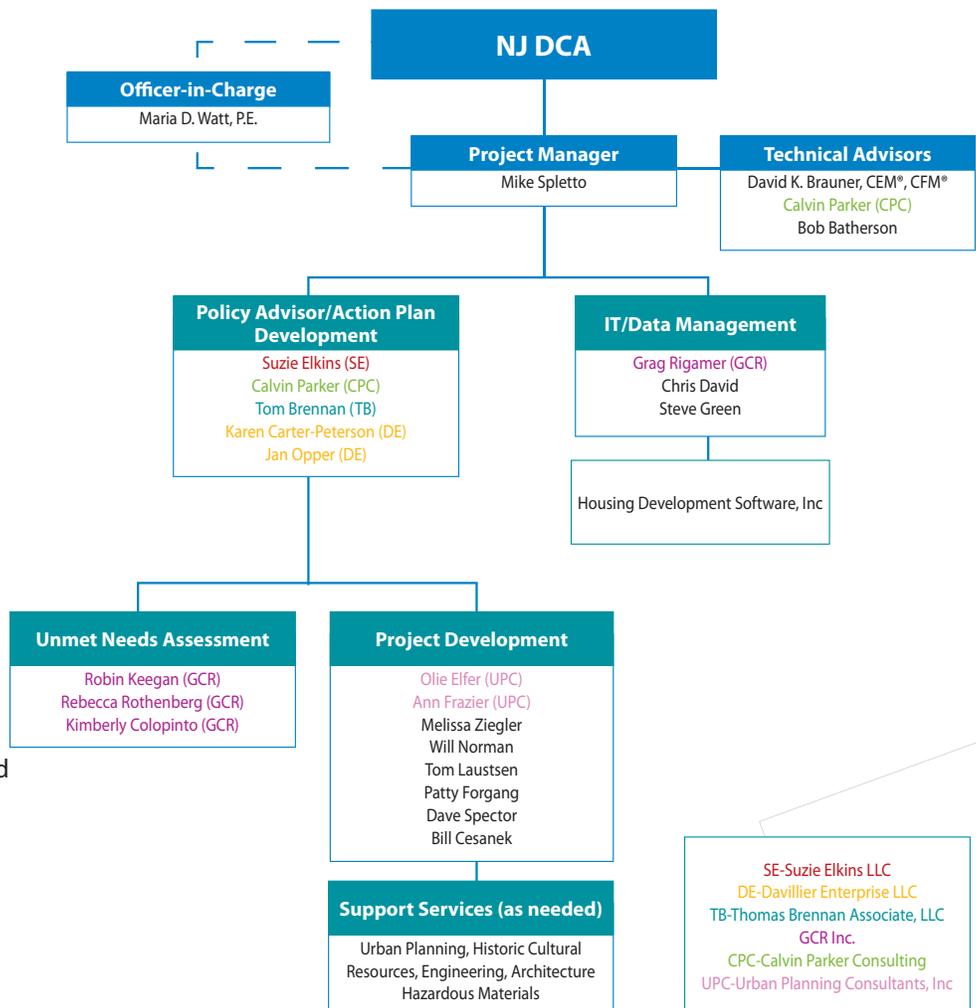


Figure 5-1

Our streamlined project team structure, as shown in Figure 5-1, identifies key people and their respective project responsibilities. In order to provide our services most effectively, we have designated Michael Spletto as the Project Manager. Mr. Spletto will serve as a direct liaison with the NJ DCA team to provide guidance and direction in the execution of critical tasks, while ensuring that all necessary technical resources are made available as appropriate. He will have access to the full range of expertise available throughout CDM Smith and will work with the NJ DCA to identify those individuals whom are most appropriate to address any issue of concern.

Brief biographies of our project team are presented below and detailed resumes for the entire team are presented in Section 6.

Officer-in-Charge – Maria D. Watt, P.E. has over 27 years of extensive experience in managing multi-task, multi-disciplinary programs requiring team coordination and agency negotiation. Her background includes a wide variety of environmental restoration and Brownfields redevelopment projects. Ms. Watt served on the ASTM Subcommittee E50.04 responsible for the development of the international standard for Green and Sustainable Restoration focusing on the development of industry standard best management practices. Ms. Watt was selected by the International Technical Regulatory Commission as a lead instructor for the 2012 international internetbased training series for the Green and Sustainable Restoration Guidance document that she assisted in developing. Her well-rounded expertise provides exceptional skills for the redevelopment and restoration of urban and coastal environments.

Program Manager - Michael Spletto has over 25 years experience in CDBG and CDBG Disaster work. He was involved with the State of North Dakota floods from 1992-1997 and the Grand Forks flooding in 1997. In 2006 he was the Senior Housing Manager for the Louisiana Disaster Recovery Unit and later the Director of the Disaster Recovery Unit for the State of Louisiana. Mr. Spletto was in charge of the largest disaster program ever funded by the office of Housing and Community Development (over 14 billion dollars). As Director he had oversight of the State's housing, economic development, infrastructure and tourism programs. He is very knowledgeable in the CDBG rules and requirements to successfully coordinate between FEMA and CDBG. Mr. Spletto also has years of experience with Hazard Mitigation Grant Programs (HMGP).

Technical Advisor - David K. Brauner, CEM®, CFM, serves as the firm's Senior FEMA Public Assistance Policy Specialist and is a veteran of hundreds of Presidential Declarations. He is a noted authority on the Robert T. Stafford Disaster Relief and Emergency Assistance Act and the Disaster Mitigation Act of 2000. A former Deputy Director of the Federal Emergency Management Agency and thirty year veteran as an emergency management professional, Brauner held the responsibility for the disbursement of \$8 billion in Public Assistance and Hazard Mitigation funding to all levels of eligible applicants

during his tenure with the agency. Mr. Brauner oversaw and was held accountable for the preparation of FEMA Project Worksheets, from Project Formulation through final obligation. Mr. Brauner was also responsible for the adjudication of \$1.3 billion through the formal Public Assistance Appeal processes. He served in FEMA's Planning Directorate and held responsible roles in Congressional/ Intergovernmental Affairs and Public Relations. Mr. Brauner was principal author of a \$1.8 billion FEMA Section 404 Hazard Mitigation Grant, the then largest individual grant undertaking in the history of the State of Louisiana following Hurricanes Katrina and Rita in 2005.

Technical and Policy Advisor - Calvin Parker, operates a private consulting firm providing a range of services in the field of affordable housing and community development serving a variety of for-profit and nonprofit clients across the country. Calvin Parker Consulting (CPC) specializes in design and management of federally assisted housing and community development programs including Community development Block Grants, Disaster Recovery Programs, Section 8 Rental Assistance, HOME, Federal Low Income Tax Credits and the Neighborhood Stabilization Program. Building on years of experience in program operations and oversight, CPC brings its clients a multi-faceted approach, focusing on the practical aspects of developing and implementing programs that achieve tangible results as well as the need to ensure compliance with all applicable rules and regulations.

Technical Advisor - Robert J. Batherson has managed the Louisiana Land Trust's extensive home demolition programs involving over 10,000 properties, and other Hurricane Katrina related home demolition and debris removal programs for St. Tammany Parish, St. Bernard Parish and Jefferson Parish. In addition, Mr. Batherson established and implemented protocols for eligibility of storm damaged homes, working closely with FEMA and the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP). Mr. Batherson developed project controls and procedures that resulted in maximum FEMA reimbursement.

Policy Advisor/Action Plan Development - Susan K. Elkins has worked with state and federal programs for over 30 years. She retired as the Executive Director of the Louisiana Office of Community Development (OCD). At OCD she administered and ensured compliance with HUD, CDBG, state and program regulations for over twenty-five disaster programs for various activities such as housing, infrastructure and economic development programs. She assisted in the development of the Actions Plans for over \$14 billion, wrote memorandums of agreement for data sharing for the Small Business Administration and FEMA. Ms. Elkins worked closely with the United States Department of Agriculture, Environmental Protection Agency, Economic Development Administration and United States Department of Housing and Urban Development in order to secure joint funding for community projects. She is currently a Senior Advisor for CDM Smith disaster services.

Policy Advisor /Action Plan Development - Thomas Brennan (Thomas Brennan Associates, LLC - CDM Smith Consultant) Mr. Brennan has worked with state and local governments for nearly 40 years. Most recently, he served as Deputy Executive Director of Louisiana Office of Community Development (OCD) and he was also the Executive Director of the Louisiana Housing Authority. At the State of Louisiana, Mr. Brennan was responsible for administration of disaster and other HUD programs totaling nearly \$15 billion. He has over 20 years experience with the Commonwealth of Pennsylvania Department of Community and Economic Development where he served in a variety of positions related to federal programs, in particular he has vast experience with CDBG programs. He also has experience with regular CDBG programs including application evaluation, monitoring, and grant administration.

Policy Advisor /Action Plan Development – Karen Carter-Peterson. Karen Carter Peterson has been in private legal practice since 1995. A seasoned generalist, Mrs. Peterson has represented clients on a variety of matters, including public utility regulatory compliance, litigation, agency rulemaking and appeals, local governmental relations, causality defense, personal injuries, real estate and successions. She has also worked on commercial and financial matters, such as commercial litigation, contracts, public finance and corporate restructuring. Additionally, Mrs. Peterson advises emerging businesses on a full range of legal matters, including incorporations, strategic development and local regulatory processes.

Policy Advisor /Action Plan Development – Jan Opper, Principal of Opper Strategies & Solutions LLC is a national leader in disaster recovery, community development, and national security, whose expertise includes policy and program development and analysis, management skills, and subject matter expertise to provide strategies and solutions to government, private-sector, and foundation clients related to disaster recovery, housing, community, and economic development, and national security.

Unmet Needs Assessment – Robin Keegan has extensive experience in the field of disaster recovery and redevelopment. Ms. Keegan served as Executive Director of the Louisiana Recovery Authority, the state-created entity established to oversee \$14 billion in federal funding for housing, infrastructure and economic development initiatives following hurricanes Katrina and Rita. As the director of one of the nation’s largest recovery efforts, Ms. Keegan managed a staff of 150 and a contractor base of more than 300 persons charged with implementation of more than thirty disaster recovery programs including the restoration of affordable housing, reestablishment of health care services, rebuilding core infrastructure such as sewer, roads and public safety, and increasing investments in local economies. Ms. Keegan worked closely with senior officials at the U.S. Department of Housing and Urban Development, Small Business Administration, Federal Emergency Management Agency and other federal agencies to remove roadblocks to

recovery programs. Ms. Keegan secured and programmed more than \$1 billion in federal Community Development Block Grant resources for the recovery from a series of hurricanes in 2008 and led the cabinet-level task-force following the oil spill to create and implement the state's response on economic and social issues caused by the crisis.

Unmet Needs Assessment – Rebecca Rothenberg of GCR, has worked extensively on projects related to housing recovery and development, market feasibility studies, and community outreach. She has managed projects for a variety of private, public and non-profit entities which involved managing a diverse staff of GIS technicians, planners and software developers. Ms. Rothenberg's work in housing involves extensive research and analysis of demographics, regional economies, local and regional market activity, housing stock and housing affordability. She has also conducted similarly detailed analyses into commercial real estate markets for a variety of jurisdictions. Ms. Rothenberg has worked in housing policy, analytics, finance and development with a particular focus on post-disaster housing recovery needs. She is adept at analysis using large data sets, including FEMA Individual Assistance data, CDBG grantees and the U.S. Census.

Unmet Needs Assessment - Kimberly Colopinto has worked with both public, private, and non-profit organizations to conduct policy research, economic impact studies, and land market analysis. Her area of expertise is in housing and post-disaster land use policy.

With Habitat for Humanity International, Kimberly wrote their annual policy report on urban post-disaster shelter reconstruction. With the World Bank, she researched post-disaster recovery land-use policies and their effects on land markets. Kimberly served as an expert advisor on a United States Economic Development Agency panel that proposed recommendations for local economic development strategies to a municipality affected by the BP Oil Spill in the Florida Panhandle. She has also conducted a statewide assessment of post-hurricane Katrina affordable housing needs with GCR & Associates for the Louisiana Housing Finance Agency. Prior to this, Kimberly was a consultant with RCLCO, where she conducted market analysis, strategic planning and economic impact analysis of large real estate development projects.

Project Development – Olie Blansett Elfer has a bachelor degree of science and English and a Master of Science in criminal justice from the University of Southern Mississippi, has been with Urban Planning Consultants, Inc., for 13 years. She has been involved with and managed more than 165 Community Development Block Grant Public Facilities and Economic Development Grants. Olie has also played an instrumental role in the administration of the City of Gulfport's Entitlement Program since 1997. She oversees a \$243 million dollar budget with 26 projects for the Harrison County Utility Authority, while managing 20 Katrina Supplemental Community Development Block

Grants since 2006. Olie was instrumental in closing more than 2,000 MDA Housing Assistance Program grants.

Project Development – Ann Frazier attended Hinds Community College and Mississippi College and is a graduate of the Economic Development Institute of the University of Oklahoma. She has been instrumental in the preparation and administration of Community Development Block Grant Public Facility and Katrina Supplemental Community Development Block Grant Community Revitalization and Economic Development Projects. Ann has more than 30 years experience in federal programs with an emphasis on Community Development Block Grants. She previously worked for the Mississippi Development Authority for 25 years and has been employed with Urban Planning Consultants, Inc., for seven years.

Project Development - Melissa Ziegler has over 25 years of CDBG experience. She led an Urban County CDBG Entitlement Program for over 16 years and is the Past President of the National Association for County Community and Economic Development. She has testified before various Congressional Committees on CDBG legislation and issues and taught elected official classes regarding CDBG and ED for NACO and others. She also served on the first IEDC/EDA team into the Mississippi Gulf Coast after Hurricane Katrina to help Hancock County begin to rebuild their economy, address industrial and commercial development challenges and prioritize redevelopment needs. She has continued an independent study of economic development.

Project Development –Charles (Will) Norman has ten years of experience in the planning, development, and management of coastal protection and restoration projects. His primary area of focus has been the Gulf Coast, where he has extensive knowledge and experience with state and federal regulations and policies; USACE, State, and Federal agencies; and the Gulf Coast stakeholder community.

Project Development –Thomas Laustsen, P.E., BCEE, has 23 years of experience in design and construction of soil and groundwater remediation systems; water and wastewater treatment plants; landfill caps; site work and mechanical systems; underground and aboveground storage tanks; construction services; storm sewer, water main and force main design; data collection and analysis; and treatment system installation, operation, and maintenance. He has worked on a variety of environmental and hydrological engineering projects in the areas of hazardous waste, wastewater, water, solid waste, and water resources.

Project Development –Patricia Forgang has 27 years of experience in regulatory permitting and compliance of a variety of projects, including municipal and industrial wastewater, water supply, infrastructure (dams and bridges), a recreational park, solid waste and hazardous waste operations, as well as project management of multi-faceted and complex contaminated site cleanups, and design/build projects. Ms. Forgang has assisted a variety of public and

private clients to comply with the Clean Water Act, including the Pollutant Discharge Elimination System; the Resource Conservation and Recovery Act (RCRA); the Toxic Substances Control Act (TSCA); the Clean Air Act; underground storage tanks (USTs); and specific to New Jersey, the Industrial Site Recovery Act (ISRA), as well as all Division of Land Use Regulation permit matters involving freshwater and coastal wetlands, flood hazard areas, coastal areas, stormwater management, threatened and endangered species, cultural resources, and Category One waters. These projects encompass regulated discharges to groundwater, surface water, and air, and hazardous and solid waste landfill design, construction, and operations, and large-scale facility design/build projects

Project Development –David A. Spector, LEED®AP has defined himself as a broad-based environmental scientist and planner, and has been effective at finding middle ground between economic and environmental perspectives in his consulting, planning, and volunteer work. As a senior project manager, he is responsible for developing and managing a diversity of projects geared towards solutions that balance the built and natural environment. He is an assistant market leader for integrated planning, an initiative to advance tools and expertise in development of sustainable, multiple-benefit project approaches and solutions. He also serves as a resource for climate change planning where he is responsible for internal technical development and knowledge transfer related to climate change mitigation and adaptation. And he contributes to CDM Smith’s sustainability delivery team, charged with continuing to incorporate sustainability practices into the corporate business model and project delivery protocols.

Project Development –William A. Cesanek, A.I.C.P. is a Vice President and technical leader for urban planning at CDM Smith, with more than 30 years of experience in fostering interdisciplinary approaches to urban and regional planning. He is the Discipline Leader for Urban Systems Planning, and he is a Technical Advisor to CDM Smith’s Research Centre on Integrated Urban Planning, which develops models to evaluate sustainable planning and infrastructure scenarios.

IT/Data Management - Steve Green has over 25 years of CDBG experience. He is responsible for the design and oversight of all financial operations. As Financial Manager and CPA, Mr. Green also assists in the selection, negotiation, contracting and oversight of subcontractors. This position requires expertise in Federal regulations, contract negotiations, accounting policies and controls and project management. He also assists in the development and implementation of project policies and procedures especially in dealing with Community Development Block Grant (CDBG) requirements.

IT/Data Management – Gregory C. Rigamer has more than 30 years of experience as an urban planner. As Founder/Director of GCR, Mr. Rigamer has been intricately involved in both response and recovery initiatives throughout Louisiana since hurricanes Katrina, Rita, Gustav and Ike. Under his

direction, GCR published the first accounts of people, households, and communities impacted by storm surges and flood waters throughout Louisiana. Additionally, working in concert with the Louisiana Housing Finance Agency, FEMA, the Bring New Orleans Back Commission, and the Louisiana Recovery Authority, GCR established the financial impact to housing throughout Louisiana that was subsequently used to frame the housing recovery program funded by the Community Development Block Grant program. As a demographer, Greg was retained by the U.S. Attorney in the Eastern District of Louisiana to evaluate alleged disparities in the post-Katrina jury system.

IT/Data Management –Christopher A. David, EIT, is an Information Systems and Information Technology Specialist managing document and data management systems supporting various CDM Smith Disaster Recovery projects.

IT/Data Management - IT/Data Management - Steve Green has over 25 years of CDBG experience. He is responsible for the design and oversight of all financial operations. As Financial Manager and CPA, Mr. Green also assists in the selection, negotiation, contracting and oversight of subcontractors. This position requires expertise in Federal regulations, contract negotiations, accounting policies and controls and project management. He also assists in the development and implementation of project policies and procedures especially in dealing with Community Development Block Grant (CDBG) requirements.

Section 6

Maria D. Watt, PE

Officer-in-Charge

Ms. Watt has over 27 years of extensive experience in managing multi-task, multi-disciplinary programs requiring team coordination and agency negotiation. Her background includes a wide variety of environmental restoration and Brownfields redevelopment projects. Ms. Watt served on the ASTM Subcommittee E50.04 responsible for the development of the international standard for Green and Sustainable Restoration focusing on the development of industry standard best management practices. Ms. Watt was selected by the International Technical Regulatory Commission as a lead instructor for the 2012 international internetbased training series for the Green and Sustainable Restoration Guidance document that she assisted in developing. Her well-rounded expertise provides exceptional skills for the redevelopment and restoration of urban and coastal environments.

NJDEP Environmental Restoration Term Contract, Harrison Ave Landfill Brownfields Redevelopment, Camden, New Jersey. *Dates: 2009-2011. Reference Michael Burlingame, NJDEP, Project Manager, 401 East State Street, 6th floor, Trenton, NJ 08625-0402, (609) 292-1424.* Ms. Watt serves as the Program Manager on this major restoration program under this 5-year on-call contract including a recent expedited Brownfields redevelopment project on a former hazardous waste landfill in an urban community. Innovative sustainable remediation BMPs maximized sustainable aspects of Brownfields redevelopment. Extensive stakeholder involvement maximized site reuse. This highly visible and cornerstone project served to reduce poverty, create local jobs, strengthen community institutions, and catalyze neighborhood revitalization. To meet the aggressive construction and redevelopment schedule, CDM used an expedited Triad approach to comprehensively delineate a contaminated industrial source area within this site. Redevelopment plans were modified based upon identification and delineation of the “hot spot” so that remediation efforts could dove-tail into the redevelopment strategy. Throughout the project, numerous Green and Sustainable Remediation (GSR) Best Management Practices (BMPs) were developed, monitored and documented. She received commendations from the client and agencies for expediting site characterization and ultimate site redevelopment. The article “Sustainable Brownfields Redevelopment by Applying TRIAD” was based upon this project’s case study and was published in the “Remediation Journal”, dated Autumn, 2010.

NJDEP Environmental Restoration Term Contract, Liberty State Park Freshwater Wetland Ecosystem Restoration Project, Jersey City, New Jersey. *Dates: 2011 to Present.* Ms. Watt serves as the Program Manager on this major restoration program under this 5-year on-call contract including the design and construction management services for the creation and restoration of wetlands at Liberty State Park (LSP). The LSP ecosystem restoration project was chosen to serve as the site model for implementing the overall area-wide restoration of the Hudson-Raritan Estuary Ecosystem Restoration program. The implementation plan ultimately developed for LSP includes the phased-in restoration of the 230-acre interior section of the park; land currently fenced off and inaccessible to the public due to its historic use, urban fill and Brownfields’ nature. The four components of the phased restoration project include the creation of approximately 46 acres of salt marsh, the creation and enhancement of approximately 26 acres of

Years Experience:

With Firm: 8

Total Years: 27

Education

B.S. - Chemical Engineering, Rutgers University, New Brunswick, New Jersey; 1985

Registration

Professional Engineer:
New Jersey

freshwater wetlands, the creation of approximately 50 acres of warm weather grasslands and the enhancement of approximately 100 acres of urban forest comprised of successional northern hardwoods and maritime shrubland. This project helps to restore the locally endangered ecological habitat, enhances overall park connectivity for increased public use and benefit, and is an important first step of an ambitious restoration process for the Port District section of the Hudson-Raritan Estuary.

USEPA Region 2 Alternative Remedial Contracting Strategy II (ARCS II) Brownfield Program. *Dates: 2004-2006.* Ms. Watt served as Program Manager for the EPA Region 2 Brownfield Grant Program where Targeted Brownfields Assessment (TBA) and Brownfields Community Relations work was performed to assist cities, municipalities and communities with Brownfields redevelopment and urban restoration. She has received high performance ratings from EPA Region 2 for expediting a removal action and accelerating the redevelopment. She has received numerous commendations during the course of the program.

Standard Motor Products (SMP) State Superfund/Redevelopment Project, Long Island City, New York. *1998-present; Ref: Bob Martin, SMP 37-18 Northern Blvd Long Island City, New York 11101, (718) 316-4276.* Ms. Watt served as project manager and has been supporting SMP with innovative consulting, engineering, design and construction oversight services for over a decade. The SMP industrial manufacturing facility was constructed in 1919 and has been involved in manufacturing automotive parts since 1933. Due to historic spills of chlorinated solvents, the redevelopment of this property was complicated due to the presence of contamination. CDM Smith supported SMP in a proactive property transfer and expedited interim remedial measure to mitigate vapor intrusion to support the redevelopment of the industrial manufacturing facility in 2008 into a high-quality commercial office complex and the largest green rooftop urban agricultural facility in New York City. CDM Smith proactively integrated the remedial process into the site redevelopment, achieving significant cost savings. CDM Smith also expedited the installation of a subslab depressurization facility to ensure the protection of human health and the environment during and after site redevelopment. CDM Smith received numerous commendations for providing innovative services for SMP over the last decade and our innovation was highlighted in Vapor Intrusion (VI) and Green and Sustainable Remediation (GSR) presentations delivered at the nationally renowned Battelle Chlorinated Conference in May 2012.

USDOE Engineering BOA, Brookhaven National Laboratory. *Dates: 1992-2004; Reference Thomas Burke, GSA, General Services Administration GSA, 26 Federal Plaza, Room 1707, New York, NY 10278, (212) 264-0800.* Under a Basic Ordering Agreement (BOA) (10-Year On-Call Contract) for the Department of Energy (DOE), Ms. Watt was positioned as the Program Manager and was responsible for the management of major restoration programs at the Brookhaven National Laboratory. She received commendations from the client and agencies for expediting and submitting high-quality documents as well as for negotiating site-specific, risk-based sediment clean-up levels that were two orders of magnitude higher than regulatory standards, which resulted in a \$100 million savings in remedial costs.

Michael Spletto

Program Manager

Mr. Spletto has 25 years of experience in the field of community development and the administration of federal grants. He has extensive knowledge and experience with CDBG, CDBG Disaster, and HOME programs, in addition to having played a key role in many of the largest disaster programs in the country. Mr. Spletto has delivered numerous training sessions related to CDBG, HOME, lead-based paint, Section 504, labor standards, HUD compliance monitoring, HQS, strategic planning, and other related housing topics. For the State of North Dakota, Mr. Spletto managed the HOME program from 1992 to 2006 which, according to HUD's "snapshots," has the number one ranked HOME program of all state participating jurisdictions. He has been in the field of Community Development since 1989.

Director of HUD Programs, CDM Smith. *Project Dates: July 2008 to Present.* As the Director of HUD Programs for CDM Smith, Mr. Spletto works with local and state governments throughout the United States. He provides lessons learned and promotes streamlined disaster recovery methods, and has made numerous presentations to state and local governments on disaster recovery. When CDBG-DR programs are awarded to CDM Smith, Mr. Spletto assures that expert CDBG staff are available to assist in the delivery of the disaster funds. He now coordinates over 50 CDBG staff with a cumulative knowledge base of over 500 years of CDBG experience, many of whom have over 20 years of CDBG experience.

Director, Community Development Block Grant Program, State of Illinois. *Project Dates: July 2010 – June 2013. Reference: Frankie L. Atwater, Acting Deputy Director, 217-558-4200, frankieatwater@illinois.gov. Received Letter of Commendation.* Mr. Spletto is the director of the CDBG program for the State of Illinois Disaster Program, which received over \$100 million for housing, infrastructure, economic development, and economic revitalization, and housing buy-out programs as a result of damage from Hurricane Ike. He is responsible for oversight and direction including application intake, application verification and processing for financial assistance, working with applicants, and quality control for the project.

Director, Community Development Block Grant Program, Harris County, Texas. *Project Dates: June 2009 – March 2013. Reference: Daphne Lemelle, 8410 Lantern Point Drive, Houston, Texas, 713-578-2000. Received Letter of Commendation.* Mr. Spletto is the director of the CDBG program for Harris County, which received \$142 million for the repair and replacement of damaged and destroyed housing and infrastructure following Hurricane Ike. He is responsible for oversight of grant management, including application intake, application verification and processing for financial assistance, operation of Housing Assistance Centers, outreach programs for applicants, and quality control for the project.

Prior to CDM Smith

Director, State of Louisiana Disaster Recovery Unit, Baton Rouge Louisiana. *Project Dates: July 2006-July 2008.* Mr. Spletto assisted in the creation and delivery of the single largest disaster program in the country, which included over \$13 billion of assistance. As the director of over 100 staff, Mr. Spletto worked in coordination with FEMA, the Louisiana

Years' Experience:

With Firm: 5

Total Years: 25

Education

M.A. – Sociology,
University of North
Dakota, 1989

B.S. – Psychology,
University of North
Dakota, 1987

Governor's office of Homeland Security, LRA, HUD, State Legislatures, and Federal Legislators. The \$912 million contract disbursed nearly \$7 billion in assistance in 12 months. He also had oversight of the consulting firm that had over 2,000 employees to assist in the delivery of the housing programs. While at the Disaster Recovery Unit, Mr. Spletto was involved with assisting over 100,000 homeowners receive compensation for their losses, which included the largest buy-out program in the country.

HOME Program Manager/Community Development Block Grant Administrator, State of North Dakota's Division of Community Services, Bismarck, North Dakota. *Project Dates: 1991-2006.* Mr. Spletto managed all aspects of the HOME and CDBG disaster programs in North Dakota for over nine years. He was responsible for working with local governments, non-profits, and for-profit agencies, and acted as the State point-of-contact for strategic planning. Mr. Spletto supervised staff, monitored projects for compliance, reviewed and interpreted federal regulations, conducted public hearings, and established and maintained labor, environmental, and civil rights requirements for the program.

Associate Planner, Roosevelt Custer Regional Planning Council, Dickinson, North Dakota. *Project Dates: 1989-1991.* In his role as associate planner, Mr. Spletto worked with city and county governments to develop surveys, administer CDBG projects at a local level, and write state and federal applications.



**Illinois
Department of Commerce
& Economic Opportunity**

Pat Quinn, Governor

December 6, 2012

To Whom It May Concern:

The Illinois Department of Commerce and Economic Opportunity contracted with CDMSmith in 2011 in response to Hurricane IKE related flooding in 41 Illinois counties. CDMSmith is assisting the State in managing \$193 million of IKE Disaster Recovery funds awarded to the State through the U.S. Department of Housing and Urban Development (HUD) as Community Development Block Grant Disaster Recovery (CDBG-DR) funds. CDM Smith is also providing program management support for a supplemental disaster recovery allocation, of \$17.3 million which was issued to the State of Illinois through the CDBG Midwest Disaster Recovery Program.

CDMSmith has displayed comprehensive knowledge of the disaster recovery program and the federal regulations that apply. The State is contracted with CDMSmith to administer the CDBG-DR awards that support property buyout, economic development, and public infrastructure projects benefitting residents and communities in designated counties throughout the State of Illinois.

The firm has exceeded our expectations for the delivery of CDBG-DR services to our affected communities. Therefore, I strongly recommend CDM Smith for your program.

If you wish to contact me with questions about our program or CDMSmith's performance, please feel free to contact me at (217) 558-4200 or Frankie.Atwater@illinois.gov.

Sincerely,

Frankie L. Atwater
Acting Deputy Director

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HARRIS COUNTY, TEXAS
COMMUNITY SERVICES DEPARTMENT

David B. Turkel
Director
Daphne Lemelle
Community Development Director

Office of Housing & Community Development
8410 Lantern Point Drive
Houston, Texas 77054
Tel (713) 578-2000
Fax (713) 578-2090

April 4, 2012

Dear Sir or Madam:

My name is Daphne Lemelle, and I am the Community Development Director of the Harris County Community Services Department (HCCSD), which oversees the Harris County Homeowner Disaster Recovery Program (HDRP), also referred to as Harris County Recovers. Harris County Recovers, one of the largest single-family rehabilitation programs ever funded by the U.S. Department of Housing and Urban Development, was launched on October 6, 2009, after the HCCSD received a \$56 million Community Development Block Grant (CDBG) to assist Hurricane Ike victims in Harris County. CDM Smith, selected by Harris County in 2009 to administer the Harris County Recovers program, has led the Harris County Recovers program under CSD's supervision.

CDM Smith's disaster recovery management team effectively tackled the many challenges it faced with this first-of-its-kind undertaking, meeting deadlines and exceeding benchmarks set by the state of Texas, despite the lag in published State guidelines.

CDM Smith was able to attract nearly 2,000 program applicants, surpassing the required number of applicants set by the state even after many homeowners, due to the federal timeline in issuing the CDBG funds, had already repaired or sought repairs for their homes from other sources. Moving the applicants through the process has been challenging considering there are numerous steps that must be taken before reconstruction or rehabilitation can begin. It's important to note that during all phases of this process, CDM Smith has navigated the complicated rules of the Department of Housing and Urban Development, Harris County government, Texas Department of Housing and Community Affairs, and the Texas General Land Office. In addition, CDM Smith successfully met the challenge of determining applicant eligibility – made more difficult by the fact that the vast majority of the applications received were from homeowners who live outside the area deemed eligible for funding and the numerous changes in program design by the State of Texas.

Because of the perseverance of the CDM Smith team, the Harris County Recovers program is on track to rehabilitate or reconstruct more than 500 homes, which is a major achievement and exceeding the goals that were set by Harris County. Thus, I can recommend CDM Smith for work on upcoming disaster housing recovery programs.

Please feel free to contact me if you have any questions about CDM Smith's administration of the Harris County Recovers program.

Sincerely,

Daphne A. Lemelle
Community Development Director

David K. Brauner, CEM[®],CFM[®]

Technical Advisor

Mr. Brauner has 31 years of comprehensive emergency management experience. Having begun his career with the dawn of the Federal Emergency Management Agency, his background and experience is extensive in the fields of preparedness, response, recovery and hazard mitigation. In all, Mr. Brauner was a chief architect of the current Federal Response Framework and a recognized authority in both the Robert T. Stafford Disaster Relief and Emergency Assistance Act as well as the Disaster Mitigation Act of 2000. He held key leadership roles in field centric disaster operations, planning, and logistics. In all, he has had direct administration of and responsibility for the disbursement of \$7.4 billion in Public Assistance and Section 406 Hazard Mitigation Proposals. In addition, Mr. Brauner adjudicated approximately \$1.3 billion in formal first and second level Public Assistance appeal proceedings. He has served as a member of FEMA Advanced Emergency Response Team (ERT-A) as well as the agency's Building and Preliminary Damage Assessment Team. Mr. Brauner completed his federal career as senior policy specialist for the Department of Homeland Security in the formulation and execution of the Federal Response Plan, The National Response Framework together with the National Infrastructure Protection Plan and its precipitating Critical Infrastructure and Key Resources Program. He is both a Certified Emergency Manager and a Certified Floodplain Manager.

Project Manager and Federal Funding Policy Specialist, City of Nashville, Tennessee
Project Dates: May 2010-present.

Mr. Brauner directs the FEMA Public Assistance interests for the City of Nashville and provides direction on precipitating Federal funding grant resource documentation as they relate to the May, 2010 flooding events. His duties are comprehensive over the FEMA compliant Project Worksheets ensuring their programmatic adherence and quality control consultation and include all pertinent Federal funding resources. Mr. Brauner also leads a multi-disciplined team of engineers in efforts to formulate, design and implement cost effective hazard mitigation measures. The role also imputes the eventual management of \$300 million in United States Department of Housing and Urban Development Community Development Block Grant Disaster Recovery (CDBD-DR) funding.

Project Manager, Preliminary Damage Assessments, Tioga County, New York. *Project Dates: September 2011-May 2012.*

Mr. Brauner held the responsibility to coordinate the FEMA Public Assistance and Hazard Mitigation interests of the Tioga County Government with the New York State Emergency Management Office (SEMO) by assisting the Tioga County Government through their Preliminary Damage Assessment and the 60-day identification of projects in the aftermath of the passing of the Remnants of Tropical Storm Lee. Aiding the FEMA efforts, he continues to provide guidance in the formulation of FEMA compliant documentation supporting eligible and ineligible expenditures as well as providing overall FEMA Public Assistance oriented programmatic and operational consultation. Mr. Brauner also provides the orchestration for additional disaster funding sources that include those of the United States Department of Agriculture's National Resources Conservation Service (NRCS) Emergency Watershed Protection Program (EWP) and Federal Highway Administration's Emergency Response Program (FHWA-ER).

Years' Experience:

With Firm: 5

Total Years: 31

Education:

Master of Laws – Paul M. Hebert School of Law, Louisiana State University, 1988

Juris Doctor – Paul M. Hebert School of Law, Louisiana State University, 1986

Certifications:

Certified Emergency Manager

Certified Floodplain Manager

Certified Construction Inspector

Senior FEMA Funding and Policy Specialist, Plaquemines Parish Sheriff's Office Detention Facilities, Plaquemines Parish, Louisiana. *Project Dates: October 2008-March 2011.*

Mr. Brauner serves as the principal federal funding coordinating officer for the construction of an 871 bed, 205,000 square foot permanent detention facility, a temporary training facility, and the relocation of the departmental weapons target range. The project involves the alignment of eligible activities related to architectural and engineering services and recurring reporting requirements to both FEMA and the State of Louisiana's Governor's Office of Homeland Security and Emergency Preparedness. The reporting interface among the federal and state governments includes the design and construction management. The projected construction cost of the permanent facilities is \$110 million. Mr. Brauner oversees the funding mechanisms on behalf of the Plaquemines Parish Sheriff's Office and includes both the FEMA Public Assistance and Hazard Mitigation programs.

Federal Funding and Policy Specialist, City of Laredo, Texas. *Project Dates: August 2010-January 2012.*

As a result of Hurricane Alex in July, 2010, Mr. Brauner functioned in the lead role to orchestrate and coordinate the efforts of FEMA, the state of Texas through its Division of Emergency Management in order to produce rapid needs assessments and the preliminary damage forecasts. As a result of his knowledge of the FEMA Public Assistance and Hazard Mitigation Programs, his early and consistent guidance to the City of Laredo helped preserve the integrity of the prescriptive elements of the various federal and state funding sources. In all, Mr. Brauner provided the funding mechanisms to complete the estimate of damages including the formal documentation of the estimates for repair, and to aid the City in their contribution to the preparation of the FEMA Project Worksheets. Damage estimates and Project Worksheets were executed for the Zacate Wastewater and Jefferson Water Treatment Plants, Los Dos Laredos Park, Santa Rita Park, Father McNaboe Park, and the two International Bridges spanning the connection of the United States to Mexico.

FEMA Regulatory and Policy Specialist, City of Clarksville, Tennessee. *Project Dates: June 2010-July 2011.*

Mr. Brauner directs the FEMA Public Assistance and Hazard Mitigation Proposal development on behalf of CDM Smith's on-site project manager for the City of Clarksville and its Gas and Water Department. His responsibilities include PW quality management, historical and environmental elements of FEMA's Special Considerations for a total of 15 sewage lift stations and an array of additional wastewater assets impacted by the May 2010 flood event. He directed the FEMA oriented Codes and Standards upgrades available under the auspices of the Public Assistance Programs.

Project Manager and Senior FEMA Policy Specialist, Hurricane Ike, Harris County, Texas. *Project Dates: September 2008-January 2011.*

Mr. Brauner held the lead role in organizing and prioritizing the Harris County, Texas Response and Recovery operatives within hours of the passing of Hurricane Ike. CDM Smith was tasked to collect and interpret initial damage reports across all FEMA Categories of Work, with the heaviest emphasis on Categories C, E, and F, more commonly known as Roads, Buildings and Utilities, respectively. The team challenge was to

empirically capture all pertinent damages to several large civil pieces of infrastructure and systematically work with FEMA to obtain complete eligibility to repair and or replace the given asset. Augmenting these functions, Mr. Brauner also captured the array of Section 406 Hazard Mitigation Proposals and was held accountable for their survival through the progressive levels of FEMA scrutiny.

Senior FEMA Policy Specialist, Flood Damage Reports, Cedar Rapids, Iowa. *Project Dates: June 2008-January 2010.*

Mr. Brauner served to augment the CDM Smith team of internal engineers and architects in their efforts to capture initial and damage reports which would be essential to the City of Cedar Rapids, Iowa, in their interrelationship with FEMA. Initially contracted to perform post-flood damage assessments to nearly 300 eligible properties, the CDM Smith team of professionals was guided by Mr. Brauner's knowledge of the FEMA Public Assistance Program so as to capture and maximize the eligible scopes of work and couch them into the traditional Project Worksheet documents. Additionally, he was held responsible to co-author FEMA Section 406 Hazard Mitigation Proposals with its local partnered firm. The scope of the funding promulgated by the Project Worksheets and Section 406 Hazard Mitigation Proposals provided to FEMA and the State of Iowa approached \$500 million.

Deputy Public Assistance Officer, FEMA Joint Field Office, Baton Rouge, Louisiana and Deputy Director FEMA Area Field Office. *Project Dates: August 2005-March 2008.*

Immediately following the aftermath of Hurricanes Katrina and Rita in 2005, Mr. Brauner led the Quality Assurance and Quality Control Program Queue review process of approximately 3,800 FEMA Project Worksheets implementing operational and programmatic eligibility and related cost controls so as to ensure mission critical success goals were obtained and retained. He worked collaboratively with inside and outside architectural and engineering professionals in the overall interests of project eligibility and the internal aspects of FEMA's Cost Estimating Format (CEF). He was also selected to oversee the direct administration of an FEMA Area Field Office for the Debris Operations of five of the heaviest impacted Louisiana parishes (Jefferson, St. Bernard, St. Tammany, Plaquemines and Washington). Within this role, Mr. Brauner was responsible for the mission success of the FEMA Debris Operation in each parish. As such, the oversight and staffing of 32 Temporary Debris Storage and Reduction Sites (TDSRS) incorporated the hiring and training of some local (temporary) staff was required. The Area Field Offices would also become heavily active in the execution FEMA DAP 9523.13 "Debris Removal from Private Property."

Experience

2009 - Present Calvin Parker Consulting

*Reference: Brian Segal, Former Director Neighborhood Stabilization Program
NY State Homes and Community Renewal, 212.697.1640 ext 245*

President

Operate a private consulting firm providing a range of services in the field of affordable housing and community development - serving a variety of for-profit and nonprofit clients across the country. Calvin Parker Consulting (CPC) specializes in design and management of federally assisted housing and community development programs including Disaster Recovery Programs, Community Development Block Grants, Section 8 Rental Assistance, HOME, Federal Low Income Tax Credits, and the Neighborhood Stabilization Program. Building on years of experience in program operations and oversight, CPC brings its clients a multi-faceted approach, focusing on the practical aspects of developing and implementing programs that achieve tangible results as well as the need to ensure compliance with all applicable rules and regulations.

2006-2008 State of Louisiana Office of Community Development (OCD) Disaster Recovery Unit

*Reference: Ellen Lee, Former Deputy Director Office of Disaster Recovery
OCD, 504.432.8860*

Manager Multi-family Housing Programs

Oversaw all of the rental housing programs launched by the State of Louisiana in response to the devastation caused by Hurricanes Katrina and Rita. Held principal responsibility for the “day to day” operations and long-term development of the State’s CDBG funded *Piggyback Program* and the *Small Rental Property Repair Program*, totaling more than \$1.2B in funding and more than 33,000 affordable housing units. On behalf of OCD, coordinated several landmark inter-agency efforts, including the State’s *Permanent Supportive Housing Initiative*, the State’s Homeless Services and Housing programs, and its new *First Time Homeowner Demonstration Program*.

Supervised a small internal staff of government housing professionals and directed more than 250 private employees under contract to the State. Worked with OCD leadership and the State’s consultants to develop staffing plans and program budgets for the *Piggyback* and *Small Rental Programs*. Helped to draft the State’s official Disaster Recovery Action Plan and the program rules and guidelines for all of the rental and homeless housing programs. Established a system of programmatic metrics and reporting for the rental housing programs. Helped to shape the programs’ legal documents, and on behalf of OCD, negotiated and executed complex loan and tax credit agreements with developers for multi-million dollar, mixed-financing projects.

Acted as the State’s lead public representative for its multifamily housing programs, testifying frequently before the State Legislature and the New Orleans City Council; and speaking for the State in all forms of media including newspaper, radio, and television. Served as OCD’s principal liaison with the Louisiana Housing Finance Authority (LHFA), the Department of Social Services (DSS), the Department of Health and Hospitals (DHH), and the Finance

Authority of New Orleans (FANO). Ensured compliance with all Federal regulations including Environmental, Davis Bacon, and Income Targeting. Coordinated all HUD and IG monitoring of the State's rental housing programs.

1998 – 2006 New York City Department of Housing Preservation and Development
Reference: Harold Shultz, Former Deputy Commissioner HPD, 917.868.8442

Assistant Commissioner for Policy and Program Analysis

Served as the head of the Office of Policy and Program Analysis. Directed a staff of policy analysts and the other professionals charged with analyzing the Agency's own initiatives as well as monitoring a range of academic studies, professional reports and legislative proposals concerning affordable housing. Coordinated a variety of new agency-wide initiatives involving different divisions with HPD. Continued to serve as the Agency's principal liaison with HUD and Congress regarding all Federal housing issues. Oversaw the Housing and Community Development portion of New York City's annual Federal Agenda. Oversaw the City's annual \$100M HOME application. Coordinated HPD's response to all competitive funding notices. For the particular periods indicated below, also served in additional roles overseeing and coordinating special short-term and mid-range initiatives.

2001 – 2002: Helped to coordinate HPD's interactions with HUD in the wake of the "9/11" attacks. Negotiated a variety of program rule extensions and waivers to avoid falling out of compliance with Federal rules. Served as HPD's liaison to the Lower Manhattan Development Corporation (LMDC) regarding use of special Community Development Block Grant (CDBG) funds and Liberty Bonds.

1999-2001: Directed HPD's Section 8 Housing Choice Voucher, Rental Certificate, and Moderate Rehabilitation programs on an interim basis. Directly responsible for administering \$110 million in Section 8 Rental Assistance programs. Supervised a staff of more than 70 people, serving more than 20,000 rental assistance recipients. Launched a new computerized system for accounting and transmission of data to HUD. Negotiated and oversaw an outsource contract with Imagineers Inc. to undertake a portion of the Agency's income re-certifications.

1992 – 1998 *Assistant Commissioner for Federal Affairs*

Directed HPD's Federal lobbying arm. Drafted and secured passage of Federal legislation including a statute authorizing the City of New York to use hundreds of million of CDBG funds for the maintenance of *in-rem* housing – i.e. housing taken on an emergency basis by the City of New York for the owner's failure to pay taxes. Drafted HPD's portion of the New York City Federal Agenda. Supervised the collection and distribution of all agency program statistics. Drafted HPD's portion of the Mayor's Management Report.

Education

University of North Carolina, Chapel Hill, North Carolina

Masters of Regional Planning, 1980

Concentration in Housing and Community Development. Honors in three courses.

Columbia University, New York, New York

Bachelor of Arts, 1978

Major in Urban Studies

Robert J. Batherson

Technical Advisor

As a senior project manager, Mr. Batherson has extensive experience overseeing a diverse range of environmental projects including airport environmental management, industrial permitting and compliance, stormwater management, solid waste permitting, wetland management, and disaster recovery. He has been responsible for major projects requiring expertise in state and federal regulations for both public and private sector clients.

Project Manager, Louisiana Land Trust Home Demolition Program, New Orleans, Louisiana. *Project Dates: January 2009 to present. Mike Taylor, Louisiana Land Trust, Executive Director, 11601 Southfork Drive, Bldg D, Baton Rouge, LA 70816, 225-395-0777, mtaylor@lalandtrust.us*

The Louisiana Land Trust, or LLT, is a nonprofit organization funded by HUD, which was created by Louisiana Governor Bobby Jindal to manage the transfer of all Road Home properties. CDM Smith was selected as the program manager for LLT and as such was responsible for managing over 10,500 properties located in 26 parishes within south Louisiana. A major factor for our selection was our previous experience and the development of an innovative approach of preparing bid packages costs on a per-site basis instead of the conventional method of cubic yards. This method lowered the overall cost of bids on demolition packages, which in turn lowered the overall cost to the owner. The management of the program consists of the coordination of multiple federal, state, and local entities to ensure proper procedures for demolition, title transfer, and final disposition are being adhered to. At the conclusion of this program, CDM Smith expects to manage over 75 separate demolition packages throughout south Louisiana at a total cost of \$70 million. Mr. Batherson is the project manager and responsible for day-to-day management duties of the project office.

Project Manager, Private Property Demolition and Debris Removal Program, Jefferson Parish, Louisiana. *Project Dates: July 2007 to December 2008.*

This was a FEMA funded recovery project from Hurricane Katrina. After the USACE received instructions to demobilize from Jefferson Parish, CDM Smith quickly provided assistance to finish all the work for private property debris removal, voluntary demolition, and blighted homes demolition, meeting all the Parish's needs to implement this program and meet FEMA's reimbursement requirements and deadlines. Mr. Batherson served as the project manager.

Project Manager, Private Property Debris Removal and Waterways Debris Removal, St. Tammany Parish, Louisiana. *Project Dates: February 2006 to December 2008. Greg Gorden, Special Assistant to the Parish President for Environmental Services, P.O. Box 628Covington, Louisiana 70434, 985-898-2535, gordo@stpgov.org*

Serving as the project manager, Mr. Batherson led efforts to remove debris and to facilitate the FEMA funded private property debris removal and demolition program. These efforts included comprehensive services to provide bid packages to remove debris and oversight of debris contractors. Private property demolition required coordination of right-of-entry information, inspection of structures requested for demolition, GIS documentation, and

Years' Experience:

With Firm: 22

Total Years: 27

Education

B.S. – Biology,
University of
Vermont, 1977

GPS tracking of impacted areas. The waterway debris removal program included similar activities customized for over water work. All efforts required extensive debris monitoring and contractor oversight to assure maximum FEMA reimbursement. Combined, these projects required mobilization of up to 140 personnel to properly complete the project before FEMA's June 30th deadline for 100 percent reimbursement.

Program Manager, Program Management of Capital Improvement Program, Louis Armstrong New Orleans International Airport, New Orleans, Louisiana. *Project Dates: 2002-2006.*

CDM Smith was part of the program management team at MSY that began work in 2002 and concluded in 2006. The program management team supported the airport staff in the execution of the design and construction of multiple capital improvement projects including runway 10-28 reconstruction, canal enclosures, levee enhancements, flood gate, noise abatement program in residential areas, terminal and concourse expansion, and apron and loading bridge renovation or replacement. Mr. Batherson also provided construction oversight including reconfiguration and enclosure of the east-west drainage canal just north of Runway 10-28.

Environmental Scientist, Sewer Regionalization Program Permitting, St. Charles Parish, Louisiana. *Project Dates: 2000 to 2002.*

This project resulted in permitting and mitigation for two new wastewater treatment plants and over 40 miles of force mains. Extensive coordination and negotiations with the regulatory agencies was necessary. Mr. Batherson was the project leader in developing risk management plans for the major municipal facilities of the Sewerage & Water Board of New Orleans and Jefferson Parish. The risk management program involved assessment of hazardous chemicals, development of improved standard operation procedures, and a contingency plan for each plant. Mr. Batherson presented the plans at public hearings held in New Orleans and Jefferson Parish.

Project Engineer, Solid Waste Management Consultation Services, Lafourche Parish, Louisiana. *Project Dates: 1995 to 2005.*

CDM Smith provided professional services to assist Lafourche Parish with the evaluation of the current solid waste collection and disposal contract and assist with the solicitation for proposals for a new contract for solid waste services. Mr. Batherson served as the project engineer for these efforts.

Policy Advisor/Action Plan Development

Ms. Elkins has worked with state and federal programs for over 30 years and was responsible for Louisiana's state and local governments receiving billions of dollars of federal grant funds. She has an excellent working relationship with HUD, SBA and federal agencies with whom she interacts daily. She managed the Louisiana Office of Community Development, which includes three divisions. The divisions are the Community Development Office, State Grants Management Office and the Disaster Recovery Office.

Ms. Elkins oversaw the largest supplemental appropriation in the history of disaster recovery. Louisiana received one supplemental appropriation for Hurricane Andrew and three supplemental appropriations for Hurricanes Rita and Katrina. Ms. Elkins' responsibilities included administering and ensuring compliance with HUD, state, and program regulations for over 25 disaster programs for activities such as housing, infrastructure and economic development programs. She also assisted in the development of the Actions Plans for over \$13 billion dollars, wrote memorandums of agreement for data sharing for SBA, FEMA, etc., waiver letters, and developed a model agreement with banks after coordinating with the National Mortgage Lending Association and the Louisiana Bankers Association for escrowing housing compensation funding. Of the \$13 billion, approximately \$322,555,660 was utilized for economic development programs to assist businesses impacted by the disaster.

In addition, Ms. Elkins directed the Office of Community Development, which receives approximately \$30 million annually for distribution to non-entitlement communities and \$10 million in state general funds to provide funding assistance to local governments. She is knowledgeable of federal programs that are available to states and local governments. She and her staff developed a data system, which local governments, state staff and legislators can use to locate federal, state and foundation funds for many different types of projects. Ms. Elkins also served as president and past president to the Council of State Development Agencies (COSDA). COSDA is a national organization based in Washington, D.C., which advocates and enhances the leadership role of states in community and economic development through innovative policy development. COSDA members are executive branch agencies that have primary responsibility for providing community development, housing or local economic development assistance to localities and communities. Ms. Elkins reviewed and edited for COSDA the "Boot Camp" training on CDBG regulations for State community development staff.

Isani Engineering, Louisiana Housing Finance Agency, Harris County, State of Illinois, State of Michigan, City of Minot, North Dakota and the Louisiana Land Trust. *Project Dates: 2008-2012.* After retiring from the State with 33 years of employment, of which 25 years was dedicated to managing the State CDBG program, Ms. Elkins created a consulting firm to provide Community Development Planning services to states and local governments. In the past three years, she has worked with the State of Illinois, City of Minot, North Dakota, and Harris County, Texas creating disaster recovery program designs for housing, economic development and infrastructure programs as well as policies, procedures and monitoring tools. She developed the Disaster Recovery Action Plans for the States of Louisiana and Illinois as well as for the City of Minot, North Dakota. The State of

Years' Experience:

With Firm: 2008

Total Years: 32

Education

B.A, Louisiana State University, 1982

Illinois' appropriations were \$193,700,000 and Harris County's was \$140,693,072. In addition, Ms. Elkins drafted the State NSP Action Plan for the Louisiana State Housing Finance Agency, which was approved by HUD for \$34,183,994. Ms. Elkins also developed an NSP Grantee Manual and provided training to the state staff on CDBG/NSP regulations, and developed contracts between subrecipients and the State for CDBG/NSP projects.

In addition, Ms. Elkins has worked developing CDBG monitoring manuals, CDBG Grantee Manuals, and Program Manuals for the regular CDBG program and the disaster recovery program. She is currently working on Grantee Manuals for the States of Illinois and Michigan. She also developed contracts for NSP subrecipients and a NSP training manual for subrecipients and State staff.

Office of Community Development, DOA, State of Louisiana. *Project Dates: 2008.* Ms. Elkins retired from state government as the Executive Director of the Louisiana Office of Community Development. This office prepares the Consolidated Plan for the State of Louisiana, which serves as the application for federal grants amounting to \$57,500,000 annually. These grants are for the HOME, Housing Opportunities for Persons with Aids, Emergency Shelter Grants, and the Community Development Block Grant programs. This office also receives federal funding to administer the state Community Development Block Grant and other federal programs associated with community development such as the disaster recovery programs. Community Development Block Grant programs being implemented included Public Facilities, Housing, Technology, LaStep, Economic Development, and Demonstrated Needs. The annual budget when Ms. Elkins retired was approximately \$10 billion.

Ms. Elkins directed this office in its efforts to pursue other funding sources for community and economic development of small cities in Louisiana. She worked closely with the United States Department of Agriculture, Environmental Protection Agency, Economic Development Administration, and United States Department of Housing and Urban Development to secure joint funding for community projects. By leveraging dollars, they were able to fund more needed community and economic development projects in Louisiana.

Thomas Brennan



Experience

July, 2006 to February 2012
Deputy Executive Director
Office of Community Development
State of Louisiana

Responsible for administration and management of a \$13.4 billion Disaster Recovery grant to provide for recovery of coastal Louisiana affected by Hurricane's Katrina and Rita. This included oversight of thirty [30] separate programs in the areas of housing, infrastructure, and economic development and a staff over 150 employees. This includes interaction with numerous other Louisiana state agencies, federal officials and private sector contractors. Primary duties are overall management of the office, insuring all programs are executed in compliance with CDBG and related federal regulations, overseeing staff including the assignment of duties, contracting procurement and negotiation with third parties, setting of priorities, establishment of policies and procedures, employee conflict resolution, negotiations with contractors, interaction with audit and monitoring agencies. Also served as Executive Director of the Louisiana Housing Authority, a public housing agency with 3000 vouchers.

2000 - 2006 Chief, Technical Support & Program
Development Division
Dept. of Community and Economic Development
Commonwealth of Pennsylvania

Responsible for grant administration, training, planning and federal program compliance activities of the Center for Community Development. This includes the following programs: the Section 108 Loan Guarantee program; the Community Development Block Grant Competitive Program; Disaster Recovery Grant assistance awarded through the CDBG program; the TANF housing rehabilitation program; the Homeless Management Information System; and, all economic development applications through the CDBG program. In the area of compliance responsibilities this includes oversight of the Consolidated Plan process, oversight of federal program related training; the environmental review, labor standards, financial management and other federal requirements associated with the CDBG, HOME, Emergency Shelter Grant, and McKinney-Vento homeless assistance programs.

These responsibilities included supervision of a seven person staff.

Karen Carter Peterson
Attorney and State Senator

Professional Profile

Karen Carter Peterson has been in private legal practice since 1995. A seasoned generalist, Mrs. Peterson has represented clients on a variety of matters, including public utility regulatory compliance, litigation, agency rulemaking and appeals, local governmental relations, causality defense, personal injuries, real estate and successions. She has also worked on commercial and financial matters, such as commercial litigation, contracts, public finance and corporate restructuring. Additionally, Mrs. Peterson advises emerging businesses on a full range of legal matters, including incorporations, strategic development and local regulatory processes.

As a State Senator, Peterson has represented New Orleans and parts of Jefferson Parish in the Louisiana State Senate since 2010. She is immediate past Chair of the Select Committee on Hurricane Recovery and a former member of the Louisiana Recovery Authority (LRA), the initial state-chartered authority tasked with overseeing Louisiana's recovery from the historic damage caused by Hurricanes Katrina and Rita. As Chair of the Legislature's Hurricane Recovery Committee and member of the Louisiana Recovery Authority, Peterson gained extensive knowledge of disaster recovery procedures, including interface with Federal Emergency Management Agency (FEMA) programs, design and implementation of programmatic hazard mitigation measures, Community Development Block Grant (CDBG) administration and funding structures, project-based infrastructure recovery programs, community-centered recovery, effective economic development structures, FEMA rules and regulations and state and Federal intergovernmental relations.

Peterson currently serves on the Senate Judiciary B, Insurance and Local and Municipal Committees. Her decade of service in the Louisiana House of Representatives was highlighted by her election as Speaker Pro Tempore by her peers. During her term in the House, Peterson also served in a variety of critical roles related to Hurricane Recovery. She chaired the powerful House Insurance Committee, the first woman to do so; she also served on the House Appropriations Committee, the Joint Legislative Budget Committee, and the House Governmental Affairs Committee.

Over the 12+ years of state service, Mrs. Peterson has been recognized by many organizations and publications for her work, including being awarded the Legislator of the Year Award by the Alliance for Good Government in 2012, 2004 and 2000. Peterson has also been honored with the John F. Kennedy Library Foundation and the Institute of Politics at Harvard's Kennedy School of Government's New Frontier Award and the Aspen Institute-Rodel Fellowship in Public Service. In recent years, she is been recognized as one of New Orleans City Business Women of the Year. Peterson was presented with the Louisiana Association of Justice Public Service Award in 2011. In 2012, Sen. Peterson was awarded the International Association of Human Rights Agencies President's award for outstanding service in the advancement of human and civil rights. Peterson was also the recipient of the 2012 Juvenile Justice Project of Louisiana's Justice for Youth Award.

Mrs. Peterson is a 1991 graduate of Howard University School of Business, where she received a degree in International Business and Marketing. During college, Mrs. Peterson worked in the Congressional offices of both United States Senator John Breaux and Congressman Billy Tauzin. Mrs. Peterson later

graduated from Tulane University Law School after broadening her legal education as a visiting student at both Boston College Law School and the University of Virginia's Law School.

1996-2000 Grant Manager
Department of Community & Economic Development

Responsible for application review, on-site monitoring and program administration for the Community Development Block Grant program in a multi county area in western Pennsylvania. Also responsible for review and evaluation of CDBG competitive applications and economic development proposals.

1988-1996 Program Supervisor
Department of Community Affairs

Responsible for supervision of a six person staff in administration of the CDBG program covering the western part of Pennsylvania. This included about 150 individual communities which qualified for a CDBG award in each year, and covered all CDBG eligible activities.

1982-1996 Housing & Development Analyst
Department of Community Affairs

Varied work activities for a multi-county area in Pennsylvania including application review and program administration. This also included analysis of economic development applications submitted for funding consideration..

1973-1982
Office of State Planning and Development

Assignments in this agency, where duties changed based on policy direction, included serving as chief of special projects, chief of the TMI Study and policy analysis divisions and previous work experience as a staff planner.

Education

BA	Bloomsburg University	1971
	Social Science	
Graduate Study	New School for Social Research	
	Ph.D. Program – Political Science	

Community Service

President, director, and coach of youth softball association.
President and secretary of church governing body.
Numerous other community activities.

JAN CHARLES OPPER

PROFILE

A national leader in disaster recovery, community development, and national security who brings expertise with:

- Problem solving and analyzing, developing, and implementing policy, programs, and legislation
- Executive-level program and project management, including grant programs
- Senior-level task forces and policy coordinating committees
- Coordination and communication with federal, state, local, and private-sector officials
- Liaison and communication with, and testifying before, Congress
- Group facilitation

PROFESSIONAL EXPERIENCE

PRINCIPAL

August 2012 to present

Opper Strategies & Solutions LLC
Alexandria, VA

- Uses policy and program development and analysis, management skills, and subject matter expertise to provide strategies and solutions to government, private-sector, and foundation clients related to disaster recovery, housing, community, and economic development, and national security.

SENIOR ADVISOR FOR DISASTER MANAGEMENT

& NATIONAL SECURITY and

ASSOCIATE DEPUTY ASSISTANT SECRETARY

FOR DISASTER POLICY & MANAGEMENT

June 2007 to August 2012

U.S. Department of Housing and Urban Development (HUD)
Washington, DC

- Provided leadership, advice, and guidance in the management, oversight, and coordination of disaster preparedness, response and recovery responsibilities and activities
- Recognized as an expert on disaster recovery skilled in addressing major national policy and program issues and shaping policy
- Served on 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 the Federal Emergency Management Agency's (FEMA) Emergency Support Functional Leaders Group and National Disaster Housing Task Force
- Advised FEMA's National Exercise Division on disaster recovery
- Testified before Congress on HUD programs and interagency disaster recovery and preparedness efforts

DIRECTOR

October 1994 to June 2007

Disaster Recovery & Special Issues Division

U.S. Department of Housing and Urban Development
Washington, DC

- Provided dynamic and 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 ten states following the hurricanes and other disasters of 2004 to allow communities to recover their housing, infrastructure, and local economies
- 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

JAN CHARLES OPPER

- Represented HUD on the Federal Task Force on Rebuilding New York to coordinate federal assistance and identify recovery issues and solutions
- Managed a recovery program funded at \$20 to \$500 million per year to aid recovery from the Northridge earthquake, the 1993 Midwest floods, the 1997 Red River flood, the Oklahoma City bombing, and other events assisting hundreds of communities
- Directed staff in developing disaster assistance legislation, program policies, rules and procedural guidance, allocation methodologies, and a program management information and reporting system
- Spearheaded HUD involvement in disaster recovery as the Department expert and served on numerous interagency disaster preparedness, response, recovery, and national security groups to coordinate policy and programs and identify gaps and overlaps in federal assistance.
- Used exemplary management, negotiation, and diplomatic skills to influence, motivate, and assist group members with diverse viewpoints and competing interests to improve the delivery of federal disaster assistance
- Was hand-picked by the Deputy Secretary to represent HUD on the Homeland Security Council's Domestic Threat and Incident Management Policy Coordinating Committee
- Served as the key program office point-of-contact for litigation pertaining to civil rights and fair housing matters

DEPUTY DIRECTOR

February 1993 to October 1994

Entitlement Communities Division

U.S. Department of Housing and Urban Development

Washington, DC

- Managed the entitlement communities portion of the 9th largest grant program in the federal government, allowing more than 1,000 communities to undertake housing and community and economic development activities to benefit their citizens
- Supervised development of policies, program regulations, and training materials for grantees to carry out their local programs
- Led Department disaster recovery assistance efforts, beginning in 1993 with Hurricanes Andrew and Iniki, and Typhoon Omar
- Served as the program office lead for litigation pertaining to civil rights and fair housing matters, playing a key role in resolution of a major civil rights case, *NAACP v. City of Yonkers*, *HUD, et al.*, related to the landmark *NAACP v. Yonkers Board of Education* case

VARIOUS SUPERVISORY AND ADVISORY POSITIONS

February 1975 to February 1993

U.S. Department of Housing and Urban Development

Washington, DC

- Developed programs and program policies, rules, and procedures, and developed policy options for Housing, Economic Development, and Infrastructure Subgroups of the White House Economic Policy Council's Rural Development Working Group and represented HUD on the Interagency Task Force on Trade
- Drafted legislative, including the Enterprise Zone Employment and Development Act of 1983
- Managed community development grant and technical assistance programs
- Promoted and facilitated public-private partnerships in financing housing and community development
- Conducted program evaluations
- Participated in the design of the Urban Development Action Grant program to leverage private sector participation and stimulate development and jobs, particularly for persons of low and moderate income, in economically distressed areas.

NATIONAL SECURITY CLEARANCE LEVEL: Held a clearance at the TS/SCI level

EDUCATION

Ohio State University
Masters' degree, Public Administration

University of Toledo
Bachelor of Business Administration degree (Accounting,
Urban Economics)

New York University
Graduate Studies, Public Administration

Robin Keegan

SENIOR PLANNER – DISASTER MANAGEMENT

OVERVIEW OF QUALIFICATIONS

- D-CDBG Program Design
- Post-disaster Urban Planning & Housing Policy
- Infrastructure Planning
- Economic Development Recovery Planning

Ms. Keegan has extensive experience in the field of disaster recovery and redevelopment. Ms. Keegan served as Executive Director of the Louisiana Recovery Authority, the state-created entity established to oversee \$14 billion in federal funding for housing, infrastructure and economic development initiatives following hurricanes Katrina and Rita. As the director of one of the nation's largest recovery efforts, Ms. Keegan managed a staff of 150 and a contractor base of more than 300 persons charged with implementation of more than thirty disaster recovery programs including the restoration of affordable housing, reestablishment of health care services, rebuilding core infrastructure such as sewer, roads and public safety, and increasing investments in local economies. Ms. Keegan worked closely with senior officials at the U.S. Department of Housing and Urban Development, Small Business Administration, Federal Emergency Management Agency and other federal agencies to remove roadblocks to recovery programs. Ms. Keegan secured and programmed more than \$1 billion in federal Community Development Block Grant resources for the recovery from a series of hurricanes in 2008 and led the cabinet-level taskforce following the oil spill to create and implement the state's response on economic and social issues caused by the crisis.

Ms. Keegan also possesses experience in community planning, housing, and economic development as well as in nonprofit and government management including strategic planning, policy, research and program development. Prior to joining GCR, Ms. Keegan was the Senior Advisor for Redevelopment at the Housing Authority of New Orleans where she led the agency's implementation of a \$30.5 million Choice Neighborhoods Initiative award from HUD to increase investment in the historic Iberville/Treme neighborhood. Before returning home to New Orleans in 2006 to lead recovery efforts, Ms. Keegan also served as Deputy Director of the Center for an Urban Future, a New York City-based think tank focused on economic and workforce development.

Relevant Experience

- *Senior Advisor for Redevelopment, Housing Authority of New Orleans, January – December 2011. Reference: David Gilmore, Housing Authority of New Orleans, 4100 Touro Street, New Orleans, LA 70122; (504) 670-3300.*

Ms. Keegan led the implementation of a \$30.5 million Choice Neighborhoods Initiative (CNI) grant from the U.S. Department of Housing and Urban Development to increase investment in the

Education and Training

Masters of Urban Planning, 1998
Columbia University, School of
Architecture, Planning and
Preservation
New York, NY

Bachelors of Arts, Comparative
Religious Studies, 1993
Macalester College
St. Paul, MN

Technical Skills

MS Access, Excel, Project

Iberville and Treme communities. She also advised the executive director on the agency's real estate development projects.

- ***Executive Director, Louisiana Recovery Authority/Office of Community Development, May 2006 – December 2010. Reference: Pat Forbes, 150 North Third Street, Suite 700, Baton Rouge, LA 70801; (225) 219-9600.***

Ms. Keegan held various roles at the Louisiana Recovery Authority, the state-created entity that established policies and implemented programs for recovery and redevelopment following hurricanes Katrina and Rita. Positions included Director of Economic & Workforce Policy (May 2006 - March 2008), Chief of Staff (March 2008 - December 2009), Executive Director (December 2009-November 2010). Responsibilities included oversight of \$14 billion in federal disaster recovery funding and management of 150-person staff charged with implementation of more than thirty disaster recovery programs including development of affordable housing, reestablishment of health care services, rebuilding core infrastructure such as sewer, roads and public safety, and increasing investments in local economies. As cabinet member, Ms. Keegan provided regular briefings on recovery progress to the Governor and elected officials at the federal, state and local levels. She also served as liaison to agency's Board of Directors that included local and national elected officials and business leaders and worked closely with senior officials at the U.S. Department of Housing and Urban Development, Small Business Administration, Federal Emergency Management Agency and other federal agencies to remove roadblocks to recovery programs. Ms. Keegan led agency response to subsequent disasters in the state including hurricanes Gustav and Ike in 2008 and the Deepwater Horizon Oil Spill in 2010. Secured more than \$1 billion in federal resources for the recovery from the 2008 storms and led cabinet-level taskforce following the oil spill to create and implement the state's response on economic and social issues caused by the crisis.

- ***Adjunct Professor, Columbia University, School of Architecture, Planning and Preservation, January 2006 – May 2006, Reference: Adam Friedman, Pratt Center, Pratt Institute, 200 Willoughby, Brooklyn, NY 11205; (718) 637-8640.***

Ms. Keegan designed and taught graduate-level course on the economic development impact of the arts in New York City. Led students in independent field research of local best practices of economic development through the arts.

- ***Deputy Director, Center for an Urban Future, February 2002 – May 2006. Reference: Jonathan Bowles, 120 Wall Street, 20th floor, New York, NY 10005; (212) 479-3344.***

Ms. Keegan managed the budget and day-to-day operations of a five-person economic development policy think tank. She oversaw the organization's development strategy, including grant writing,

new project development and fostering relationships with national and local foundations. Ms. Keegan also directed the Center's research on arts and cultural development which led the City of New York and the Rockefeller Foundation to adopt strategies to better support the city's creative industries and workers.

- ***Project Manager, Special Projects, New York Industrial Retention Network, August 1998 – December 2001. Reference: Adam Friedman, Pratt Center, Pratt Institute, 200 Willoughby, Brooklyn, NY 11205; (718) 637-8640.***

Ms. Keegan served as project manager at NYIRN, a nonprofit public policy organization dedicated to increasing economic development opportunities within the manufacturing sector in New York City. Supported the executive director in fundraising efforts, including grant writing and meeting with local and national funders. Developed the organization's research on supporting local ethnic food manufacturers to increase business production. Research led to the development of an industry trade organization to support the city's food manufacturing industry.

- ***Planner, Urban Technical Assistance Project, Columbia University, October 1996 – June 1998.***

Ms. Keegan assisted communities in the South Bronx, Brooklyn and Harlem in planning efforts for local initiatives including the development of a local community center and the redevelopment of blighted properties into affordable housing.

Rebecca Rothenberg

SENIOR PLANNER – HOUSING POLICY AND ANALYTICS

OVERVIEW OF QUALIFICATIONS

- Housing Needs Assessments
- Housing Recovery Tracking and Monitoring
- Housing Finance and Gap Analysis
- CDBG Programs

At GCR, Ms. Rothenberg has worked extensively on projects related to housing recovery and development, market feasibility studies, and community outreach.

She has managed projects for a variety of private, public and non-profit entities which involved managing a diverse staff of GIS technicians, planners and software developers. Ms. Rothenberg’s work in housing involves extensive research and analysis of demographics, regional economies, local and regional market activity, housing stock and housing affordability. She has also conducted similarly detailed analyses into commercial real estate markets for a variety of jurisdictions. Ms. Rothenberg has worked in housing policy, analytics, finance and development with a particular focus on post-disaster housing recovery needs. She is adept at analysis using large data sets, including FEMA Individual Assistance data, CDBG grantees and the U.S. Census.

Relevant Project Experience

Project: Housing Needs Assessments, Post-Hurricanes Katrina, Rita, Gustav, Ike and Isaac (2006 – present)
Client: Louisiana Housing Corporation, 2415 Quail Drive, Baton Rouge, LA 70808
Contact: Brad Sweazy, Chief Operating Officer
 Phone: (225) 763-8851
 Email: bsweazy@lhc.la.gov

Description: Ms. Rothenberg served as project manager and principal researcher for five post-disaster housing needs assessments on behalf of the State. This included a housing needs assessment post Hurricane Katrina; congressional briefings illustrating rebuilding challenges under the Road Home Program and GO Zone legislation; and funding gap analysis to rebuild the state’s rental stock. She has also provided socio-economic profiles of impacted communities, emphasizing the housing needs of the elderly, disabled, households in poverty and large families. Her research has been used to support Consolidated Plans, State housing policy and CDBG Action Plan amendments.

Project: LouisianaRebuilds.gov (Reporting Portal for CDBG and FEMA Disaster Assistance for Hurricanes Katrina, Rita, Gustav and Ike) (2009-2010)
Client: Louisiana Office of Community Development (OCD), 150 N. Third Street, Baton Rouge, LA 70801
Contact: David Bowman, Director of Research and Special Projects
 Phone: (225) 342-1718
 Email: david.bowman@la.gov

Education and Training

Masters in Urban and Regional Planning, 2006
 University of Pennsylvania

B.A., History and Art History, 2001
 University of Minnesota

Memberships

American Planning Association, National and Local Chapter
 National Association of Housing and Redevelopment Professionals

Technical Skills

Microsoft Excel, Access & Project
 ArcGIS
 Adobe Creative Suite
 Pro Forma and DCF Analysis

Names and Dates of Employers

GCR Inc.
 Planning Manager – May 2012 to present

Housing Authority of New Orleans
 Senior Project Manager, Real Estate Planning and Development
 November 2010 to May 2012

GCR & Associates, Inc.
 Senior Planner – July 2006 to November 2010

The Partnership CDC
 Assistant Project Manager, Housing and Commercial Development
 July 2004 – July 2006

Description: Ms. Rothenberg served as Project Manager for the residential portion of the data management site. In this role, she developed the framework for reporting housing statistics, including who has rebuilt, cost of repair, and basic demographic statistics by jurisdiction. Ms. Rothenberg coordinated with IT staff and OCD representatives to track more than 120,000 Road Home applicants and \$10 billion in housing investments.

Project: Terrebonne Parish CDBG Grant Program (September 2012 – current)
Client: Terrebonne Parish Consolidated Government, 8026 Main Street, Houma LA, 70360
Contact: Darrel Waire, Director of Housing and Human Services
Phone: (985) 873-6892
Email: dwwaire@tpcg.org

Description: Ms. Rothenberg serves as Project Manager and lead in designing and implementing a CDBG grant program for multi-family housing in Terrebonne Parish using D-CDBG funds from Hurricanes Gustav and Ike. The program is modeled off of the State Road Home Piggyback Program, where CDBG funds are structured as loans to fill development gaps and will be repaid from cash flow. The project is currently underway, and thus far, Ms. Rothenberg has established the selection criteria, drafted the Request for Proposals, developed Section 3, Davis-Bacon and NEPA reporting requirements, and is currently in the process of working with parish staff for final review and selection.

Additional Project Management Experience

- Hurricane Isaac Report Portal, Louisiana Housing Corporation, 2012-current
- CDBG Grant Administration for Multi-Family Housing, Terrebonne Parish Consolidated Government, 2012-present
- Shreveport Feasibility Study and Strategies for Revitalization, Shreveport Office of Community Development, 2012
- Alexandria Master Plan, Housing Component, 2012 (sub-consultant to Concordia Planning)
- Needs Assessment for Section 8 and Program Design for Tenant-Landlord Web-Based Application, Housing Authority of New Orleans, 2010
- Louisiana Office of Community Development, Housing Needs Assessment, New Orleans Metro Area, 2010
- Road Home Piggyback Program, Market Analysis and Rent Reasonableness, 2009-2010 (sub-consultant to The Compass Group)
- Iberville Parish Feasibility Study for Commercial, Residential and Retail Development, 2009
- City of Central Market Feasibility Analysis, 2009
- Louisiana Housing Finance Agency Strategic Plan, 2007
- Louisiana Housing Finance Agency LIHTC Underwriting and QAP Technical Assistance, 2007
- Habitat for Humanity St. Tammany, Workforce Housing Needs and Strategies, 2007

Kimberly Colopinto

SENIOR PLANNER – HOUSING POLICY AND ANALYTICS

OVERVIEW OF QUALIFICATIONS

- Housing Needs Assessments
- Post-disaster Urban Planning & Housing Policy
- Land Use Market Analysis
- Economic & Statistical Analysis

Kimberly Colopinto has worked with both public, private, and non-profit organizations to conduct policy research, economic impact studies, and land market analysis. Her area of expertise is in housing and post-disaster land use policy.

With Habitat for Humanity International, Kimberly wrote their annual policy report on urban post-disaster shelter reconstruction. With the World Bank, she researched post-disaster recovery land-use policies and their effects on land markets. Kimberly served as an expert advisor on a United States Economic Development Agency panel that proposed recommendations for local economic development strategies to a municipality affected by the BP Oil Spill in the Florida Panhandle. She has also conducted a statewide assessment of post-hurricane Katrina affordable housing needs with GCR & Associates for the Louisiana Housing Finance Agency. Prior to this, Kimberly was a consultant with RCLCO, where she conducted market analysis, strategic planning and economic impact analysis of large real estate development projects.

Relevant Project Experience

Project: 2012 Shelter Report (January 2011 – May 2011)
Client: Habitat for Humanity International, 1424 K Street N.W., Suite 600, Washington D.C. 20005-2429
Contact: Dan Petrie, International Relations Associate Director
 Phone: (202) 239-4400
 Email: dpetrie@habitat.org

Description: Ms. Colopinto wrote Habitat for Humanity International’s annual Shelter Report on post-disaster shelter policy titled “*Housing the World after a Disaster.*” The report highlights the urgent need for urban disaster planning and outlines how planning for permanence during rebuilding creates a more solid path to recovery. The final report is available on Habitat’s website and was distributed to their constituencies.

Project: Post-Disaster Land Markets (July 2009 – July 2010)
Client: The World Bank
Contact: Robin Rajack, Senior Land Specialist
 Phone: (202) 473-1734
 Email: rrajack@worldbank.org

Education and Training

Masters in Urban and Regional Planning, 2006
 University of Pennsylvania

B.A., Political Science, 2002
 University of Pennsylvania

Memberships

American Planning Association, National and Local Chapter
 Montgomery County Affordable Housing Conference

Technical Skills

Microsoft Excel, Access & PowerPoint
 ArcGIS
 Adobe Creative Suite
 SQL for Oracle
 Econometric Analysis
 Statistical Packages (SPSS, E-View)

Names and Dates of Employers

M-NCPPC, Montgomery County Planning Department
 Senior Planner – January 2012 to present

The World Bank, Urban Planner/Jr. Professional Associate - July 2008 to July 2010

RCLCO, Senior Associate – July 2006 to December 2007

International Housing Finance Program, The Wharton Zell/Lurie Real Estate Center, University of Pennsylvania, Research Assistant – March 2005 – July 2006

Constellar Corporation, Project Manager – August 2002 – June 2004

Description: Ms. Colopinto wrote an economic research paper examining the impact of land use policies designed to stimulate recovery in post-disaster New Orleans on land market values. She implemented an econometric model that analyzed housing values pre- and post-policy implementation using a difference-in-differences approach. The study is part of a larger on-going project to assess post-disaster land markets across the globe.

Project: **Housing Needs Assessments, Post-Hurricanes Katrina & Rita (February 2008 – June 2008)**

Client: Louisiana Housing Corporation, 2415 Quail Drive, Baton Rouge, LA 70808

Contact: Brad Sweazy, Chief Operating Officer
Phone: (225) 763-8851
Email: bsweazy@lhc.la.gov

Description: Ms. Colopinto was a consultant to GCR & Associates where she conducted an assessment of affordable housing need in Post-disaster Louisiana for the Louisiana Housing Finance Authority. In this position, she constructed a statistical housing demand model utilizing a variety of pre- and post-disaster data sources. The final report is quoted in the recent New Orleans master plan and was used by the federal government in their analysis to determine the allocation of Low Income Housing Tax Credits.

Project: **Policy Reports (March 2011 – January 2012)**

Client: National Association of Development Organizations (NADO), 400 North Capitol Street, NW, Suite 290

Contact: Matthew Chase, Director
Phone: (202) 624-7806
Email: mchase@nado.org

Description: Ms. Colopinto wrote a series of policy research reports on topics such as integrating regional economic development and disaster mitigation into post-disaster recovery, rural economic development strategies, and small business assistance. Reports highlight best practices with a focus on regional development organizations and involved extensive interviews with stakeholders. The reports are distributed to NADO's members and posted on their website.

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Education

University of Southern
Mississippi
Hattiesburg, MS
Master of Science,
Criminal Justice, 1997

University of Southern
Mississippi
Hattiesburg, MS
Bachelor of Science,
English, 1995

Certifications

Disadvantaged Business
Enterprise (DBE)
Women Business
Enterprise (WBE)
Environmental Specialist
Housing Specialist
Certified Housing
Inspector
Disaster Recovery
Specialist

OLIE BLANSETT ELFER

PRESIDENT

PROFESSIONAL EXPERIENCE

Jimmy G. Gouras, Urban Planning Consultants, Inc., Senior Consultant, Vicksburg, Mississippi, February 1997 – Present

- Managed the State of Mississippi's Hancock County's Homeowner Assistance Grants Program to include the grant finalization procedures and closing process for homeowners receiving assistance

Supervised and coordinated all functions associated with the implementation of closing agent services

Developed policies and procedures necessary to implement the Mississippi Development Authority's approved grant finalization requirements as well as policies to ensure compliance with State and Federal guidelines

- Prepared and administered over 250 Community Development Block Grant funded projects to include public facilities' projects and economic development projects
- Instrumental in preparing and administering over 100 applications under the Katrina Supplemental Community Development Block Grant Community Revitalization, Economic Development, and Go Zone allocation for the State of Mississippi
- Oversees \$243 million budget with 26 projects for the Harrison County Utility Authority
- Successful in clearing Office of Inspector General Audit findings for the City of Gulfport, Mississippi
- Preparation of Environmental Assessments for CDBG projects
- Development of Consolidated Plans and Action Plans for HUD Entitlement Communities
- Provide private developers funding alternatives to meet the needs of economic development projects
- Assist communities in developing a public facilities and economic development needs assessment
- Work with local governments as well as non-profit organizations to develop funding alternatives for various community needs.

Insures Davis Bacon Compliance, Labor Standards Compliance, Section 3 Compliance as well as all other required local, state, and federal regulations as they pertain to various grants and loans

Professional Service * Personal Solutions

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Education

Hinds Community College, 1976
Mississippi College, 1989

Certifications

Disadvantaged Business
Enterprise (DBE)
Women Business
Enterprise (WBE)
Environmental Specialist
Disaster Recovery
Specialist

ANN FRAZIER SENIOR CONSULTANT

PROFESSIONAL EXPERIENCE

Jimmy G. Gouras, Urban Planning Consultants, Inc., Senior Consultant, Vicksburg, Mississippi, November 2005 – Present

- Preparation and administration of CDBG Economic Development and Public Facilities projects

Mississippi Development Authority, Associate Manager, Finance Jackson, Mississippi, May 1996-November 2005

- Advised local elected officials and company representatives on how to structure successful projects
- Reviewed ED loan and public improvements proposals
- Analyzed company financials for risk management assessment
- Coordinated finance and incentives programs with staff and other local developers
- Made oral presentations at workshops and seminars

Mississippi Development Authority, Associate Manager Intermediate Jackson, Mississippi, August 1984-May 1996

- Prepared financial and statistical reports for management and the Department of Housing and Urban Development
- Analyzed and reviewed invoices and budget modifications on sub-recipient files
- Conducted on-site audits to ensure compliance with regulations, including the review of environmental, labor standards, acquisitions of the Uniform Act, procurement, EEO/FHEO and Financial Management

Professional Service * Personal Solutions

Melissa Ann Ziegler, CEcD

Unmet Need

Ms. Ziegler's broad, yet integrated professional experience spans public, private, and non-profit sectors in the areas of economic development, innovative funding and financing, community livability and redevelopment, multi-jurisdictional planning and development, and public involvement. She has developed integrated solution strategies for a number of development challenges, including economic development-transportation-trade-land use issues, and is a frequent speaker at national conferences. Simply put, Ms. Ziegler has an essential understanding of multi-jurisdictional dynamics along with the national experience needed to lead successful community, regional, and multi-jurisdictional planning and implementation projects.

Project Manager, Mohawk Erie Multimodal Transportation and Economic Development Study, upstate New York. Project Dates: 2009-2012.

As project manager, Ms. Ziegler is leading multiple public agencies, business executives, and diverse stakeholders in developing a realistic and implementable strategy to enhance the multimodal transportation network serving this critical 435-mile trade corridor. This multimodal system supports the economies of adjacent communities, freight and people intensive businesses, as well as tourists and business travelers, enhancing the livability and sustainability of the region. In an economy that is increasingly export-oriented, innovation-driven, and focused on environmental sustainability, a multimodal transportation system that supports these goals is critical. The CDM Smith team is developing an innovative tool to prioritize transportation investments to best support economic competitiveness and quality of life in the corridor. Ultimately this plan will improve linkages between strategic multimodal transportation networks, economic opportunities, and transportation policy and regulatory issues, and will position the region to respond to the changing transportation needs of competitive businesses and communities to realize greater prosperity for the region's future.

Project Manager, Blue Water Region Economic Development Strategic Plan, Michigan. Project Dates: 2209-2010. Reference: Bill Kauffman, County Manager, Economic Development Alliance of St. Clair County, 735 Erie St., Suite 250, Port Huron, MI 48060.

As part of a mitigation plan for the expansion of the Blue Water Bridge international border crossing, CDM Smith created a plan to revitalize the area's economy by leveraging business and workforce expertise, freight and transportation assets, and community livability. Ms. Ziegler led more than 100 stakeholders in creating a strategic plan to revitalize downtowns, improve economic competitiveness, renovate vacant industrial facilities, capitalize on practical innovation capabilities, and build a new level of community collaboration. CDM Smith developed an action plan to help the region retain businesses and residences dislocated by the bridge plaza expansion, evaluated sites for future business parks, and prepared a targeted business strategy for future business recruiting efforts. The region continues working together to implement the vision and plan created in this process.

Years' Experience

With Firm: 9

Total Years: 32

Education

M.B.A. - Management,
University of
Tennessee, 1989

M.P.A. - Finance,
University of
Tennessee, 1981

B.S. - Philosophy/
Political Science,
University of
Tennessee, 1975

Registration

International
Economic
Development Council
Certified Economic
Developer:
National, 2006

Honors/Awards

National Association of
Counties, Roy Hoover
Award, 1997

Training

National Highway
Institute Freight
Planning, NHI, 2009

National Highway
Institute
Environmental, NHI,
2008

Project Manager, Economic and Transportation Development Plan for Corridor K, Multi-state Study Area, Tennessee, North Carolina, Georgia, Alabama. *Project Dates: 2006-2009. Reference: Beth Jones, Executive, Southeast Tennessee Development District, PO Box 4757, Chattanooga, TN, 423.424.4241.*

Through an innovative outreach and visioning process led by Ms. Ziegler, a coalition of diverse stakeholders was built around a common vision and the planning process for this project was able to move forward. This multi-state corridor plan links Asheville, North Carolina to Chattanooga, Tennessee, serving a diverse urban, suburban, and rural region. Some communities in the region continue to suffer from limited employment opportunities, lower family incomes, constrained local revenues, and poor connectivity. Previous planning efforts had failed to achieve consensus among key stakeholders including community leaders and environmental groups, and support from the business community was lacking. CDM Smith's approach focused on identifying sustainable economic development opportunities, the evolving transportation needs of key business sectors, community livability, safety and capacity issues of the existing east-west highway corridor; and challenges to economic competitiveness. The study considered transportation needs of sustainable existing businesses and targeted emerging businesses, as well as non-transportation assets required for successful economic development, while balancing economic prosperity and environmental quality.

Project Advisor, North Pasadena Redevelopment Plan, Pasadena, Texas. *Project Dates: 2007-2009.*

Ms. Ziegler worked with the Pasadena Second Century Board, city staff, local business leaders, and community stakeholders to develop a plan and implementation strategy to revitalize this community. The action plan includes strategies to improve community housing stock, expand homeownership, redevelop the regional mall, create a gateway corridor into the city, develop business attraction and retention programs, and encourage reuse of vacant commercial buildings. North Pasadena is a "first ring suburb" of Houston experiencing significant population and market changes, loss of commercial and business establishments, increased vacancy rates in both residential and commercial properties, and increased unemployment.

Deputy Project Manager, Chicago Regional Transit Authority South Suburban Commuter Rail Study, Metro Chicago, Illinois. *Project Dates: 2007-2008.*

Ms. Ziegler identified opportunities for development and redevelopment around the proposed transit stations, created a strategy for an intergovernmental funding pool to support the development of transit stations and adjacent parking, worked with 11 communities along the corridor to identify economic development opportunities, and worked with private developers to leverage public-private partnerships to support related station development. Competition is intense for new commuter rail funding; lines must leverage economic development, revitalize communities, and help to retain businesses while providing enhanced mobility to jobs in the region.

Charles W. (Will) Norman

Project Development

Mr. Norman has ten years of experience in the planning, development, and management of coastal protection and restoration projects. His primary area of focus has been the Gulf Coast, where he has extensive knowledge and experience with state and federal regulations and policies; USACE, State, and Federal agencies; and the Gulf Coast stakeholder community.

Project Manager, CDBG Coastal Communities Recovery Program, Louisiana Office of Coastal Protection and Restoration (OCPR). *Project Dates: Dec. 2010-Present*

The Gustav-Ike State Action Plan approved by HUD allocated \$27 million for coastal restoration and hurricane protection programs in keeping with the State's master plan for a sustainable coast. The Coastal Restoration and Protection Authority (CPRA) is funding \$27 million in projects for the restoration, hardening, and improvement of critical infrastructure, storm protection, and wetland restoration. Mr. Norman is providing project management for the nine projects, including grant applications, procurement of contractors, engineering and design review, and construction. Project types include levee construction, flood control structures, shoreline protection, pump station construction and refurbishment, marsh restoration, and wetland assimilation.

Project Manager, Shoreline Protection Emergency Restoration Project, Louisiana Office of Coastal Protection and Restoration (OCPR). *Project Dates: May 2011-May 2012*

The goal of this project is to provide protection to areas where marsh vegetation was highly impacted by the Deepwater Horizon (DWH) oil spill in order to avoid additional irreversible losses and reduce the continuing threat to the natural resources. Mr. Norman managed and coordinated the project team through a conceptual planning phase, coordinating between numerous agencies, stakeholders, and interested parties. Once the project team had identified the heaviest impacted areas and most applicable protection features, Mr. Norman managed the project team through data collection, permitting, and final design.

Project Manager, Louisiana Coastal Area (LCA) Mississippi River Delta Management Plan Project Management Plan Support Services, Louisiana Office of Coastal Protection and Restoration (OCPR). *Project Dates: March 2012 - August 2010.*

Mr. Norman managed a senior team that provided technical support to OCPR in the development and review of the LCA Mississippi River Delta Management (MRMP) Project Management Plan. The MRMP will focus on analyzing two types of projects, as identified in the LCA November 2004 main report: large scale diversions and combinations of diversions (greater than 50,000 cfs), and alternative navigation channel alignments of the Mississippi.

Water Resources Planner, Coastal Restoration and Hurricane Protection Planning, St Bernard Parish, Louisiana. *Project Dates: August 2007 - December 2008.*

Mr. Norman provided oversight on St. Bernard Parish's behalf for coastal restoration and hurricane protection projects within Parish boundaries and those impacting the Parish. He

Years' Experience:

With Firm: 5

Total Years: 10

Education

M.S. – Engineering Science, Louisiana State University, 2002

B.S. – Microbiology, Louisiana State University, 1997

Honors/Awards

Coastal America Partnership Award, 2005

Louisiana Air and Waste Management Association Scholarship, 2000

prepared a reconnaissance report compiling and analyzing all work to date generated from studies on the Violet Diversion.

Water Resources Planner, New Orleans Coastal Program Management, New Orleans, Louisiana. *Project Dates: July 2007-July 2008.*

Mr. Norman provided program management for the City of New Orleans coastal program and represented the City in all coastal-related meetings. He developed a coastal program, processed coastal use permits, developed and coordinated a Christmas tree recycling program, and engineered design of innovative shoreline protection projects.

Task Lead, Gap Analysis Reports for the Louisiana Coastal Area Program, USACE New Orleans District, New Orleans, Louisiana. *Project Dates: August 2008 – April 2009.*

Mr. Norman was the task lead for the data gap analysis report to assess the availability of data needed to complete a feasibility report for the Louisiana Coastal Area (LCA) Multipurpose Operation of the Houma Navigation Canal Lock. This study was completed on a fast-track schedule on time and under budget.

Project Manager, Baptiste Collette Bayou Navigation Channel Deepening Section 203 Study, Plaquemines Parish, Louisiana. *Project Dates: January 2008 – April 2010.*

Under an aggressive schedule, Mr. Norman managed all aspects of this study, which included a detailed economic analysis, NEPA compliance, a need for innovative environmental and beneficial use planning, hydrodynamic modeling, and engineering and design. The study required the development of an innovative project management plan that allowed for incremental funding (Phase I – \$1 million, Phase II – \$2 million) while keeping an aggressive schedule. Plaquemines Parish funded the study with Louisiana Capital Outlay Money administered by the Department of Transportation and Development, and USACE New Orleans District was an integral part of the project management team. As a result, Mr. Norman had to develop and initiate a complicated communication and public involvement plan due to the multi-agency study team and numerous economic and environmental stakeholders.

Prior to CDM Smith

Management Team Member. Coastal Impact Assistance Program, Louisiana. *Project Dates: January 2006 – February 2007.*

Mr. Norman was appointed to a two-person project management team assisting LDNR's Acting Deputy Assistant Secretary and senior staff in the administration of the Coastal Impact Assistance Program (CIAP), involving \$540 million of federal funds over a four-year period. Key duties include overall project management, collaboration with LDNR administration and contractors, and sensitive interactions with other state and federal agencies. The appointment requires extensive interaction with elected officials, parish government representatives, numerous stakeholders, the scientific community, the general public, and the media to ensure timely formulation and submittal of a collaborative State of Louisiana CIAP plan that meet the requirements for approval by the U.S. Secretary of the Interior.

Thomas A. Laustsen, P.E., BCEE

Project Development

Mr. Laustsen has 23 years of experience in design and construction of soil and groundwater remediation systems; water and wastewater treatment plants; landfill caps; site work and mechanical systems; underground and aboveground storage tanks; construction services; storm sewer, water main and force main design; data collection and analysis; and treatment system installation, operation, and maintenance. He has worked on a variety of environmental and hydrological engineering projects in the areas of hazardous waste, wastewater, water, solid waste, and water resources.

Project Manager – Emergency Response to Hurricane Sandy, Passaic Valley Sewerage Commission (PVSC), Newark New Jersey, Project Dates: November 2012-January 2013.

The Passaic Valley Sewerage Commission was inundated during Hurricane Sandy which knocked out their entire wastewater treatment facility and flooded the tunnels and basements of the facilities with approximately 20 million gallons of a combined seawater and wastewater. Mr. Laustsen was onsite within hours of a notice to proceed to start coordination the staging locations and quantities of temporary dewatering pumps so the tunnels and basements could be unwatered so the wastewater treatment facilities could be placed into operation. Also during the storm, PVSC lost their Zimpro sludge processing facilities. PVSC had a sludge dewatering facility that CDM Smith designed in the early 1990's that was mothballed. In order to handle the solids that built up within the wastewater treatment facilities when the facility was out of service, PVSC authorized to reactivate the mothballed dewatering facility on a fast track basis. Mr. Laustsen coordinated the engineers, operational specialists and assisted the contractors as necessary to place the facility back in operation within three weeks of a notice to proceed.

Project Engineer, Water Reclamation Facility, Linden, New Jersey. Project Dates: 2003-2004.

Public Service Electric & Gas (PSE&G) constructed a water reclamation facility that would take Linden Roselle Sewerage Authority (LRSA) wastewater treatment plant effluent, filter the effluent and reuse it at their cogeneration facility for cooling. The water reclamation facility was constructed on LRSA property. Mr. Laustsen acted on behalf of the LRSA as the project engineer ensuring that the construction of the facility would not affect operations and future expansion capabilities. Mr. Laustsen attended monthly progress meetings reviewed permit applications, drawings and shop drawings.

Project Manager, Redesign and Upgrade of the Wastewater Treatment Plant, New Jersey. Project Dates: 2008-Present.

For the Township of Parsippany Troy-Hills, Mr. Laustsen managed the design and bidding, and is currently managing the construction of the upgrades to the wastewater treatment facilities. The treatment process is an inefficient three stage activated sludge process. The plant is being converted to a step-feed biological nitrogen removal (BNR) process. Upgrades including providing high-speed blowers, fine bubble diffusers and new secondary clarifier mechanisms. Other upgrades include providing variable frequency drives on the influent pump motors, conversion of denitrification tanks into chlorine contact tanks, providing polyaluminum chloride (PACl) and polymer feed systems to aid in the removal of phosphorus and to enhance settling in

Years' Experience:

With Firm: 23

Total Years: 23

Education

M.S. - Management Engineering, New Jersey Institute of Technology, 1994

B.S. - Civil Engineering, Texas A&M University, 1989

Registration

Professional Engineer: New Jersey (1994), Pennsylvania, and New York

Certifications

40-hour OSHA Health and Safety Training

Health and Safety Officer Training

Confined-Space Entry Training

Honors/Awards

Board Certified Environmental Engineer (BCEE), American Academy of Environmental Engineers

the clarifiers. A gravity belt thickener is also providing to help thicken the additional sludge that will be generated from the process.

Project Manager, Liquid End Improvements Project, Linden, New Jersey. *Project Dates: 2009-2011.* For the Linden Roselle Sewerage Authority, Mr. Laustsen is managing the design and bidding for upgrades to their liquid end facilities. This includes upgrading their aeration tanks from coarse bubble diffusers to fine bubble diffusers, replacing the inefficient positive displacement blowers with high-speed efficient turbo blowers, replacement of sluice gates and upgrading the secondary clarifiers with new equipment. Also included is upgrading the facilities laboratories with new laboratory casework, countertops and equipment.

Design Engineer, Preliminary Design Wastewater Treatment Plant Upgrade, Mansfield, New Jersey. *Project Dates: 2001.* For the Elizabethtown Water Company, Mr. Laustsen performed a preliminary design for upgrades to their Homestead Wastewater Treatment Plant in Mansfield, New Jersey. As part of the preliminary design, he evaluated the feasibility to use the plant effluent for irrigation purposes at the Homestead Development. The NJDEP Division of Water Quality Draft Technical Manual for Reclaimed Water for Beneficial Reuse, dated December 1999 and revised April 2000, was utilized for the evaluation. Mr. Laustsen reviewed treatment processes that would be required for the intended use and prepared preliminary construction costs for implementing the system.

Construction Manager, Fluidized Bed Incinerator System, Waldwick, New Jersey. *Project Dates: 1997-1999.* For the Northwest Bergen County Utilities Authority, Mr. Laustsen is the construction manager for the replacement of a fluidized bed incinerator system used to incinerate municipal sludge at a site in Waldwick, New Jersey.

Project Engineer, Secondary Clarification and Sludge Pump Station Design, New Jersey. *Project Dates: 1996-1999.* For the Somerset Raritan Valley Sewerage Authority, Mr. Laustsen designed the secondary clarification and sludge pumping station. The secondary clarifiers are chain-and-flight type, and along with the sludge pumping station, were installed in existing stormwater retention tanks.

Project Engineer, Upgrade and Expansion of Wastewater Treatment Facility, Monmouth County, New Jersey. *Project Dates: 1999-2001.* For the Northeast Monmouth County Regional Sewerage Authority in New Jersey, Mr. Laustsen designed the upgrade and expansion of the existing wastewater treatment facility to handle the average design flow of 13.83 mgd. The project included upgrading two existing aeration basins and providing two new aeration basins equipped with fine bubble aeration.

Project Manager, UV Disinfection Facility, Linden Roselle, New Jersey. *Project Dates: 2000.* For the Linden Roselle Sewerage Authority in New Jersey, Mr. Laustsen designed an innovative cleaning system for cleaning the ultraviolet (UV) bulb modules. The existing cleaning system was modified to an acid spray system with a clean water rinse.

Patricia K. Forgang, CHMM

Project Development

Ms. Forgang has 27 years of experience in regulatory permitting and compliance of a variety of projects, including municipal and industrial wastewater, water supply, infrastructure (dams and bridges), a recreational park, solid waste and hazardous waste operations, as well as project management of multi-faceted and complex contaminated site cleanups, and design/build projects. Ms. Forgang has assisted a variety of public and private clients to comply with the Clean Water Act, including the Pollutant Discharge Elimination System; the Resource Conservation and Recovery Act (RCRA); the Toxic Substances Control Act (TSCA); the Clean Air Act; underground storage tanks (USTs); and specific to New Jersey, the Industrial Site Recovery Act (ISRA), as well as all Division of Land Use Regulation permit matters involving freshwater and coastal wetlands, flood hazard areas, coastal areas, stormwater management, threatened and endangered species, cultural resources, and Category One waters. These projects encompass regulated discharges to groundwater, surface water, and air, and hazardous and solid waste landfill design, construction, and operations, and large-scale facility design/build projects.

Project Manager, Contaminated Site Redevelopment, Newark, New Jersey. Project Dates: 1998-2004.

Ms. Forgang managed the environmental services portion of a contaminated site redevelopment design/build project involving a \$400 million county correctional facility, as part of New Jersey's "brownfields" initiatives, for a county government improvement authority. Ms. Forgang managed the project team that provided environmental services including site investigation work, data evaluation and reporting, and the development of engineering controls as part of a comprehensive Remedial Action Workplan. For the initial phase of the project, her responsibilities included evaluation and assessment of the site-specific contamination issues at each of the former industrial properties considered for inclusion in this redevelopment project, proposed future site use and potential use restrictions, and formulating a successful approach for expedited agency approval, including specific recommendations and actions. For the second phase of the project, Ms. Forgang led a team on a fast-track schedule to complete remedial investigations of over 30 acres of property owned by four different property owners. In accordance with New Jersey's Technical Requirements for Site Remediation, Ms. Forgang then managed a team to complete a comprehensive Remedial Investigation Report, with a companion document known as a Remedial Action Workplan (RAW) for the redevelopment of these brownfields sites as the future county correctional facility. The RAW included development of a health risk analysis, multiple engineering controls, and institutional controls, to address the site specific contamination issues, as well as allow for site redevelopment. During the facility construction period, Ms. Forgang managed field personnel for the purposes of providing oversight of site remediation compliance on behalf of the client. This included full-time monitoring of dust levels during the construction period and daily progress meeting attendance. Ms. Forgang also managed the completion of the Classification Exception Area documentation for several parcels that addressed groundwater contamination, as well as the groundwater monitoring planning and installation of the groundwater monitoring network at this site. An ambient air sampling program was also conducted when facility

Years' Experience:

With Firm: 26

Total Years: 27

Education

B.S. - Chemical Engineering, University of Virginia, 1983

Registration

Engineer-in-Training: New Jersey

Certifications

40-hour OSHA Hazardous Waste Operations and Emergency Response (HAZWOPER) Training

8-hour OSHA Hazardous Waste Operations and Emergency Response (HAZWOPER) Refresher Training

Certified Hazardous Materials Manager (CHMM), Certificate 2006

Honors/Awards

Alliance of Hazardous Materials Professionals, Champion of Excellence Award Winner, 2009, 2010

construction was completed to assess whether vapor intrusion of the contaminants underlying the site in the groundwater affected indoor air quality. She also was responsible for preparing the Remedial Action Report for this project that documented the engineering controls constructed at this site.

Project Manager, United Lacquer PA/SI/RI for Site Redevelopment, City of Linden, New Jersey. *Project Dates: 2006-present. Reference: George Vircik, City Engineer, 301 North Wood Avenue, Linden, NJ 07036, 908.474.8470.*

Ms. Forgang manages a contaminated site project known as the United Lacquer site in the City of Linden in Union County. The phases of work include a preliminary assessment, site investigation, and remedial investigation at this abandoned contaminated property. The work is conducted in accordance with New Jersey's Technical Requirements for Site Remediation (N.J.A.C. 7-26E). Ms. Forgang has successfully procured a \$100,000 grant from the NJDEP Hazardous Discharge Site Remediation Fund on behalf of the city to conduct the PA and SI phases of the investigation of contaminated soil and groundwater. Currently Ms. Forgang has successfully assisted the city with obtaining supplemental grant funding in the amount of an additional \$218,000 from the NJDEP for the city to fund the RI phase of the work, which will involve the delineation of soil and groundwater contamination including free-phase product on the groundwater table. The newly promulgated Soil Remediation Standards are applicable to this work and will require additional state funding to be obtained to implement site remediation.

Project Manager, Open Space/Passive Park, Environmental Site Assessment and Site Remediation Services, Burlington County, New Jersey. *Project Dates: 2000-2008. Reference: Mary Pat Robbie, Director, Department of Resource Conservation, County of Burlington, PO Box 6000, Mount Holly, NJ 08060-0600, 856.642.3850.*

For Burlington County, New Jersey, Ms. Forgang served as project manager for the site investigation and remediation projects at the Pennington Farm, which had been a 170-acre farm. She managed all aspects of this contract, which included the preliminary assessment, the site investigation, and the site remediation activities which were necessary to comply with the NJDEP's Technical Requirements for Site Remediation. The related site remediation activities included obtaining the following permits: NJDEP's Land Use Regulation Program permits for freshwater wetlands and waterfront development; USACE Nationwide permit for hazardous waste cleanup; freshwater wetlands mitigation; and soil erosion and sediment control plan certification; developing site remediation procurement/contract documents and providing bidding services so that the county could hire a cleanup contractor; part-time field oversight during site remediation; soil sampling and laboratory analyses; and remedial action reporting. Her responsibilities also included overseeing freshwater wetland mitigation of the former dump area that was remediated. The county has preserved this open space as a passive recreational park.

William E. Cesanek, A.I.C.P.

Project Development

Mr. Cesanek is a Vice President and technical leader for urban planning at CDM Smith, with more than 30 years of experience in fostering interdisciplinary approaches to urban and regional planning. He is the Discipline Leader for Urban Systems Planning, and he is a Technical Advisor to CDM Smith's Research Centre on Integrated Urban Planning, which develops models to evaluate sustainable planning and infrastructure scenarios.

His presentations at the 2007, 2009, 2010, 2011, and 2012 American Planning Association national conferences have focused on presenting innovative planning methods that promote sustainable development and infrastructure, and conservation of natural resources—using triple-bottom-line performance indicators. He is also expert in water resource management, infrastructure demand forecasting, and GIS applications. Mr. Cesanek currently serves as an adjunct professor in the Graduate School of Urban Planning at Rutgers University.

Lead Practitioner, Master Neighborhood Planing, CDBG Disaster Recovery Program, Galveston, Texas. *Project Dates: 2009-2011.*

Mr. Cesanek was the lead practitioner guiding the preparation of Neighborhood Plans for 17 neighborhoods in the city of Galveston as part of a CDBG Disaster Recovery Program. He coordinated the development of Plan templates for 17 different plans. Mr. Cesanek led many individual neighborhood meetings to gather community input as well as a citywide meeting introducing the neighborhood planning process to the public. Additionally, he guided the creation of “local signature” projects for each neighborhood, and helped to design the intensive public involvement process implemented for this unique project.

Project Director, Development of Water Use and Conservation Management Plans, Highlands Council of New Jersey. *Project Dates: 2009-2012.*

For the New Jersey Highlands Council, Mr. Cesanek is leading development of water use and conservation management plans, starting with 10 study areas. The project involves selection of pilot study areas, analyses of consumptive and depletive water uses, wastewater discharge returns, evaluation of groundwater capacity, net water availability, and the development of deficit mitigation strategies, to achieve the goal of the Highlands Council to conserve the natural environment in this special natural resource area of NJ.

Project Manager and Program Manager, Office of Watersheds Support Services.

Project Dates: 2000-present. Reference: Christopher S. Crockett, Ph.D., P.E., Deputy Commissioner – Planning & Environmental Services, Philadelphia Water Department, 215.685.6112.

For the Philadelphia Water Department (PWD), Mr. Cesanek is leading several key tasks for the implementation of green stormwater infrastructure for the City of Philadelphia. He is helping PWD to implement sustainable asset management systems for the City, and is piloting green infrastructure implementation approaches to improve the City's green environment, and the quality of life and health of residents. As part of these efforts he managed the creation of three key web sites for provision of public information in support of the “Green City – Clean Waters” sustainable development programs. He is coordinating

Years' Experience

With Firm: 26

Total Years: 32

Education

M.C.R.P. - City and Regional Planning, Rutgers University Graduate Program, 1977

Postgraduate Studies, Environmental Science Rutgers University Graduate Program, 1983 - 1987

B.A. - Urban Planning, Rutgers College, 1975

Registration

American Institute of Certified Planners

PWD's development of Low Impact Development guidance for development and redevelopment in Philadelphia.

Lead Practitioner, City of Asheville Sustainability Management Plan, Asheville, North Carolina. *Project Dates: 2007-2009.*

Mr. Cesanek directed the development of urban planning strategies, best practices, and institutional/policy recommendations for energy management, greenhouse gas emissions reduction, and operational sustainability to address a cross-section of local government services, including transportation, buildings, public facilities, street lighting, water, solid waste, and land use planning, in order to assist the city in meeting their greenhouse gas reduction goal of 2 percent per year until 80 percent reduction is achieved, with particular attention to land use and planning issues. Asheville's Sustainability Management Plan was selected for the 2010 Sustainability Award from the North Carolina Chapter of the American Planning Association, and also won an Excellence in Environmental Engineering Honor Award from the American Academy of Environmental Engineers (AAEE) in the environmental sustainability category.

Technical Advisor, Neysadurai Technical Centre for Integrated Water Resources and Urban Planning, Singapore. *Project Dates: 2008-present.*

Mr. Cesanek serves as a core technical advisor for CDM Smith's Neysadurai Technical Centre for Integrated Water Resources and Urban Planning, based in Singapore. This position provides him with an international perspective and a focus on policy, technology, and emerging trends in water and urban sustainability. Mr. Cesanek helps to guide the development of innovative urban systems modeling and decision process tools to improve sustainable urban planning and engineering outcomes. His work in support of R&D projects at the Technical Centre is aimed at knowledge sharing and collaboration with clients and other entities in the marketplace for the advancement of the goals of the Cities of the Future mission at CDM Smith.

Project Manager, Pennsylvania Water Demand Forecasting Study for Delaware River Basin Commission. *Project Dates: 2005-2006.*

For the Delaware River Basin Commission CDM Smith analyzed and recommended water demand forecasting methodologies applicable throughout the Commonwealth of Pennsylvania. The project involved review of existing demographic and employment trends and patterns, demand forecasting methodologies, assessment of forecasting data, and development of a water demand forecasting methodology applicable state-wide for Pennsylvania.

Project Manager, Special Area Management Plan and Environmental Impact Assessment, Hackensack Meadowlands, New Jersey. *Project Dates: 1995-2000.*

Reference: Debbie Lawlor, FAICP, Chief of Sustainability and Economic Growth, New Jersey Meadowlands Commission, 201.460.1700.

Mr. Cesanek was the project manager responsible for preparation of a Special Area Management Plan and Environmental Impact Statement (EIS) for the Meadowlands District of New Jersey, under the direction of EPA, the U.S. Army Corps of Engineers, and NOAA. This project identified a regional plan that balanced environmental protection and improvement with reasonable economic development. Mr. Cesanek's accomplishments on the Meadowlands project included: development of regionally sustainable land uses in a

wetlands intensive region, extensive use of GIS tools for project planning; screening-level analysis of alternative future development scenarios that would be permissible under federal and state regulations; and detailed analysis of potential resource impacts from alternative development scenarios.

Project Manager, Growth Management Plan, Middlesex County, New Jersey. *Project Dates: 1997. Reference: George Ververides, Director, Middlesex County Planning Board, New Brunswick, NJ, 732.745.3013.*

As the project manager for several phases of Growth Management Planning for Middlesex County, New Jersey, under contract to the Board of Chosen Freeholders and the County Planning Board, Mr. Cesanek identified alternative future development patterns, demographic and economic growth trends, and concurrent infrastructure needs that would be associated with anticipated future growth. His team recommended preliminary strategies for growth management in numerous growth zones in the County, with a focus on increasing the density and functional effectiveness of growth nodes, while advancing conservation approaches in locations with important natural resources.

Task Leader, Route 130 Vision Plan, Route 130, Burlington County, New Jersey. *Project Dates: 2003-2004.*

Mr. Cesanek lead key elements of a Visioning Plan for an eleven-mile corridor of Route 130 in southern NJ, identifying transportation, environmental, economic, and design improvements that will synergistically enhance natural resources and enable economic revitalization of the highway corridor. Mr. Cesanek led the development of the Implementation Toolkit for the Vision Plan using innovative form-based overlay planning approaches.

Gregory C. Rigamer

FOUNDER/DIRECTOR

OVERVIEW OF QUALIFICATIONS

- Hazard Mitigation Planning
- Economic Development Analysis
- CDBG Programs
- GIS

Mr. Rigamer has more than 30 years of experience as an urban planner. As Founder/Director of GCR, Mr. Rigamer has been intricately involved in both response and recovery initiatives throughout Louisiana since hurricanes Katrina, Rita, Gustav and Ike. Under his direction, GCR published the first accounts of people, households, and communities impacted by storm surges and flood waters throughout Louisiana. Additionally, working in concert with the Louisiana Housing Finance Agency, FEMA, the Bring New Orleans Back Commission, and the Louisiana Recovery Authority, GCR established the financial impact to housing throughout Louisiana that was subsequently used to frame the housing recovery program funded by the Community Development Block Grant program. As a demographer, Greg was retained by the U.S. Attorney in the Eastern District of Louisiana to evaluate alleged disparities in the post-Katrina jury system.

Relevant Project Experience

Project: LouisianaRebuilds.gov (Reporting Portal for CDBG and FEMA Disaster Assistance for Hurricanes Katrina, Rita, Gustav and Ike) (2009-2010)

Client: Louisiana Office of Community Development (OCD), 150 N. Third Street, Baton Rouge, LA 70801

Contact: David Bowman, Director of Research and Special Projects
Phone: (225) 342-1718
Email: david.bowman@la.gov

Description: Mr. Rigamer served as Project Director. GCR created a tracking system to provide reports on recovery-related infrastructure projects to the Governor's office, the Louisiana Recovery Authority, and the public. The system was the primary reporting vehicle used to track infrastructure projects and expenditure of funds related to hurricane recovery. GCR designed a web-based application to meet all of these requirements. The new application combined recovery projects from various data sources into a central repository and allowed filtering of this data by disaster, applicant, project type, funding, and location. The initial data sources included 25,000 FEMA Public Assistance projects and 200 Long Term Community Recovery Community Development Block Grants.

Project: Debris Collection/Health & Safety (2005)

Client: U.S. Army Corps of Engineers

Contact: Patrick McMullen, Phillips & Jordan, 6621 Wilbanks Road
Knoxville, TN 37912
Phone: (865) 688-8342, (225) 218-3237
Email: pmcmullen@pandj.com

Description: Mr. Rigamer served as Project Director. Following Hurricane Katrina, the U.S. Army Corps of Engineers (working under the authority and funding of the Federal Emergency Management Agency - FEMA) was responsible for removing

Education and Training

M.S., Urban Studies, 1974,
University of New Orleans, New Orleans, Louisiana

B.A., Philosophy, 1971, Louisiana State University, Baton Rouge, Louisiana

Names and Dates of Employers

GCR Inc.

Founder/Director – January 1979 to Present

debris from public lands after a disaster. To satisfy the need to analyze air quality and to quantify the debris pick-up effort, GCR, as a sub-consultant to Phillips & Jordan, Inc., developed the web-based Hurricane Katrina Operations Data Tracking System. This system served as a central repository for debris removal data and for air quality testing. As crews removed debris, haul data was collected and sent to GCR. This data was used to create a visual map that provided officials with the ability to quantifiably document the progress of debris removal. The website contained a graphical and tabular reporting system that catalogued, reported, and mapped the daily debris removal activity in all parishes in Louisiana impacted by Hurricane Katrina.

Project: Long-Term Community Recovery Planning System (2006)

Client: Louisiana Office of Community Development (OCD), 150 N. Third Street, Baton Rouge, LA 70801

Contact: David Bowman, Director of Research and Special Projects
Phone: (225) 342-1718
Email: david.bowman@la.gov

Description: Mr. Rigamer served as Project Director. Following Hurricanes Katrina and Rita, GCR created a website to aid in archiving and quantifying the magnitude of the recovery effort through a web-enabled application. The website, entitled <http://www.louisianaspeaks-parishplans.org/>, serves as the repository of all recovery projects initiated at the parish level. The actual projects, along with vital information about each parish (vision, goals, impacts, etc.), was entered at the local level by approved individuals that have been given unique User Names and Passwords to gain access to the central database. Upon the successful completion of a review by the LRA the project information was then displayed for the general public's use. This central repository of data, input at the local level, allowed for the development of statewide and regional funding estimates and project consolidation and prioritization.

Project: Homeowner Assistance Program (2009 – Present)

Hazard Mitigation Grant Management

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

Contact: Adam Lemoine, Client Program Manager (2009-2011)
The Shaw Group, 4171 Essen Lane, Baton Rouge, LA 70809
Phone: (225) 987-6501
Email: adam.lemoine@shawgrp.com

Description: Mr. Rigamer served as Project Director of this \$760 million program. State of Louisiana Office of Community Development-Disaster Recovery Unit (OCD-DRU) awarded a Hazard Mitigation Grant Program contract to Shaw Environmental & Infrastructure, Inc. (Shaw). GCR supported Shaw in the multi-year assignment providing consulting services, and personnel to assist in the execution of disaster recovery programs. In this ongoing endeavor, GCR's team of hazard mitigation professionals is responsible for ensuring that Program Compliance deliverables are met. The team provides management services in program operations, application processing, and administration for the initiative's Homeowner Assistance Program (HAP) while adhering to strictly defined timelines and established performance measures.

Christopher A. David, EIT

IT/Data Management

Mr. David is an Information Systems and Information Technology Specialist managing document and data management systems supporting various CDM Smith Disaster Recovery projects.

“IKE” CDBG Disaster Recovery Program, State of Illinois. *Project Dates: September 2012-present. Frankie L. Atwater, Acting Deputy Director, Office of Community Development, IL Department of Commerce and Economic Opportunity, 500 E. Monroe Street Springfield, IL 62701, 217 558-4200*

Mr. David is currently serving as a Grant Manager on the State’s Economic Development and Community Stabilization Programs. Recovery projects. Working with program stakeholders, including program managers and sub-recipients, he is helping streamline processes, improve project tracking and move projects from application to closeout.

CDBG Disaster Recovery Program, City of Minot, North Dakota. *Project Dates: June 2012-present. Cindy K. Hemphill, Finance Director, City of Minot, 515 2nd Ave SW, Minot, ND, 701-857-4784.*

Mr. David is the lead developer for CDM Smith’s Minot Disaster recovery program. Utilizing new technology platforms for data and document management, Mr. David is working with CDM Smith’s Application Development Division to develop information systems to support the program. These systems help facilitate communication and improve tracking between program staff, subcontractors and client. The system is streamlining processes and giving staff tools to simplify tasks throughout the grant review.

CDBG Housing Recovery and Rehabilitation Programs, City of Galveston & Harris County, Texas. *Project Dates: March 2010-March 2012.*

Mr. David was the information technology project lead for CDM Smith’s Texas based Disaster Recovery projects. CDBG funded programs require rigorous compliance with federal and state regulations and require technology solutions to help meet those requirements. He has served as a business systems analyst and solutions architect to develop and deploy various technology solutions. Those systems have streamlined and help manage processes like applicant eligibility review, lead and damage assessments, historic and environmental review, benefit selection, bid, change orders, draws and construction management. These solutions have given full visibility into processes for all stakeholders as well as giving program management tools to for reporting, gap analysis, aging and task ownership. Tools like these have been key to meeting tough program deadlines while keeping the program within federal, state and local compliance.

Mr. David also served as a production manager for the program’s lead, asbestos and damage assessment contractors. He worked with them to help coordinate resources, developed information exchange procedures and systems and ensured their deliverable production was on schedule according to agreed upon time frames to meet program schedules.

Mr. David also served as the program’s IT Manager with duties including integrating CDM Smith’s Corporate IT systems with HAC project office systems and deploying new HAC

Years’ Experience:

With Firm: 4

Total Years: 7

Education

Bachelor of Science,
Electrical
Engineering

Bachelor of Science,
Computer Science

Minor, Mathematics

Texas Tech
University, Lubbock,
Texas – May 2006

Registration

Engineer in Training
– Texas Board of
Professional
Engineers #37298,
July 2006

project offices. He serves as the project lead for maintaining IT systems across all Texas Housing Assistance Center (HAC) project offices. He managed systems that supported approximately 70 employees, across three project offices including phone systems, network, document scanners, fax machines, printers and file servers. Mr. David has worked directly with subcontractor Agate Software, Inc. to oversee the completion of the Intelligrants document and data management solution including managing deployment schedules, user acceptance testing, test cases and training.

Automation Specialist, Various Projects. *Project Dates: September 2012-August 2012.*

Mr. David worked with CDM Smith's Automation division to provide his experience with IT and data management systems on various projects. Working with Automation staff, Mr. David provided support during the design and implementation of SCADA systems for various Water and Wastewater Treatment Plants whose systems are now more reliant on IT infrastructure including Networks, Firewalls and Active Directory Domains and Security Models. Mr. David also led efforts developing VBA based solutions leveraging complex data structures working alongside existing legacy SCADA, new SCADA systems and other data sources.

Prior to CDM Smith

Senior Sales Engineer, SnapStream Media, Inc., Houston Texas. *Project Dates: August 2007-August 2009.*

Mr. David transitioned from the development team to lead the company's new dedicated sales effort for an emerging enterprise solution division. He developed internal workflows and created solutions for customer relationship management, price estimation, order fulfillment and post-sales support.

Mr. David was responsible for approximately \$2 million in direct business, averaging \$250k per quarter while managing a sales pipeline averaging around \$1.5 million. He worked with customers to develop workflows and systems to manage and track video data generated from the Snapstream solution. He facilitated use of video data developed systems that integrated the SnapStream enterprise solution directly into their media monitoring or video workflows. He also led custom development efforts, interfacing with customers for requirements gathering, developing project timeframes, and managing rollout and created business justifications to show benefits of the SnapStream enterprise solution.

Software Engineer, SnapStream Media, Inc., Houston, Texas. *Project Dates: July 2006-August 2008.*

Mr. David was a major contributor to the SnapStream's Couchville Project. He created back end databases to allow users to search current and past television data and worked with graphic designers to create user friendly and feature discoverable front end interfaces. He was also a major contributor to the SnapStream Enterprise TV solution. He integrated search technologies developed during the Couchville Project to allow users to search closed caption data from a database generated from recorded television content. Mr. David developed a Lucene based text searching framework that is now used in all SnapStream search products and maintained SnapStream's various software solutions.

David A. Spector, LEED AP

Project Development

Mr. Spector is responsible for developing and managing projects that have spanned diverse community objectives and infrastructure services, including disaster recovery planning, municipal sustainability planning, multi-modal transportation, renewable energy supply, energy demand management, water supply, wastewater provision, stormwater management, and conservation planning. He has worked throughout the United States, Asia and the Middle East, and has played leadership roles on award-winning planning projects.

From 2009 to 2011, Mr. Spector led a strategic corporate initiative in Singapore. He served as the founding managing director of CDM Smith's Neysadurai Centre for Integrated Water Resources and Urban Planning, an institution within CDM Smith that serves as a multi-disciplinary research and development space to create and apply advanced simulation models and decision software to promote sustainable development.

Mr. Spector's former roles at CDM Smith have included Assistant Market Leader for Urban Planning services; Climate Change Planning Sub-Discipline Leader, responsible for internal technical development and knowledge transfer related to climate change mitigation and adaptation; and as an initial member of CDM Smith's Sustainability Delivery Team, charged with continuing to incorporate sustainability practices into the corporate business model and project delivery protocols..

Project Manager, City of Asheville Sustainability Management Plan (approximately \$225 thousand contract).

Project Dates: July 2008 to September 2009

Reference: Maggie Ullman, Sustainability Program Manager, City of Asheville; PO Box 7148, Asheville, NC 28803; MUllman@ashevillenc.gov; (828) 271-6141

This project was selected for the 2011 Honor Award (environmental sustainability category) from the American Academy of Environmental Engineers and the 2010 Sustainability Award from the North Carolina Chapter of the American Planning Association. The project provided strategies, best practices, and institutional/policy recommendations for energy management, greenhouse gas emissions reduction, and operational sustainability are being developed to address a cross-section of local government services, including transportation, buildings, public facilities, street lighting, water, solid waste, and land use planning, in order to assist the City in meeting their greenhouse gas reduction goal of 2% per year until and 80% reduction is achieved.

- **Project Director, Regional Conservation Framework for South Mississippi (approximately \$300 thousand contract).**

Project Dates: October 2010 to October 2011

Reference: Judy Steckler, Executive Director, Land Trust for the Mississippi Coastal Plain; P.O. Box 245, Biloxi, MS 39533; judysteckler@aol.com; (228) 435-9191

The Land Trust for the Mississippi Coastal Plain identified the need for “smart conservation” to do more than respond to piecemeal conservation opportunities. The impacts from Hurricane Katrina to physical, social, and economic landscapes

Years Experience:

With Firm: 7

Total Years: 14

Education

M.S. Earth Sciences,
Montana State
University, 2000

B.S. Geography,
Louisiana State
University, 1997

Certification

Leadership in Energy
and Environmental
Design Accredited
Professional (LEED
AP), 2007

provide the opportunity and need for a more strategic approach to conservation. CDM Smith developed a 6-county regional plan for developing networks of greenways and blueways. The project has three primary components, including: development of a Map of Potential Conservation Lands, identification of resources for implementing a conservation network, and establishment of Transfer of Development Rights (TDR) education and guidance initiatives for local and State officials.

- **Project Manager, Smart Growth Plan, Pearl River County, Mississippi (approximately \$750 thousand contract).**

Project Dates: January 2008 to November 2009

Reference: Anthony Hales, President, Board of Supervisors, Pearl River County; 200 South Main St., Poplarville, Ms. 39470 (601) 916-0166

Pearl River County, a rural South Mississippi community, has experienced rapid growth in the last decade which has only been exacerbated by hurricane “refugees” from Louisiana and Coastal Mississippi seeking to relocate to higher elevation. To help the County adapt to the current growth rates, the plan provided policy and planning guidance on the future physical development of the County, and addressed a wide range of issues including land use, transportation, housing, utilities, economic development, and capital improvements.

- **Project Coordinator, Mississippi Gulf Coast Water, Wastewater, and Stormwater Master Plan (approximately \$3 million contract).**

Project Dates: July 2007 to July 2008

In the wake of Hurricane Katrina, Governor Barbour secured \$630,000,000 through the HUD CDBG program to regionalize water, wastewater, and stormwater services, relocate critical infrastructure, and promote economic recovery in the 6 southern Mississippi Counties impacted by the storm. The planning effort assesses the pre- and post-Katrina infrastructure deficiencies, economic road blocks, and coastal/riverine water quality problems; summarizes and projects the changing demographic and economic trends; assists with the creation of individual county utility authorities and an oversight regional authority; and prioritizes projects for CDBG funding that accomplish regional infrastructure solutions and leverage funding from the FEMA, the Corps of Engineers, and the Mississippi Department of Marine Resources. Mr. Spector’s role was to manage subcontractors, provide technical input on the stormwater component of the plan, and to coordinate among local elected officials, utility authority members, public works directors, economic developers, and Federal and State officials to determine priorities and opportunities, develop partnerships, and promote acceptance of the planning process and ultimately of the recommended construction projects. The project was recognized in 2008 by the Mississippi Chapter of the American Council of Engineering Companies with their Engineering Excellence Award.

- **Project Director, HUD NEPA compliance for MDEQ Water/Wastewater and HUD CDBG Infrastructure Katrina Recovery, Mississippi Gulf Coast (approximately \$1 million contract).**

Project Dates: July 2008 to March 2009

Responsible for overseeing logistics and schedule compliance for 10 separate NEPA processes in severely compressed time schedule to support over \$130M in HUD CDBG funds for water and wastewater treatment and conveyance improvements in Katrina-impacted communities. Managed team of over 20 NEPA

specialists, initiated policies/procedures for expediting workflow, and developed tracking and reporting tools and protocols.

- **Project Director, Urban Systems Model application to Punggol Eco-Town, Singapore (approximately \$2 million).**

Project Dates: July 2010 to July 2011

This project was funded by an internal CDM Smith Research and Development grant to provide a platform for performing dynamic and integrated simulations of the complex relationships in an urban space among energy consumption and generation, water consumption and supply, goods and people movement, and solid waste. The model provides the ability to explore land use scenarios, infrastructure solutions, building designs and technologies in an objective manner, and to understand the cost implications of design modifications and their ability to meet pre-determined sustainability objectives. CDM Smith and Singapore's Housing Development Board (HDB) entered into a collaborative agreement to further both entities' collective ability to create sustainable communities through development and testing of the Urban Systems Model being developed by CDM Smith's Neysadurai Centre for Integrated Water Resources and Urban Planning, utilizing Punggol Eco-Town as case study. As HDB's youngest new town development, Punggol is one of the signature "eco developments" in Singapore, and is paving the way for a new housing development paradigm within the HDB. The Urban Systems Model supported the HDB's planning efforts to enhance resource efficiency and livability within Punggol Eco-Town. The infrastructure systems and building technologies used in the analyses informed further planning and design criteria for new construction and retrofit in Punggol. CDM Smith also provided support for the HDB Building Research Institute in defining and structuring the specific sustainability objectives for township development projects, translating the objectives into measurable criteria, and developing a decision framework to assess identified urban design, infrastructure, and resource management technology alternatives. The tool provided the HDB with a balanced process for reviewing design proposals with respect to HDB's defined sustainable development criteria, allowing comparison of multiple design alternatives with regard to multiple sustainable development objectives.

- **Project Director, Sustainable Guidelines for Jurong Town Corporation's CleanTech Park, Singapore (approximately \$100 thousand).**

Project Dates: October 2009 to March 2010

CDM Smith supported CleanTech Park, Singapore's marquee sustainable development, in setting Sustainability Key Performance Indicators (KPIs) that are justifiable and achievable. The CleanTech Team needed to understand the suite of technologies and the cost to meet their KPIs. CDM Smith's approach was to profile technologies (ex: water and energy efficient fixtures, dual supply piping, gray water recycling, renewable technologies, etc.), their ability to "perform" above conventional development practices, and their relative cost premium. CDM Smith presented this in an Excel decision panel, which allows decision makers to turn technologies on/off, change assumptions about space allocation, etc., enabling an understanding of how scenarios contribute to their KPIs, a rough cost premium, and an approximate return-on-investment period. CDM Smith also reviewed the CleanTech Park draft master plan for consistency with sustainability KPIs.

Steven C. Green, CPA

IT/Data Management

As part of CDM Smith's team to serve as program administrator on federally funded disaster recovery projects, Mr. Green is responsible for the design and oversight of all financial operations. As Financial Manager, he also assists in the selection, negotiation, contracting and oversight of subcontractors. This position requires expertise in Federal regulations, contract negotiations, accounting policies and controls, and project management. He also assists in the development and implementation of project policies and procedures especially in dealing with Community Development Block Grant (CDBG) requirements. Mr. Green assists with the design of and controls in software applications used on these projects.

Project Manager, CDM Smith, Disaster Recovery Projects. *Project Dates: July 2009-present. Reference: Craig B. Atkins, Financial Services Director, Harris County Community Services Department, 8410 Lantern Point Drive, Houston, TX 77054, 713.578.2060.*

As the Financial Manager for CDM Smith Disaster Recovery projects, Mr. Green is responsible for establishing and implementing financial processes and controls for CDBG DRI funded projects. These processes and controls must comply with all Federal, state and local regulations and supply accurate and current financial data for reporting and program management requirements. He is also responsible for providing financial and other required information as needed for HUD DRGR performance reports. Additional duties include the establishment and oversight of the anti-fraud, waste, and abuse policies and processes on these projects to help ensure that funds are properly spent on eligible activities benefitting only qualified applicants. This includes developing relationships and coordination with the appropriate federal, state, and local enforcement agencies. Mr. Green also participates in the establishment of program policies and procedures to confirm compliance with all applicable regulations that program expenditures are allowable and eligible. Since joining CDM Smith, Mr. Green has worked on several disaster recovery projects and has served as project manager on projects in Galveston and Harris County in Texas, and Minot, North Dakota.

Transition Team Program Lead, State of Louisiana, Office of Community Development, Disaster Recovery Unit, Baton Rouge, Louisiana. *Project Dates: June 2008-July 2009.*

A transition team was established to assist the Disaster Recovery Unit in transitioning programs and operations from the current contractor to new contractors. This involved the preparation of multiple requests for proposal and the solicitations, evaluations and selection of new contractors. Mr. Green had oversight responsibility of the contractor (up to 15 personnel) acquired to assist with this effort. Responsibilities included the establishment and oversight of a Project Management Office, contract preparation, contract negotiations, logistical preparation and implementation.

Financial Manager, State of Louisiana, Office of Community Development, Disaster Recovery Unit, Baton Rouge, Louisiana. *Project Dates: June 2006-June 2008. Reference: William Rudolph, Principal, KPMG Forensic, 717 N. Harwood, Suite 3100, Dallas, TX 75201, 214-840-8887.*

Years' Experience:

With Firm: 4
Total Years: 37

Education

M.B.A., Bellarmine University, May 1983
B.S. - Accounting, University of Kentucky May 1975

Certifications

Certified Public Accountant (CPA)

As Financial Manager of the Disaster Recovery Unit, Mr. Green had several areas of responsibility including the design, development, and implementation of a financial monitoring system that consisted of 25 different programs with a cumulative funding level of \$13 billion. He was responsible for the design, implementation and operation of accounting and payment processing systems for these programs. He reviewed and approved all payments to ensure compliance with program requirements, CDBG eligibility, contractual compliance and allowability under state statute. Mr. Green participated in the negotiation and preparation of all contracts and he was responsible for reporting to upper management and testifying before legislative committees. Provided oversight to anti-fraud efforts and investigations and participated in an Anti-Fraud Task Force involving the Louisiana Attorney General's Office, the Louisiana Legislative Auditor, HUD's Office of the Inspector General, FBI, and others.

Branch Manager, Commonwealth of Kentucky, Governor's Office for Local Development, Frankfort, Kentucky. *Project Dates: November 1999-June 2006.*

Mr. Green's duties included responsibility for all financial and programmatic information for the State's Community Development Block Grant. This involved preparation of the Program Evaluation Report, all draws from HUD, all payments to grantees and contractors, administrative cost accumulation and reimbursement, and interface with HUD's IDIS system. Served on committees to assist HUD in software and program development and assisted in the review regulations.

Local Government Advisor Chief, Commonwealth of Kentucky, Governor's Office of Local Development, Frankfort, Kentucky. *Project Dates: November 1990-November 1999.*

Mr. Green acted as a program advisor to economic development applicants and projects. This included meeting with business and government leaders to discuss possible projects and the structuring of the projects, making recommendations to the loan committee, and oversight of the project after receiving grant awards. Responsible for the review and analysis of the financial information contained in the project applications. Responsible for the technical review of all audits involving communities receiving CDBG and some Appalachian Regional Commission grants. Mr. Green reviewed these audits for compliance with Federal and State regulations, generally accepted accounting principles, Governmental Auditing Standards, and accuracy with agency records.

Other duties included working with the communities and audit firms in assisting them in the completion of the required audit procedures so that reports were accurate and contained all the information needed for a timely review and quick approval. Prepared the Division's Schedule of Federal Financial Assistance and maintained the supporting data files. Worked as the Division Intermediary with the State Auditor's Office in resolving any questions and/or findings they had and assisted in training their staff in the area of compliance auditing in dealing with CDBG projects. Mr. Green supervised the micro-computer operations for the Division. This included the use of software applications and development of new applications, as well as maintaining the network operations and data security.

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Section 7

Section 7

Project Experience

Disaster recovery requires a delicate balance between helping residents and communities rebuild and fulfilling complicated governmental requirements. Building on CDM Smith's experience with disaster recovery projects nationwide, we will work with State of New Jersey, Department of Community Affairs to find this balance.

CDM Smith—A Past Record of Delivering Community Development Block Grants (CDBG) - Disaster Recovery (DR) and FEMA Public Assistance Grant Funding Programs Successfully

CDM Smith Inc. (CDM Smith) is confident we can deliver the CDBG-DR program and FEMA public assistance grant funding for the State of New Jersey (State), Department of Community Affairs (DCA) because of our experience delivering similar, successful programs for local and state governments. From our collective experience, the CDM Smith team can draw upon lessons learned, previously developed policies, procedures, protocols, and successful infrastructure, housing, and economic development programs to implement the State's CDBG-DR program and FEMA public assistance grant funding. The CDM Smith team understands the complex HUD and FEMA regulations, policies and guidance from previous programs, and this intelligence is important to developing programs that meet HUD and FEMA requirements, and the State's objectives and strategies for housing recovery and community rebuilding in order to quickly distribute funding and start making improvements within each affected County and Municipality. Our level of understanding and experience with the program is demonstrated in the following portfolio of project experience as well as in Section 5, Organizational Support and Experience, Section 6 Resumes, and Section 8, Additional Experience. In this section, we have identified and



At A Glance: Ike Disaster Recovery

- Illinois Department of Commerce and Economic Opportunity
- June 2010 – June 2014
- \$210M CDBG-DR Program

Relevant Features

- Property Buyout
- Housing Repair
- Rental Housing Program
- Public Infrastructure
- Economic Development
- Communications Support
- Reporting Activities
- Technical Assistance
- Planning

Reference

- Maureen Palmer, Executive Director (312) 814-5701
Maureen.palmer@illinois.gov

selected the most relevant projects that are of similar in size and scope to your proposed program.

Illinois “Ike” and Midwest CDBG-DR Program State of Illinois

Following the Hurricane Ike-induced floods of 2008 and three subsequent disaster declarations, the state of Illinois was awarded \$193.7 million in Community Development Block Grant Disaster Recovery (CDBG-DR) funds from the U. S. Department of Housing and Urban Development (HUD). The funding was applied to distribute awards to support property buyout, economic development, and public infrastructure projects benefitting residents and communities located within the 41 Illinois counties that were declared by the Federal Emergency Management Agency (FEMA) in 2008.

A supplemental disaster recovery allocation, the \$17.3 million CDBG Midwest Disaster Recovery Program, was issued to the State of Illinois in 2011. CDM Smith is providing program management services for both CDBG-DR programs.

For both assignments, CDM Smith is working with the Illinois Department of Commerce and Economic Opportunity (DCEO) to distribute the funding based on guidelines developed by DCEO and the program team for three areas:

- The **Public Infrastructure** program supports projects that FEMA or other sources cannot fund but are necessary for recovery. Projects include water/sewer systems, storm drainage systems, levee systems, generators for public utilities, and roads and bridges needing repair/restoration.

CDM Smith is responsible for reviewing and rating more than 240 applications for the public infrastructure program. CDM Smith is also monitoring programs for compliance with applicable regulations for procurement, fair housing, equal opportunity, civil rights, labor compliance, uniform relocation act, environmental clearances, A-133 and duplication of benefits.

- **Property Buyout** is a voluntary program that allows property owners who own a home or business in a repetitive flood area to sell their property at pre-storm market value and move out of harm’s way.
- **Economic Development:** This program includes a business assistance program, a community stabilization program and a small business stimulus program.

Public Infrastructure Program

The CDM Smith team has developed policies, procedures, application rating and review forms for the public infrastructure program. Each application has been reviewed for eligibility and for meeting one of the three national



objectives, with emphasis on meeting the requirement that 50 percent of the funds must be expended to meet the national objective of benefit to low and moderate income persons, and shall be an eligible CDBG activity.

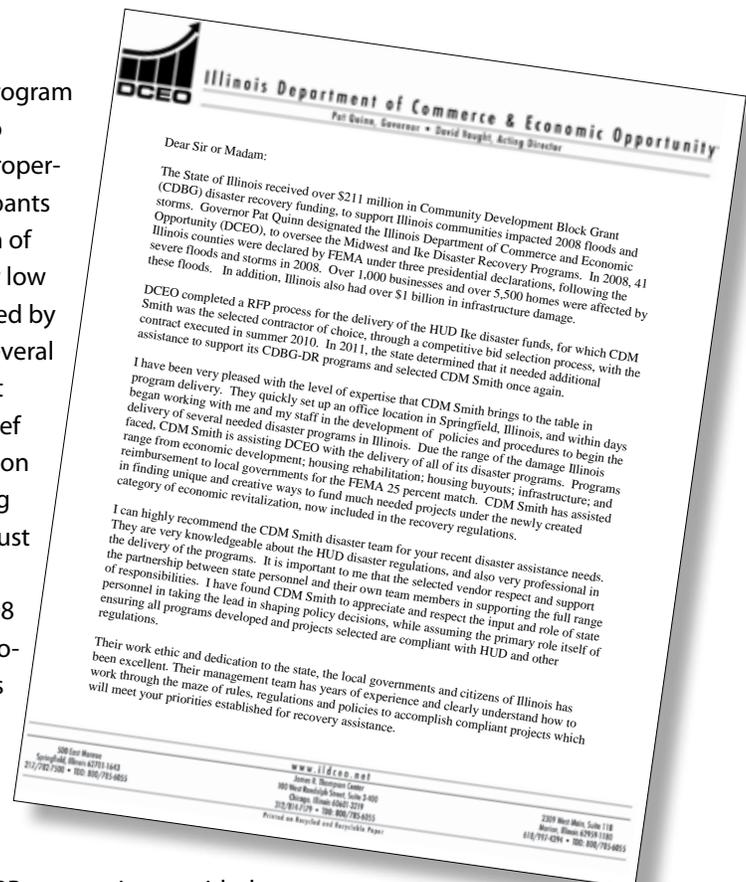
CDM Smith will also ensure that all monitoring addresses program compliance with contract provisions, including but not limited to environmental reviews, compliance with the Davis-Bacon Act as well as other labor standard provisions, procurement regulations (24 CFR Part 85), citizen participation, fair housing and equal opportunity requirements, Section 3, URA, Section 504, records retention, reporting requirements and compliance with A-87, program income, and other CDBG financial requirements.

In addition, CDM Smith is reviewing all policies and procedures for consistency with DCEO and HUD to monitor state-administered and entitlement programs. All necessary environmental reviews shall be performed on each project prior to allowing grant recipients to draw down CDBG funds.

Property Buyout Program

CDM currently administers the Property Buyout Program for the State of Illinois. The program is designed to purchase flood prone residential or commercial properties damaged as a result of the 2008 flood. Participants that are allocated funds will undergo a verification of income process to document their status as either low and moderate income or low income as determined by HUD. As part of the PBP process, CDM performs several administrative functions as required by the Robert T. Stafford Disaster Assistance and Emergency Relief Act which include, but not limited to the Duplication of Benefits and income verification process. During this process each municipality that participates must identify the national objective(s) selected for each proposed project. Participants affected by the 2008 flood that choose to participate are required to provide income documentation. Through this process CDM can easily verify the number of applicants by county and make a preliminary determination of the number of participants that are low and moderate income.

The requirements applied for administering the PBP are consistent with the CDBG national objective requirements for acquisition activities as benefiting families of low to moderate income, aid in the prevention of slum and blight or meeting a community development need having a particular urgency. Also, demolition and relocation of families are also activities where that verification of income is required in the determination process by the State that 50 percent of funds allocated are used for activities that meet a LMI national objective.



CDM's procedures for implementation and experience with the required national objectives for implementation of the PBP program is ensuring the state is meeting the LMI benefit requirement via area benefit, direct benefit (such as housing), jobs or limited clientele, slum and blight or urgent need.

Economic Development Program

Economic development and business growth are important factors for sustainability and the creation of jobs. As part of the IKE disaster recovery efforts, the state has created a Business Assistance Program (BAP) to provide grant funding to Community Development Finance Institutions (CDFI) to provide low-cost loans and/or technical assistance to small businesses that are currently located in or will open in an Illinois community falling within the FEMA disaster-declared counties of 2008.

CDM Smith has currently provided administrative assistance and guidance for communities in developing low cost loans for 74 current and new businesses in Illinois through the BAP program. Of the 74 reviewed, 54 were deemed eligible to proceed and 49 have been closed and funded. Many of the small business affected by the 2008 flood are located in low and moderate income communities in Illinois. CDM Smith is active with providing the appropriate training and gathering data from new and existing businesses that are in need of assistance.

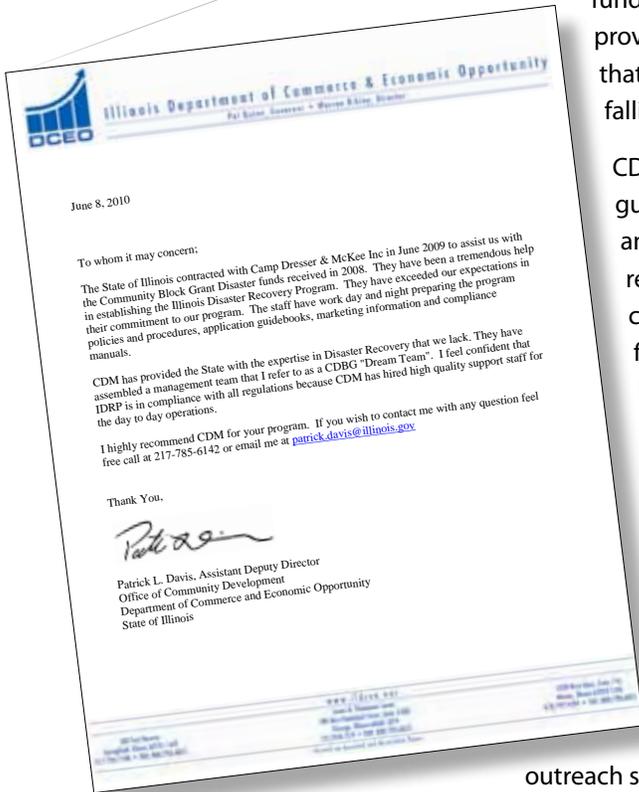
Communications Outreach and Reporting Activities

CDM Smith prepared and supported outreach activities to reach interested applicants. Outreach activities included postcard mailings, workshops, small business conferences and coordination with the Council of Governments (COGs) and DCEO outreach staff. CDM Smith developed application guidelines and administration manuals for the program applicants and grantees.

CDM Smith is using the state's e-Grants and Grantee Reporting System to manage the applications, grant documentation and payments to grantees. CDM Smith has implemented IT solutions to support the program including SharePoint document management, a web-based GIS application to calculate LMI for user-selected census blocks, and a supplemental financial tracking system (HDS) to aggregate beneficiary and other data for HUD reporting purposes.

Planning and Technical Assistance Services

CDM Smith is providing capacity-building services to sub recipients to ensure they are in compliance with all applicable program requirements. Sub recipients must have the capacity to ensure that appropriate levels of financial control are in place along with policies and procedures that are sufficient to ensure compliance with applicable requirements, including but not limited



to: fair housing; nondiscrimination; labor standards; Section 3; acquisition and relocation; the environment; citizen participation; record retention; financial management; and procurement.

CDM Smith developed policies and procedures for the planning grants that have become part of the overall Operations Plan. Prior to launching the Midwest Disaster Recovery program, CDM Smith prepared the application forms and other documents. All documents were reviewed in accordance with the State's priorities and goals and to determine CDBG project eligibility. National objective determination has been waived by HUD, therefore applications which meet eligibility and threshold criteria and fit within the State's priorities and goals will be recommended for funding to DCEO.

CDBG-DR Infrastructure Program Management

Galveston County, Texas

For the more than \$40 million of Non-Housing Funds awarded to Galveston County, Texas for Hurricane Ike Recovery Round 1, CDM Smith is providing program administration, financial management, and schedule tracking/management for the CDBG-DR program designed to facilitate timely hurricane disaster recovery. Round 2 funding up to \$40 million became available in early-2012.

Program responsibilities include pre-application assistance; grant application facilitation; project plans and specifications review for grant compliance, cost effectiveness, and compliance with requirements; bidding/pre-construction assistance; construction phase services; and closeout activities for each project funded under the CDBG-DR funds. The program team assists the County departments with:

- **Program planning and launch.** CDM Smith worked with Galveston County to develop protocols and processes for implementation. The team also worked with the County and local engineering firms to prepare applications.
- **CDBG eligibility, feasibility, and grant application guidelines.** CDM Smith prepared application forms as well as duplication of benefit forms, bid documents, and construction contracts. Eligibility issues



Highway 87 on the Bolivar Peninsula sustained heavy damage in Hurricane Ike. CDM Smith is helping to coordinate funding sources needed to restore and elevate this critical roadway.

At A Glance: Galveston County

- Galveston County, Texas
- June 2010 – Ongoing
- \$70 Million CDBG-DR Program

Relevant Features

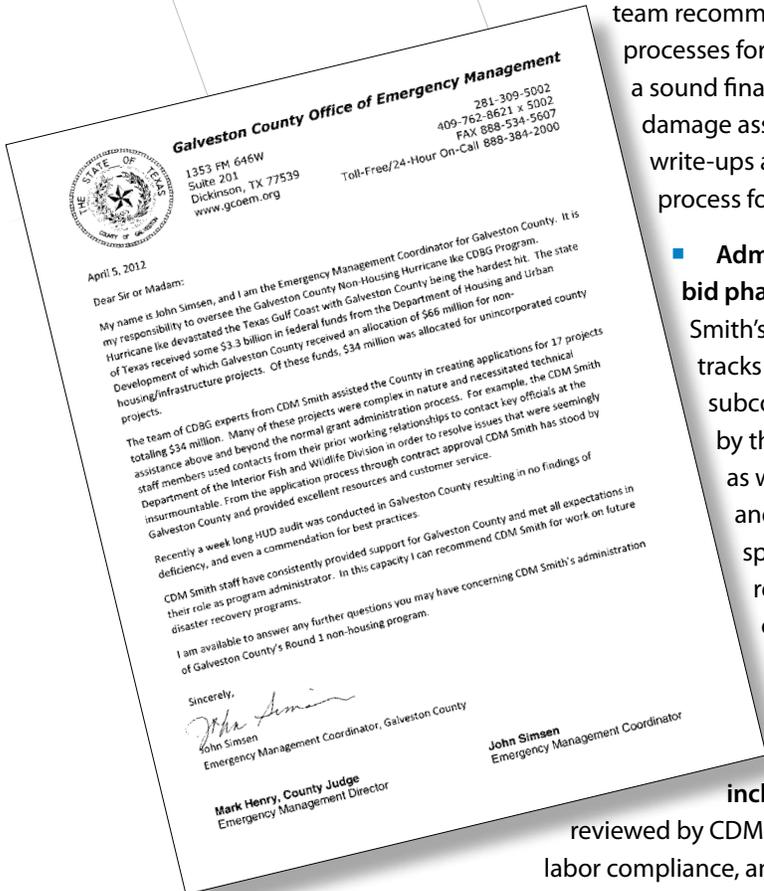
- Local Program Delivery
- Public Infrastructure
- Compliance Monitoring

Reference

- John Simsen, Emergency Management Coordinator
(409) 762-8621

include: storm related damage determination or failure to function documentation, CDBG activity eligibility, as well as national objective eligibility and criteria. Surveys were required in some areas to prove location within the benefit area.

- **Implementation of proper CDBG program management guidelines.** The team recommended methods for verifying other sources of funds, processes for calculating awards, processes for disbursements and a sound financial management system, processes for determining damage assessments and value of projects or preparing work write-ups and cost estimates for damaged infrastructure, and a process for monitoring compliance.



- **Administration of preliminary and final design activities, bid phase coordination and related CDBG activities.** CDM Smith's "SAGE" system provides financial accounting which tracks all financial transactions including all contractor and subcontractor billing and payments. Reports are produced by the system for state and federal reporting requirements as well as reports to program managers. Bid documents and contract provisions – including drawings and specifications that conform to the federal, state and local requirements – are reviewed by CDM Smith. All HUD and other federal and state requirements are incorporated into the bid advertisements and bid documents and contracts.

- **Construction phase compliance monitoring, including Davis-Bacon.** All construction contracts are reviewed by CDM Smith staff to ensure the appropriate HUD language for labor compliance, and all of the contractor's obligations to federal requirements are included in each construction contract. Compliance is monitored via a payroll review process and periodic site visits.

- **Grant close out in compliance with HUD auditing requirements.** Documents are scanned into the management information system so an audit trail is provided and documents are easily retrievable. Closed files for applications completed are given to County staff. These files contain all documentation needed to comply with federal, state and local regulations. Eligibility, national objective and beneficiary data and characteristics of beneficiaries are included with each file. CDM Smith is providing all documentation and certifications required by the contract and the terms of federal and state funding.

With CDM Smith's guidance, the Texas Department of Rural Affairs (TDRA), now the Texas General Land Office, has approved all 14 of Galveston County's projects submitted so far. These projects include drainage studies, water and wastewater restoration, fire stations and other county facilities, schools, an economic development plan, and others.

CDBG-DR Homeowner Program Management

Harris County (Houston), Texas

Hurricane Ike destroyed or damaged much of the housing stock of Harris County, Texas in 2008. The county is relying on \$47 million in CDBG-DR funding from the U.S. Department of Housing and Urban Development (HUD) to help rebuild resident's homes.

Harris County does not have the staff to administer such a massive undertaking, so they turned to CDM Smith to provide comprehensive grant management services. As part of our contract CDM Smith is:

- Operating a Housing Assistance Centers to provide residents with needed information on how to obtain assistance to repair or rebuild their homes and to verify eligibility for assistance
- Conducting outreach programs to homeowners, municipalities, unincorporated areas and property owners to increase knowledge and acceptance of the program, and to provide advisory services regarding CDBG and other funding
- Oversight of repairs and reconstruction of eligible homes
- Accepting and processing applications for financial assistance and determining amounts of assistance

CDM Smith has created a comprehensive grant management information system using "Intelligrants." This system provides Harris County staff with an up-to-date status of all active projects. The software provides for data security, backup and privacy features as well as reporting requirements. The system also provides a financial accounting component which will track all financial transactions including all contractor and subcontractor billing and payments. Reports are produced by the system for state and federal reporting requirements as well to provide reports including reports to program managers to determine the efficiencies or inefficiencies of the program.

More than 1,200 applications have been submitted by Harris County homeowners. Of these more than 800 are expected to be eligible for awards ranging from \$100 to as much as \$160,000. CDM Smith is working with applicants to promote program awareness and compliance with its rules, as well as discourage fraud. We are encouraging

At A Glance: Harris County

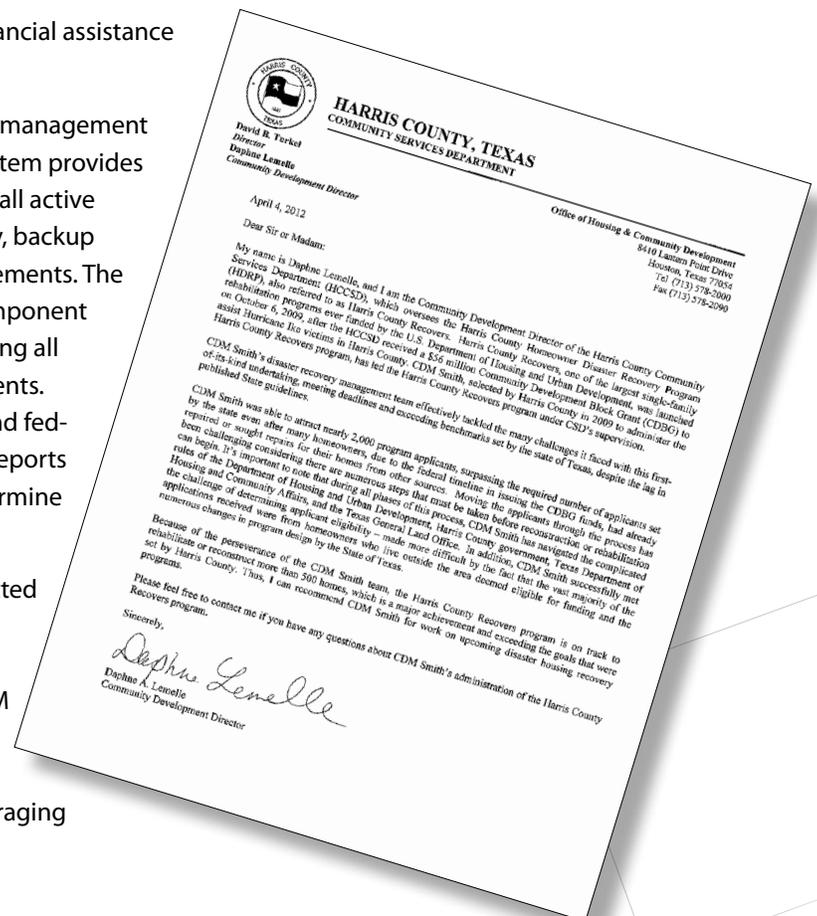
- Harris County Community Development Services Department
- June 2009 - Present
- \$47 Million Program
- Grant Management
- Monitoring
- Information Management System

Relevant Features

- Disallowed Costs: \$0
- Housing Services

Reference

- Daphne Lemelle, Community Development Director
(713) 578-2000
Daphne.lemelle@csd.hctx.net





The website created for the Harris County Housing Recovery Program is easy to use and understand.

applicants to take full advantage of the program in order to receive the maximum award amount possible.

Awards for repairs are capped at \$80,000 while the maximum for reconstruction is \$120,000. Some homeowners may also be eligible for up to \$40,000 in grant money to elevate their homes to mitigate future flooding damage. The elevation grant monies can be in addition to either the repair or reconstruction award.

CDM Smith is also determining eligibility for Hazard Mitigation/Elevation grants. Homeowners may be eligible if their homes are located within the 100-year flood plain.

CDBG programs come with a variety of restraints, requirements and regulations. CDM Smith is facilitating this process for Harris County through the efficient disbursement of funding, and implementing the use of these funds for various types of recovery projects.

CDM Smith is providing all aspects of grant management, administration, monitoring and closeout activities for Harris County with the goal of improving residents' quality of life and restoring the region's economy.

At A Glance: Iowa Infrastructure

- Iowa Department of Economic Development
- September 2008
- \$130M CDBG-DR Program

Relevant Features

- Disallowed Costs: \$0
- Infrastructure
- Joint funding coordination with state and federal agencies

Reference

- Confidential Client

CDBG-DR Infrastructure Program State of Iowa

Following the Midwestern floods of 2008 the State of Iowa Department of Economic Development (IDED) created an infrastructure funding program for traditional infrastructure projects not eligible for FEMA assistance. The purpose of the program was to encourage communities to invest in infrastructure whose inadequacies were exacerbated by the flood and to protect community infrastructure and housing from future high water events.

As the Team Leader for the IDED, Hank Manning awarded approximately \$130 million in less than two years. Funding decisions were coordinated with representatives from other funding programs including Iowa Homeland Security, the Iowa Finance Authority (IFA), and the Iowa Department of Natural Resources (IDNR).

Because of the strong demand for funding – more than \$400 million in requests – priorities were established to supplement the rating criteria. The first priority was sanitary sewer and water systems, the second priority was storm sewer systems, the third priority was levees, the fourth priority was roads and bridges, and the fifth priority was miscellaneous community development projects.

As part of the review process Mr. Manning and the IDED established a team to review significant levee projects. The team was comprised of representatives from IDED, the U.S. Army Corps of Engineers, FEMA, Iowa Homeland Security, and IDNR.



Downtown Des Moines was served by a combined storm and sanitary sewer system resulting in localized flooding during heavy rain events, especially during high river levels. The CDBG-DR funded project constructed a separate storm sewer system and storm water pump station to serve this area.

CDBG-DR Program Management for Hurricane Katrina

Orleans, Jefferson, and St. Charles Parishes, Louisiana

For the State of Louisiana, Office of Community Development (OCD), CDM Smith formed a CDM Smith-led joint venture called Louisiana Solutions, LLC. Louisiana Solutions (LS) acted as a staff extension to Louisiana's OCD by providing program administration, financial management, and grant tracking and supervision for the Community Development Block Grant Disaster Recovery (CDBG-DR) Program.

The program was designed to facilitate timely Hurricane Katrina/Rita disaster recovery and entails the administration of over \$411 million in Orleans Parish; \$50 million in Jefferson Parish; \$1 million in St. Charles Parish; \$111 million for the Recovery School District; \$21 million for the Orleans Parish School District; \$4 million for the Jefferson Parish Public School System; and \$700,000 for the St. Charles Parish Public School System. A \$37 million infrastructure program was included in the overall program.

CDM Smith/LS was responsible for aiding grantees with pre-application project descriptions; completion and approval of grant applications; reviewing project plans and specifications for grant compliance, cost effectiveness, and other CDBG-DR requirements; monitoring and assisting the bidding/pre-construction process; providing construction phase services and closing out grants for each project funded through OCD's Long Term Community Recovery Program. Specifically, the CDM Smith/LS team provided grant recipients expertise in CDBG-DR eligibility, project feasibility and grant application preparation at the front end of the program. During the early stages of project development, CDM Smith/LS provided guidance in implementing proper CDBG-DR procurement requirements; supervision and oversight throughout the design process; coordination and tracking of the environmental review process and guidance for complying with URA requirements in land acquisitions.

Additional services provided include bid phase coordination, construction phase compliance monitoring (including Davis Bacon), and grant closeout as per HUD auditing requirements.

Nearly 150 projects were successfully developed and approved for funding and were implemented. These projects include special economic development programs, housing assistance programs, planning, administration, reimbursements, blight reduction, acquisition, commercial buildings, institutional buildings, infrastructure (roadways, utilities, and drainage).

Our Katrina/Rita CDBG-DR program experience includes development and implementation of more complex and non-traditional projects, such as the following:

At A Glance: Hurricane Katrina Recovery

- Louisiana Office of Community Development
- October 2007 – October 2010
- \$633M CDBG-DR Program
- Relevant Features
- Local Program Delivery
- Property Buyout
- Public Infrastructure
- Economic Development
- Environmental Review Record

Reference

- Patrick Forbes, Executive Director – Office of Community Development or Rowdy Gaudet, Infrastructure Manager
(225) 219-9600 and (225) 219-9794
patrick.forbes@la.gov and rowdy.gaudet@la.gov



- **Special Economic Development** – CDM Smith/ LS provided technical assistance in financial underwriting for the Saenger Theatre; program development assistance for New Orleans’ Neighborhood Commercial Investment Program and Fresh Food Retailers Initiative; and supported the city in securing performance measures, policies and procedures, and financial underwriting guidelines for NORA’s commercial revitalization and gap financing programs.
- **Housing Assistance** – CDM Smith/LS provided technical assistance in developing policies and procedures and project delivery strategies for the Orleans Parish Soft Seconds Mortgage Assistance Program.
- **Recovery School District Reimbursement Program** – CDM Smith/ LS was responsible for performing forensic analyses on school projects funded immediately following Hurricanes Katrina/Rita to determine CDBG compliance in order to justify prior CDBG-DR expenditures.
- **Design-Build** – CDM Smith/LS helped develop policies to facilitate HUD-compliant procurement procedures for the design-build contractor for five New Orleans public libraries.
- **Acquisition/Relocation** – Working closely with OCD and the City of New Orleans, CDM Smith/LS helped develop a dry-closing funding process that meets HUD requirements and the city’s need to expedite the release of funds for the Gentilly Woods Shopping Center, New Orleans East Hospital, Lafitte Greenway, Theater District and the Sanchez Center projects.
- **Administration and Planning** – CDM Smith/LS developed monitoring procedures and reporting formats for disaster recovery staff positions.
- **Project-Based Recovery Opportunity Program** – In cooperation with the OCD Legal and Economic Development teams, CDM Smith/LS assisted Louisiana ArtWorks in meeting complicated project eligibility and feasibility requirements, facilitated communications among several interested parties and prepared the approved grant application for this job creation project.

Program Delivery Systems

In addition, the CDM Smith/LS team established effective and efficient program delivery systems and internal control procedures designed to result in expedited implementation, such as:

- A filing system modeled on previous state and federal audit experience as well as a tracking system for the grant approval process.
- Streamlining the grant drawdown process and creating a database system for tracking draw requests. The system’s identification of bottlenecks and barriers helps participants continuously improve the process and shorten payment time.

- A tracking system for environmental review status to ensure that no choice limiting actions are taken prior to environmental clearance. The team also established procedures for coordinating the timing of the environmental review with project implementation.
- Checklists for procurement of construction contractors and professional services firms to assist grantees in compliance with federal procurement requirements as well as their own local procurement policies. Checklists for review of plans and specifications and change orders have also been developed. These tools are tailored to individual grantees and projects as the need arises.
- Tools for compliance with the URA that can be tailored from acquisition to acquisition, depending on the circumstances. In addition, the team established a close relationship with HUD's Regional Acquisition/Relocation Specialist for quick resolution of challenges.
- Federal Labor Standards review procedures to expedite the examination of certified payroll forms. The team trained contractors on certified payroll requirements at the outset of construction to ensure certified payroll reports and associated requirements are correct the first time and to reduce the overall cost of compliance.



Environmental Review

Throughout the operation of this program, the CDM Smith/LS team has proactively balanced its dual mission of timely disaster recovery implementation and compliance with CDBG-DR regulations. For example, a time critical aspect of implementing CDBG-DR funded projects involves coordination of environmental review per the National Environmental Policy Act (NEPA) and 24 CFR Part 58. To expedite overall project delivery, the CDM Smith/LS team employed a variety of schedule accelerating techniques matched to the specific needs of each grantee, including: designing a two-step grant application process that greatly accelerated the commencement of environmental review process; performing initial screening to determine if an exemption [58.349a)] or categorical exclusion not subject to 58.5 is applicable and timely completion of the appropriate documentation; and preparation of an organizational capacity-building plan for the City of New Orleans to achieve timely environmental compliance. Furthermore, throughout the environmental record review (ERR) process, the LS/CDM Smith team coordinated exchanges of information between design professionals, OCD's environmental consultant, and grantees to achieve timely completion of the work.

At A Glance: Louisiana Land Trust

- Louisiana Land Trust
- January 2009 – June 2012
- \$95M CDBG-DR Program

Relevant Features

- Property Disposition and Demolition
- Per Site Environmental Clearance
- Procurement Assistance
- Contractor Monitoring/Compliance Reporting

Reference

- Michael Taylor, Executive Director
(225) 395-0777
mtaylor@lalandtrust.us

CDBG-DR Home Demolition and Restoration Program Management State of Louisiana

CDM Smith was the Program Manager of the Louisiana Land Trust (LLT) Home Demolition Program. The purpose of the LLT Program was to facilitate the demolition of more than 18,000 homes damaged by storms, or to remove house slabs remaining after Hurricanes Katrina and Rita (2005) throughout Greater New Orleans and south Louisiana.

These homes were acquired through a state and federally funded buyout program and placed under the direction of the non-profit agency the Louisiana Land Trust. The intent of the program was to remove these devastated structures and return the properties to commerce. Work included: Program planning and management; contractor procurement; supervision of contractors; contract monitoring; field monitoring; coordination of environmental services; financial monitoring; and reporting and related management services. Since all services and demolition activities are funded through CDBG-DR program, CDM Smith had to assure all activities met the requirements of this program.

Key to implementation of this program was to assure the ultimate disposition of the properties met the requirements of the jurisdiction that would ultimately receive the property. This required close coordination with all affected jurisdictions. For the City of New Orleans, this included coordination with every neighborhood association to assure their desire to preserve damaged architecturally significant properties was met. Assessment of properties was required to establish the ability to reclaim the structures if possible.

To expedite the demolition of the numerous structures CDM Smith implemented an innovative change to the approach typically utilized by FEMA.

Based upon consultation with contractors and experience with numerous demolition programs, CDM Smith implemented demolition a per unit basis, in lieu of a cubic yard basis. By grouping homes by square foot categories, a lump sum price could be quoted for each home demolished. This has simplified the typical oversight and payment procedures utilized by FEMA. Without the need to painstakingly document each cubic yard of debris removed, the degree of monitor oversight was reduced and speed of home demolition by contractors was improved. CDM released over a dozen bid packages in St. Bernard Parish, Jefferson Parish, and Orleans Parish to demolish LLT homes and remove slabs.

FEMA and CDBG Funded Flood Recovery

Minot, North Dakota

Following a record 100-year flood event along the Souris River in North Dakota, the City of Minot was forced to evacuate more than 10,000 residents and was faced with failing public works infrastructure. The City hired CDM Smith to help manage and coordinate the flood recovery efforts, including oversight to assure that design and construction of projects meet Federal Emergency Management Agency (FEMA) reimbursement requirements.

The City is utilizing FEMA reimbursement to address recovery of Minot's public works infrastructure, including:

- Wastewater collection systems
- Water distribution systems
- Stormwater conveyance systems
- Roads and bridges
- Traffic control systems
- Permanent and temporary levee systems
- Damaged building infrastructure and equipment

Under FEMA's Public Assistance (PA) program, CDM Smith is completing Preliminary Data Assessments (PDAs) to accurately capture the scope of damages and costs to the City's infrastructure, and is ensuring the repair and/or replacement costs are realistic. As part of the PA program, CDM Smith will also assist Minot in acquiring eligible Section 406 Hazard Mitigation Proposal Funding (HMP) originating from its FEMA Public Assistance Project Worksheets.

CDM Smith is also assisting the City with their Right-of-Way Debris Removal Management Plan and their Stick Built Homes Demolition project. These services include:

- Providing contract specification and bid package development assistance
- Providing bid phase support to the City
- Monitoring the Contractor's work to make sure that demolition and debris removal is within the assigned scope of work, and in compliance with the Contract Documents for each project



At A Glance: Minot

- Minot, ND
- Sept. 2011 – June 2012
- Disaster Recovery
- FEMA Funding
- Public Infrastructure
- Rapid Mobilization

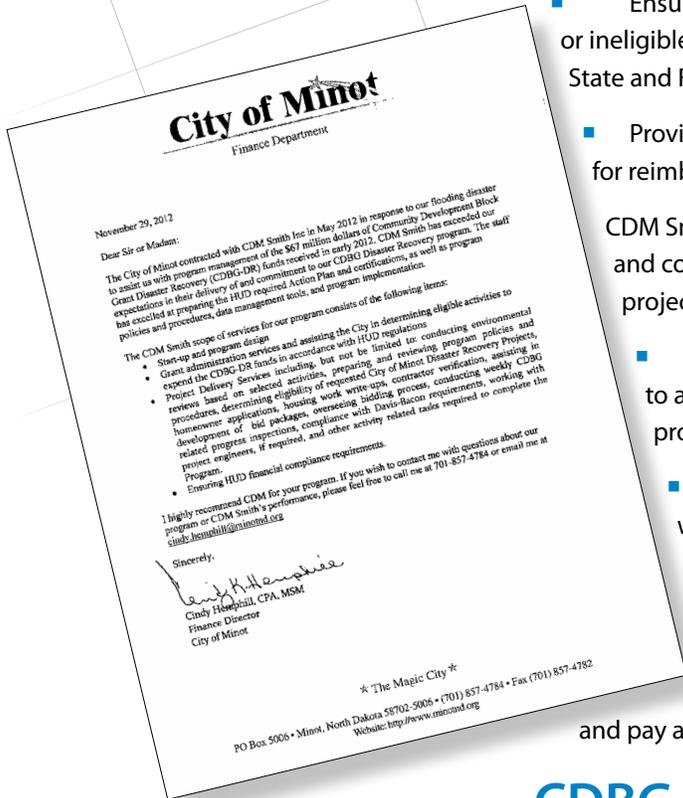
Reference

- Cindy Hemphill, Finance Director
(701) 857-4784
Cindy.hemphill@minotnd.org

- Ensuring that debris collected and removed is identified as eligible or ineligible, and is in compliance with established local ordinances and State and Federal regulations
- Providing the City with monitoring documents/work orders needed for reimbursement

CDM Smith is providing project management services for A/E design and construction related services on the City's projects, as each project moves into design and construction. These services include:

- Coordinating architectural and engineering design firms to assure compliance with FEMA PWs, associated scope of work, procurement requirements, and payment terms
- Verifying schedule milestones and providing the City staff with information required to manage and track overall project progress
- Providing construction bidding services and construction project management services including technical reviews, oversight and management, pre-bid and progress meetings, and pay application review.



CDBG-DR Homeowners' Assistance Program Management State of Louisiana

At A Glance: Homeowners' Assistance Program

- Louisiana Office of Community Development
- July 2006 – June 2009
- \$9 Billion CDBG-DR Program

Relevant Features

- Housing Services
- Disallowed Costs: \$0
- Processed Applicants: 126,000
- DRGR Database
- CDBG Environmental Clearance

Reference

- Patrick Forbes, Executive Director – Office of Community Development or Rowdy Gaudet, Infrastructure Manager (225) 219-9600 and (225) 219-9794 patrick.forbes@la.gov and rowdy.gaudet@la.gov

Following Hurricanes Katrina and Rita, the State of Louisiana's Office of Community Development created the Homeowners' Assistance Program to encourage homeowners to reinvest in their communities.

In fewer than three years, more than \$7 billion was disbursed to more than 126,000 residents using CDBG-Disaster Recovery funds.

In order to qualify for the program, residents had to offer certain guarantees to ensure the money was used to for rebuilding or relocating within the state. Among them was an assurance that the home remained owner-occupied for at least three years after the completion of repairs, replacement or new home purchase.



The CDBG-DR Homeowners' Assistance Program encouraged homeowners to rebuild and remain in the state.

CDBG-DR Small Rental Property Repair Program Management

State of Louisiana

The price of rental housing nearly doubled in and around areas of Louisiana affected by hurricanes Katrina and Rita. The Louisiana Office of Community Development created the Small Rental Property Repair Program, which, on a competitive basis, provided financing to qualified owners who agreed to offer apartments at affordable rents to lower income households. Subsidies were provided on a sliding scale, with the minimum subsidy provided for units made available at affordable market rents (rents affordable to households with incomes at or below 80 percent of median) and the maximum going to units affordable to families with incomes at or below 50 percent of Area Median Income (AMI). In addition to funding incentives for providing affordable units in small rental properties, the program provided hazard mitigation funds to improve building design and make properties less susceptible to damage from natural events.

Eligible properties were selected based on three main considerations: the units built must comply with the mixed income, additional affordability and permanent supportive housing components.

In exchange for accepting financial incentives, property owners were required to accept limitations on rents (with inflation clauses) and target low and moderate income renters for a period ranging between three and 20 years, and to assure that the housing remains affordable. The amount of CDBG-DR financing available ranged from \$10,000 to \$100,000 per unit. In general, higher per unit amounts were available to property owners who agreed to offer lower rents to reflect the lower amount of rental income these properties would receive and their more limited ability to retire debt service. The assistance was offered as deferred payment loans at zero percent interest, due only upon resale of the property or failure to comply with the agreed-upon restrictions on rents and household incomes.

The awards have helped restore more than 4,000 rental units in the eight most impacted parishes. Of those, most will be rented at affordable rates for low- to moderate-income working families.

At A Glance: Small Rental Property Repair Program

- Louisiana Office of Community Development
- July 2006 – June 2009
- \$826M Program

Relevant Features

- Housing Services
- Disallowed Costs: \$0
- DRGR Database
- Hazard Mitigation

Reference

- Patrick Forbes, Executive Director – Office of Community Development or Rowdy Gaudet, Infrastructure Manager (225) 219-9600 and (225) 219-9794
patrick.forbes@la.gov and rowdy.gaudet@la.gov



40 percent of the Rivergardens project will be set aside for affordable family housing.

AAt A Glance: Cedar Rapids

- Cedar Rapids, Iowa
- Sept. 2011 – June 2012
- Disaster Recovery
- Public Infrastructure
- Rapid Mobilization

Reference

- Greg Eyerly, Director of Flood Recovery
(319) 286-5286
J.Eyerly@cedar-rapids.org

Architectural and Engineering Program Management Services Cedar Rapids, Iowa

The City of Cedar Rapids contracted CDM Smith for Architectural and Engineering Program Management services in response to the June 2008 flooding of more than 300 city owned buildings, including city hall, fire departments, public works, central library and the police station. CDM Smith was responsible for facility and infrastructure assessments to identify flood related damages and to develop cost estimates to return facilities to pre-flood condition.

CDM Smith provided planning services to incorporate LEED certified sustainable design into the reconstruction to key City buildings.

- **Stakeholder input:** CDM Smith worked with Cedar Rapids staff to properly prioritize building improvements based on needs, schedules and budgets. A capital improvements plan was developed according to the prioritization of improvements.
- **CDM Smith was responsible for revising and updating design standards:** Current codes and standards will be incorporated into project goals, which is essential in facilitating design firms to deliver work products that are consistent and accurate.



- **Packaging projects:** CDM Smith worked with City staff to identify which projects can be packaged together depending on size and scope of building reconstruction to ensure that release of capital projects is both measured and seamless so as not to over saturate the local construction market.
- **Project tracking:** projects and report status are tracked using real-time web-based information technology. The program assisted the City, design engineers and local, state, and federal agencies in prioritizing projects as needs and funding change.
- **Monthly and quarterly forecasts:** CDM Smith's project control professionals provided stakeholders with regular forecasts that include upcoming tasks.
- **Regular schedule updates:** Due to the urgency of infrastructure recovery, bi-weekly project status reports were delivered to City management and appropriate staff for approval. These updates kept projects moving quickly and smoothly with the appropriate parties involved.

FEMA Shelter and Temporary Essential Power (STEP) Pilot Program and Program Management for Superstorm Sandy Recovery

Nassau County, New York

The intent of the STEP program is assist home owners to restore power, heat, and hot water on a temporary basis to their primary residence. The pilot program funds those specific necessary and essential emergency temporary measures to help secure the exterior doors, walls, windows, and roof and restore power, heat, and hot water to primary residences that has, or could accept, power following necessary and essential repairs. STEP helps residents safely shelter-in-place in their homes pending more permanent repairs. Under the program, residents of areas designated by the local government are able to have emergency repairs assessed and, where safe and practical, have electricity restored and other basic temporary repairs made so residents can remain in their homes to be used as a shelter.

Eligible temporary emergency repairs include one, or all of the following:

- Temporary meter, power panel, weather head, and riser and the ability to receive power from the local service provider.
- Install up to a total of four temporary electric baseboard heaters and thermostat
- Install one temporary 20-gallon electric water heater.
- Using plywood material, undertake temporary exterior repairs to cover broken windows, exterior walls or roof, and patching or otherwise securing damaged exterior doors.

As a result of discussions with state and local officials and in an effort to quickly allow individuals to shelter in place, the STEP Program initiative was developed, adopted, and approved November 16, 2012. At that time, the program was rolled out with initial assessments performed on homes identified from the Long Island Power Authorities list of homes cut off from power. Following this initial roll out, a call center was developed to begin accepting calls from residents and scheduling appointments for assessments. These assessments then lead into individual work orders for the tasks outlined above. CDM Smith assessed a total of 2,004 homes, and work has been completed or is underway at 627 homes (Work Orders Issued [741] less Work Completed by Others [114]). Of these 627 homes, 417 are fully completed.

At A Glance: Nassau County

- October, 2012 – Ongoing
- Disaster Recovery
- Public Infrastructure
- Rapid Mobilization
- Housing

Reference

- Robert Walker, Chief Deputy County Executive
(516) 686-4260
rrwalker@nassaucountyny.gov

At A Glance: Laredo

- August 2010 – September 2010
- Survey of Damages
- Recovery Cost Analysis
- Damage Cost Estimates
- FEMA Documentation

Reference

- Jesus Olivares, Assistant City Manager
(956) 791-7302
jolivares@ci.laredo.tx.us

Hurricane Alex Detailed Engineering Report of Damages City of Laredo, Texas

In July of 2010 the City of Laredo, Texas experienced the ill effects from Hurricane Alex. The storm passed through the southern portions of Texas and the City of Laredo experienced significant flooding. Facilities within the City that were damaged by contaminated flood waters included: Zacate Wastewater Treatment Plant, Jefferson Water Treatment Plant, Los Dos Laredos Park, Santa Rita Park, Father McNaboe Park, and in minor scale, both International Bridges 1 and 2.

The City of Laredo commissioned CDM Smith to perform a survey of the damages incurred by the disaster, and develop an opinion of estimated costs to repair and/or replace damaged infrastructure to its pre-disaster condition. The task of developing the estimated costs was to focus on replacement of infrastructure, analyze loss of usable life to mechanical equipment, and identify structural deterioration caused by floodwaters. The project scope included:

- Provide assessments to quantify damages
- Prepare relevant and pertinent documentation for assessments
- Assist the city in preparing documents to be provided to FEMA
- Provide support to the city in responding to additional FEMA requests
- Prepare an overall Opinion of Estimated Cost
- Draft and final report
- Project coordination and communications

As part of the study, CDM Smith conducted site visits, arranged interviews with facility operators, consulted with equipment manufacturers, and produced a detailed engineering report of damages. Damages reported to park facilities included: picnic tables, benches, barbeques, canopies, play structures, and sports field lighting. Estimated damages costs for all parks involved in the study was \$2.04 million. Mechanical equipment damages assessed for the Water and Wastewater plant included: pumps, odor control, blowers, gates, valves, electrical motors, chemical feed equipment, head-works facilities, Master Control Centers, and clarifiers. Estimated damages for both the Zacate WWTP and Jefferson Street WTP were \$3.69 million. The two bridges that were assessed for damages were reviewed by a subcontractor to CDM and the report assessed damages to be worth \$807,546.

CDM Smith recommended the city use the reports to seek re-imburement through FEMA based on assessed damages with the understanding that a mitigation report would immediately follow. The mitigation report would

detail what is required to prevent further hindrance to the operation or erode the performance of the city's infrastructure.

Disaster Response, Recovery and Federal Funding

Tioga County, New York

Beginning on September 7 and continuing through September 9, 2011, heavy rainfall from the remnants of Tropical Storm Lee brought flooding to the Susquehanna River valley, the result of 12 inches of precipitation in Tioga County, New York. The Chenango and Susquehanna river basin gauges recorded water levels as high as 17 feet above flood stage. The water levels topped the levee systems and overwhelmed other flood control infrastructure systems and nearly 95% of the City of Owego was left under water. Several Tioga County roads and bridges were closed, including Interstate 88, which was blocked by a mudslide event along New York Route 17. Property damage far exceeded the record flooding of 2006 and losses across the New York State's Southern Tier Counties are estimated at \$562 million; Tioga County sustained more than \$100 million in damage according to preliminary estimates.

CDM Smith was retained by the Tioga County Legislature to assist in the prioritization of response, recovery and hazard mitigation operatives as well as provide its guidance and programmatic direction in application of the FEMA Public Assistance programs. CDM Smith quickly met with the Tioga County departments and the nonprofit organizations. The firm rendered its assistance in the identification and categorization of FEMA-oriented work elements and provided initial damage assessments, which is needed to formulate FEMA Project Worksheets, well in advance of federal response teams and those of the State of New York. Working with representatives from the Tioga County Legislature, Department of Finance and Accounting, Departments of Public Works, Sheriff and the Office of Emergency Management, CDM Smith is continuing to provide disaster related damage statistics, work plan initiatives and the correlation of related activities that will be presented to both FEMA's Public Assistance Coordinators and those of the State of New York Emergency Management Office. Concurrently, the CDM Smith team is actively engaged with the Tioga County Office of General Counsel in order to ensure disaster work related contracting activities meet and exceed the appropriate standards and compliance elements.



At A Glance: Tioga County

- October 2011 – May 2013
- Disaster Response and Recovery
- Hazard Mitigation
- FEMA Funding Assistance
- Damage Assessments

Reference

- Chuck Shager, County Treasurer
(607) 687-8676
shagerc@co.tioga.ny.us

At A Glance: Office of Coastal Protection and Restoration

- October 2012 – Ongoing
- Disaster Recovery
- Program Management
- CDBG Funding
- Application Development
- Technical Assistance

Reference

- Dona Ours, P.E.
(225) 342-6871
dona.ours@la.gov

CDBG-DR Program Management Services for the Louisiana Office of Coastal Protection and Restoration State of Louisiana

CDM Smith is providing complete program management services to the OCPR for \$32 million of coastal protection projects. The nine projects include \$27 million of CDBG funding as part of the state Coastal Parishes Recovery Program. CDM Smith is assisting the OCPR in developing mechanisms necessary for implementation of the Program and individual projects including the application phase, project development phase procurement and construction phases.

Application Phase

CDM Smith is providing OCPR with application development, completion and amendments and will initiate the Environmental Review Record (ERR) process once the Louisiana Office of Community Development (OCD) has approved the project description package and ensure compliance with CDBG requirements.

Project Development Phase

For projects in this phase CDM Smith is providing tracking of the ERR, CDBG and OCD program compliance reviews of A/E plans and specifications, cost estimates and schedules during the design process for conformance with approved project scope and budget and inclusion of required CDBG provisions. CDM Smith will also assist sub-grantees with compliance and procurement issues.

Procurement and Construction Phase

CDM Smith will continue to provide technical assistance for grantees/subgrantees to help them establish the requisite conditions and documentation necessary to proceed with the bidding/pre-construction process as mandated by the CDBG program.

Construction Phase

CDM Smith will provide technical assistance for grantees/subgrantees to complete CDBG and OCD Program compliance during construction and limited on-site monitoring, including: occasional attendance at construction progress and other key meetings; occasional construction site observation; and compliance documentation.

Projects

- Cut-Off/Pointe Aux Chene Levee, Lafourche Parish; This 2.5 mile levee will be constructed along Grand Bayou and tie into the existing levee systems on each end
- Flood Control Structure at Boston Canal, Vermilion Parish; Construction of a flood control structure at the intersection of Boston Canal and the Gulf



The Madisonville Bulkhead Project in St. Tammany Parish, Louisiana is being constructed using CDBG funds managed by CDM Smith.

Intracoastal Waterway that could be closed in the event of a hurricane or tropical storm,

- Madisonville Bulkhead Project, St. Tammany Parish; construction of improvements to the existing bulkhead along the shore of Lake Pontchartrain and the Tchefuncte River.
- St. Mary Levee and Barge Structure (Franklin Canal), St. Mary Parish; construction of a 40-ft wide sinkable barge structure across the Franklin Canal (South of US Hwy 90) and a 900 ft earthen levee tied into the existing levee system.
- Restore Lafitte Levees and Associated Drainage Facilities to Protect Local Communities/ Critical Infrastructure, Jefferson Parish; Repair of existing levee.
- Front Ridge Chenier Terracing/Protection, Vermilion Parish; Construction of approximately 85,000 linear feet of marsh terraces.
- Rosethorne Wetland Assimilation Project, Jefferson Parish; This project will utilize secondarily treated municipal effluent diverted from the Rosethorne Wastewater Treatment facility to restore and sustain coastal wetland habitat.
- South Slidell Flood Control Project, St. Tammany Parish; This project involves levee improvements to two areas in the South Slidell area to help control storm surge during tropical events.
- Restoration of Bayou Lafourche Capacity Bayou Lafourche–Walter S. Lemann Pump Station Renovations, Ascension Parish; This project will replace the existing pumps which were installed in 1955 and provide drinking water to 300,000 people. This project also includes the replacement of two pump motors and provides for a backup generator system.

Mississippi Flood Acquisition Mitigation Program Management Hancock County, Mississippi

CDM Smith is providing program management services for \$10 million of Hazard Mitigation Grant Program (HMGP) funding designated for the purchase and demolition of flood prone structures in the unincorporated portions of the county. Funding was provided through the Mississippi Emergency Management Agency (MEMA) and FEMA, and the Hancock County Board of Supervisors is responsible for administration of the program.

FEMA increased the required flood elevations for the county, and the program will acquire structures that were legally renovated or rebuilt after damages by Hurricane Katrina at an elevation lower than the new (2009) FIRM requirements. Key aspects of this project included:

At A Glance: Hancock County, Mississippi

- June 2009 – June 2011
- Program Management
- Funding Eligibility
- Policy and Procedures
- Grant Applications

Reference

- Lisa Cowand, President, Board of Supervisors Hancock County (228) 467-0172
llcowand@gmail.com

- Identification of all structures potentially eligible for the program.
- Development of policy and procedures for the HMGP application and coordination of community outreach.
- Review of elevation certificates and revised Flood Insurance Rate Maps (FIRMs) to determine eligibility of individual properties.
- Preparation of HMGP grant application to the Mississippi Emergency Management Agency.
- Individual consultation with property owners explaining the HMGP program and management of grant paperwork.
- Coordination of real estate and appraisal service contracts on behalf of Hancock County.
- Preparation of bid documents for the demolition of buildings and the return of property to a natural vegetative state.

To assist in determining eligible properties, CDM Smith established a methodology to perform field surveys and report the information using a Geographic Information System (GIS). CDM Smith worked with the County Tax Assessor in determining the eligibility of structures and developing program procedures.

At A Glance: St. Bernard Parish

- January 2007 – January 2010
- \$325 Million Program
- Economic Development
- Procurement and Contractor Oversight
- Rapid Mobilization
- Procurement and Contractor Monitoring and Compliance Reporting

Reference

- David E. Peralta, Parish President or Jerry Graves, Jr. Chief Administrative Officer (504) 278-4227 dperalta@sbsp.net and jgraves@sbsp.net

Program Management for FEMA Repairs and Hazard Mitigation

St. Bernard Parish, Louisiana

Overwhelmed by the extent of the damages from Hurricane Katrina to St. Bernard Parish and suffering from impacts to their staffing levels, St. Bernard hired CDM Smith to manage the implementation of all of the FEMA-funded infrastructure repairs within the Parish. Critical aspects of this ongoing program include the following:

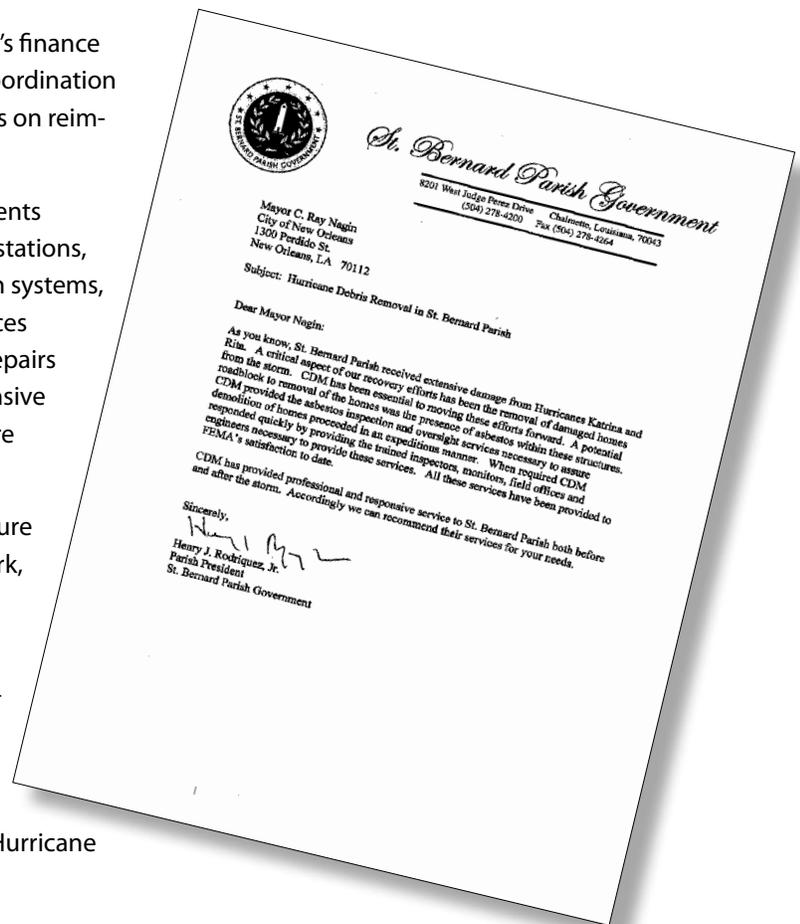
- Review of all FEMA related reimbursement requests to assure payment by the State of Louisiana
- Assistance with scope alignment of existing FEMA Project Worksheets (PWs) to assure all design and construction activities receive maximum possible reimbursement. To date infrastructure repairs available for FEMA funding has grown from \$117 million to over \$325 million due to these efforts



The new Civic Center in St. Bernard Parish was accomplished through CDM's management of the FEMA-funded repair program.

- Provision of additional staff within St. Bernard Parish's finance department to expedite payment processing and coordination with the State of Louisiana to resolve payment issues on reimbursement requests
- Coordination of repairs to all infrastructure components including roadways, drainage systems, libraries, fire stations, parks, civic centers, water treatment and distribution systems, wastewater collection and treatment systems. Services include design and management of \$13 million of repairs to the Parish's water treatment plant including extensive Hazard Mitigation Measures to prevent against future damage
- Oversight and management of all contractors to assure compliance with FEMA PWs, associated scope of work, procurement requirements and payment terms
- Development of a program approach to consolidate the Parish's wastewater treatment plants to one central facility to reduce future operational costs. CDM Smith helped identify more than \$30 million FEMA funding to consolidate treatment at the Munster WWTP and abandon six facilities damaged prior to Hurricane Katrina, several with compliance problems
- Coordination of all architectural and engineering design firms to assure compliance with FEMA PWs, associated scope of work, procurement requirements and payment terms.

As a long-term client, CDM Smith has focused all efforts to expedite FEMA funds to St. Bernard Parish. The successful release of this funding has had multiple benefits to St. Bernard Parish, the State of Louisiana and FEMA by restoring faith in the contracting community of timely payments. This will result in more bidders for projects, more competitive bids, reduction in costs due to timely payments, less potential for disputes, and overall reduce construction costs for all the interested parties.



At A Glance: New Orleans

- October 2007 – December 2008
- \$100M Program
- Rapid Mobilization
- Infrastructure Rehabilitation
- Stakeholder Workshops
- FEMA Funding

Reference

- Joseph Becker, New Orleans Sewerage and Water Board (504)585-2365
jbecker@swbno.org

FEMA Infrastructure Assessment and Cost Estimating

New Orleans, Louisiana

CDM Smith provided infrastructure assessment and cost estimating, guided by a Memorandum of Understanding with the Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOSHEP), the City of New Orleans, the Sewerage and Water Board of New Orleans, U.S. Department of Homeland Security and FEMA, to assess infrastructure damage, repair, and cost estimating questions for the water, wastewater, and drainage systems. The final report was a Plan of Action (POA).

CDM Smith rapidly mobilized a multiple task force project team to complete initial assessments of all three infrastructure systems, conduct numerous informal interviews, examine available previous documentation, organize and execute five stakeholder workshops, and compile the results of the above into a POA document that develops, analyzes, and prioritizes identified action items. FEMA and numerous MOU stakeholders stated that these highly accelerated, yet carefully orchestrated, stakeholder workshops were a great success in quickly identifying and building consensus on more than 100 newly identified action items which provided a blueprint for facilitating disaster recovery. Furthermore, despite a compressed schedule, CDM Smith met a December 12th, 2007 POA deadline and surpassed MOU stakeholder expectations.

From the POA, FEMA selected 21 high priority action items to implement during an “Interim Phase” that immediately followed its submission. CDM Smith’s activity during the Interim Phase involved detailed final assessments, additional informal interviews of key stakeholders and stakeholder personnel, detailed examination of existing documentation, and selected site inspections of facilities damaged by the disaster. The 20 technical memorandums (TMs) delivered during the Interim Phase provided a complete and detailed understanding of each of the action items addressed. As a result, nearly \$100 million of infrastructure repairs have been identified. This work included efforts to restore infrastructure to either a functional state, a pre-disaster state, or an optimally functioning state. In many cases, these newly documented drainage, water, and wastewater infrastructure needs are expected to translate into substantial additional disaster recovery funding for the S&WB.



CDM Smith’s activities included selected site inspections of damaged facilities in an effort to prioritize projects.

Facilitating Repair and Replacement of Public Housing

Mississippi Gulf Coast

Hurricane Katrina damaged or destroyed most public housing along the Gulf Coast. As part of a larger recovery effort, the U.S. Department of Housing and Urban Development (HUD) provided \$100 million in the form of community development block grant (CDBG) funding to the State of Mississippi for repair and replacement of public housing. The Mississippi Development Authority (MDA) retained CDM Smith to assist in allocating the CDBG funds among five public housing authorities and in administering disbursement of the funds.

CDM Smith began by reviewing initial damage reports and performing site assessments for 22 public housing developments in Hancock, Harrison and Jackson counties. Based on the results of the site assessments, MDA was able to allocate the \$100 million CDBG fund equitably among the five participating housing authorities.

CDM Smith worked with MDA to develop the process by which the housing authorities would apply for disbursement of the allocated CDBG funds. Work products included written policies and procedures and an application form. CDM Smith has also assisted with review of applications submitted by the housing authorities, including the proposed financing packages. The goal of this review was to ensure the long-term viability and financial stability of the proposed developments.

Under HUD regulations, most of the allocated CDBG funds could not be disbursed to the housing authorities until the proposed repair and new construction work received environmental clearance. It was decided that environmental clearance would be granted on a site-by-site basis. As the housing authorities developed their site-specific plans to the point where a decision on environmental clearance could be made, CDM Smith performed environmental review of the proposed repair and new construction projects.

CDM Smith completed environmental review of 13 proposed projects, including 4 repair projects and 9 new construction projects. New construction projects require full environmental assessments, while repair projects require a somewhat less detailed level of environmental review. Each completed environmental review includes measures that must be implemented during construction and operation of the development to minimize the potential for adverse impact on the residents and the environment.

CDM Smith performed construction monitoring to ensure compliance with applicable regulations and building codes and to ensure that mitigation measures listed in the environmental review are properly implemented. CDM Smith also reviewed the developers' pay applications to ensure proper disbursement of funds.

At A Glance: Mississippi Gulf Coast

- October 2007 – December 2008
- \$100M Program
- CDBG Funding
- Housing Repair and Replacement
- Construction Monitoring

Reference

- Sara Watson, MDA
(601) 359-9344
SWatson@mississippi.org

At A Glance: Indiana Housing

- October 2007 – December 2008
- CDBG and CDBG-DR Technical Assistance
- Economic Development
- CDBG Policy, Procedure and Manual Reviews
- Housing

Reference

- Jacob Sipe Interim Executive Director & Chief Real Estate Development Officer
Jsipe@ihcda.IN.gov
- Joe Palus Policy and Research Manager
jpalus@ihcda.IN.gov
(317) 233-1813

Technical Assistance for CDBG Policies, Procedures and Manuals

Indiana Housing and Community Development Authority

The Indiana Housing and Community Development Authority (IHCDA) is delivering the State of Indiana's Community Development Block Grant (CDBG) and Community Development Block Grant Disaster Recovery (CDBG-DR) housing and economic development programs. The agency needed to find alternative funding opportunities and delivery methods to assist in enhancing the timely distribution of the funding sources, and receive technical assistance for their existing policies and procedures.

CDM Smith was selected to provide technical assistance to the IHCHA due to the firm's staff with extensive experience with state CDBG and CDBG-DR programs and the Office of Housing and Urban Development (HUD) experience. The CDM Smith team understands the federal HUD CDBG regulations and also understands how to interpret them for the best results for state and local governments while complying with HUD. With meeting timely distribution, establishing eligible activities, and achieving national objectives and overall HUD compliance, a team was needed to demonstrate methods that can streamline program requirements while meeting all the statutory and regulatory requirements.

CDM Smith is assisting IHCDA with implementing economic development activities that will be funded by CDBG. We are responsible for identifying any concerns, issues, or problems with the current program, and to make recommendations to meet HUD regulations and guidance. Appropriate amendments will also be recommended to the state's action plan to support compliance with HUD.

To meet compliance with HUD's Duplication of Benefits (DOB), CDM Smith is advising IHCDA on requirements applicable to flood buyout projects, owner occupied rehabilitation, weatherization/owner occupied rehabilitation projects, weatherization/shelter rehabilitation, rental projects. Updates to IDCHA's processes will comply with HUD's clarification of DOB requirements described in Federal Register Vol. 76, No. 221, November 16, 2011.

As with all CDBG programs audits are to be expected for state programs. CDM Smith is advising IDCHA on the most vulnerable areas in Indiana's program that could be susceptible to HUD Office of Inspector General (OIG) audit findings. IDCHA staff will be alerted to which policies and procedures are most at risk and identify updates that should be created to comply with federal requirements.

All of IDHCA's current policies and procedures for the CDBG program will be reviewed by CDM Smith. We will articulate any concerns, issues, problems,

areas lacking sufficient policy guidance, and make recommendations for updates to the grant administration manuals. CDM Smith is also available to IDHCA to answer any questions and provide interpretation on the Supplemental Appropriations Act, 2008 and the Consolidated Security, Disaster Assistance, and Continuing Appropriations Act, 2009, both requiring compliance with HUD.

FEMA Technical Assistance Contract – Public Assistance

Numerous Locations Nationwide

CDM serves as a team subcontractor on two FEMA technical assistance contracts for disaster response services. Under the Public Assistance (PA) contract, CDM has managed more than 80 in-house personnel and dozens more subcontracted personnel mobilized to help address the effects of Hurricanes Charley, Frances, Ivan and Jeanne in 2004; the California landslides; Ohio flooding; and Hurricanes Dennis, Katrina, Rita and Wilma in 2005; and the Oklahoma ice storms; Kansas severe storms and tornadoes; New Jersey inland and coastal flooding; and South Dakota severe storms and flooding in 2007. CDM's accomplishments to date include:

Rapid Mobilization

- Mobilized staff to federally-declared disaster areas under tight schedules. For example, over New Year's holiday weekend '05/'06, CDM received a request on Friday, Dec 31 to fill 27 open positions. CDM was able to fill 12 of these 27 positions by COB Wednesday, January 4 and mobilize 9 of these individuals from across the country to Baton Rouge by Thursday, January 5, re-reporting for duty the next day.
- Provided more than 60 trained Project Officers (POs) and five Public Assistance Coordinators (PACs).
- Arranged for accelerated training of staff, including FEMA-certified Just-In-Time-Training (JITT) for PA Opts I (Project Officer), PA Opts II (Public Assistance Coordinator) and Debris Monitoring.
- Assessed damages to public facilities eligible for federal reimbursement totaling over \$100s million ranging from water/wastewater treatment facilities to pump stations to canals and levees to roads/bridges to hospitals to airports to universities.

Technical Specialists

Requested by Fluor/FEMA for specialists in a variety of technical fields including:

- Water/ wastewater/electrical/pump station/pipelines for New Orleans, St. Bernard and Plaquemines Parishes

At A Glance: FEMA Nationwide Contract

- October 2007 – December 2008
- Long-Term recovery Plans
- Damage Assessments
- Rapid Mobilization
- Training
- Community Relations
- Debris Mapping and Monitoring
- FEMA Funding

Reference

- Confidential Client



- Mechanical and structural for health and research facilities across Louisiana
- Long-term community recovery planning across Louisiana
- Wastewater for all declared counties in New Jersey
- Geotechnical for all declared counties in California
- Debris for declared counties across Oklahoma
- Roads/bridges/drainageways for South Dakota

Debris Mapping

- Debris Mapping
- Completed real-time mapping and reporting of debris using GIS.
- Managed daily production of updated GIS debris maps which were electronically sent to FEMA, DHS and the White House as part of requested daily situation reports.

Debris Monitoring

- Mobilized trained debris monitors and specialists to perform in-field debris monitoring and management.
- Addressed public health and safety problems associated with the debris left after a major disaster. CDM has assisted FEMA and many communities across the U.S. with the assessment, clean up, and reconstruction of public infrastructure following major disasters.

Community Relations

- Assisted FEMA in community relations for hurricane response in Florida during initial emergency response activities. Upon request from FEMA, CDM rapidly mobilized (within 48 hours of notification) a team of eight staff to Orlando, Florida over Labor Day weekend to provide emergency contact information to dozens of hurricane-struck communities.

Long-Term Community Recovery (LTCR) Plans

- Mobilized experts in transportation planning, economic development, urban and community planning, public finance and administration, and civil and coastal engineering to develop LTCR plans
- Provided plans addressing transportation, economic growth, tourism, jobs, land-use, residential and commercial zoning and retail growth for areas hit by Hurricane's Rita and Katrina
- Mobilized 10 senior planners to work in partnership with parishes to develop an advisory council and address issues, concerns and deliver recommendations for revival. LTCR Planning Teams have been working with local officials and community residents in impacted parishes to develop parish-specific recovery plans. Through this process, each parish crafted its own vision, identified goals and priorities, conducted needs assessments, developed a community baseline and identified priority projects.

Section 8

Section 8

Additional Experience

CDM Smith will apply best practices, lessons learned, and adapt existing policies and procedures from our previous CDB/CBDG-DR experience to deliver the required services needed for the State of New Jersey, Department of Community Affairs disaster recovery and long-term planning program.

Introduction to CDM Smith Inc.

CDM Smith offers the State of New Jersey and the Department of Community Affairs outstanding credentials and direct relevant experience for program management recovery from natural disasters, resulting in the best possible team to provide engineering, environmental and construction services to the State. CDM Smith's outstanding qualifications and a wealth of local and national experts to execute this contract are presented throughout this proposal and additional experience is furnished in Table 8-1 Selected CDBG Disaster Recovery Program Management Projects and Table 8-2 Representative CDM Smith Disaster Management Experience. CDM Smith team members have provided critical support to major clients after natural disaster events, including full architectural and engineering services for gulf coast clients in Louisiana and Mississippi after Hurricanes Katrina, Rita, and Gustav, in Texas following Ike and for FEMA directly for their headquarters in Virginia for projects throughout the United States.

Urgent, expert, compassionate, sustained—these are hallmarks of CDM Smith's response to natural disasters. We have the human resources, financial strength, relevant disaster management past performance record and network to respond rapidly and effectively. We have



the proven systems in place for program and project management, as well as materials and services procurement compliant with Federal and State requirements. Our clients rely on us as a single contact for consulting, engineering, construction and operations.

Worldwide, CDM Smith has assisted clients in times of emergency. Our experience includes a full slate of architectural and multidiscipline engineering services (A&E). With our experience handling many types of projects, CDM Smith brings proven expertise and full service program management architectural and engineering capabilities to communities struck by natural disasters.

CDM Smith is a FEMA contractor and as such has experience and knowledge of the various FEMA programs. As such, we will conduct ourselves with FEMA and the State of New Jersey in a professional and non-adversarial manner consistent with the professionals that represent the state.

A REPUTATION YOU CAN TRUST

CDM Smith is a global, full-service consulting, engineering, and construction firm dedicated to helping clients improve the environment and infrastructure. CDM Smith has over 60 years of experience completing architectural and engineering projects of all sizes. Of all design/engineering/construction firms in the U.S., we currently rank 22nd among the top 500 firms, 15th among the 200 environmental firms and 165th among the top 400 construction firms (Engineering News Record, 2012). Our reputation for excellence means you can rely on the superior quality of our service.

We offer a complete suite of community development services and have a full-service U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) group that offers more HUD experience than any other firm in the country. We are an employee-owned corporation with more than \$1.2 billion in annual revenues and a multi-disciplinary staff of 5,200 in more than 146 offices worldwide. CDM Smith maintains the size, stability, and resources required to successfully undertake a diverse range of projects.

Our previous HUD projects range from small, short-term solutions to some of the most complex, comprehensive CDBG programs delivered in the past 10 years. Each of the programs CDM Smith has delivered requires comprehensive policies and procedures that are compiled into program manuals. All of these projects are conducted with a common mission: CDM Smith's driving philosophy of providing exceptional services and building long-term relationships.

CDM Smith Brings Unparalleled CBDG Program Experience to the State of New Jersey

The CDM Smith program staff and support team that we have proposed to perform project tasks under this contract have the necessary experience in the community development programs funded by CBDG grants identified in the RFQ. The CBDG-DR program types include:

- Public infrastructure programs
- Housing rehabilitation and repair programs
- Housing buyout programs
- Economic development programs

CDM Smith staff assigned to this project for the State have successfully delivered each of these types of complex programs to clients throughout the United States. Our experience includes a full slate of multi-disciplined services and CBDG/CBDG-DR projects for which policies, procedures, forms, and manuals were developed, including:



The three ring binders presented in this photo represent an example of a CDBG-DR manual prepared by CDM Smith for the State of Illinois Hurricane induced floods.

- CDBG Smart Growth Master Plan/Manual Development, Pearl River County, Mississippi. Plan and manual development that addresses Land Use, Economic Development, Housing, Community Character and Image, Transportation, and Public Facilities and Infrastructure projects.
- CDBG-DR Program Management for Infrastructure, Galveston County, Texas. Program administration and management for a \$70M infrastructure rehabilitation program that addressed drainage, highways, facilities, and water and wastewater restoration projects.
- IKE/Midwest CDBG-DR Program, Illinois. A \$211M CDBG-DR program that funds grants for housing rehabilitation and buyouts, public infrastructure improvements, and economic revitalization programs in 41 counties that were federally-declared disaster areas as a result of 2008 floods.

The CDM Smith team has executed more than \$2.7 billion in CDBG/CDBG-DR projects, and has not had a single disallowed cost.

- CDBG-DR Home Demolition and Buyout Program, Louisiana Land Trust, Louisiana. CDM Smith oversaw the demolition of more than 8,000 homes damaged by Hurricanes Katrina and Rita. Homes were purchased by a state and federally funded buyout program and then placed under the direction of the nonprofit agency, the Louisiana Land Trust. CDM Smith was the program manager for this \$95M housing program.
- CDBG-DR Program Management Following Hurricanes Katrina/Rita, Orleans, Jefferson, St. Charles Parishes, Louisiana. Administration of a \$400M CDBG-DR program (Orleans), \$50M (Jefferson), and \$1M (St. Charles) for hurricane recovery efforts for nearly 150 projects addressing infrastructure, housing buyouts and rehabilitation, economic development, roadways, utilities, and drainage needs.

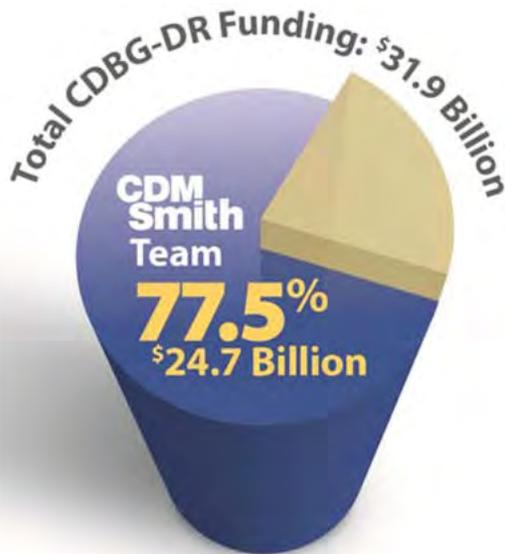
Originally created in 1974, the CDBG program funded by HUD assists states and municipalities with the financial funds to address a wide range of community development needs. The “Small Cities” program began in 1981 and is now called the State CDBG program, allowing individual states to administer funds for non-entitlement areas. The CDM Smith team members selected for this project have worked within the parameters of both programs since HUD began the initiative.

Understanding the comprehensive, detailed policies, procedures, and compliance requirements can be daunting for municipalities receiving CDBG money for the first time. The CDM Smith team is comprised of the best and the brightest in CDBG and our experience outlined in this proposal supports the resourcefulness that the CDM Smith team will deliver to the State of New Jersey.

In the CDBG/CDBG-DR realm, there is always the possibility there will be findings and HUD will require the return of grant funds. Programs should be designed to meet federal, state, and local laws and regulations to avoid findings. The CDM Smith team has executed more than \$2.7 billion in CDBG/CDBG-DR projects, and has not had a single disallowed cost.

CDM Smith will be supported on this project with three experienced subconsultants who have worked on numerous disaster-related projects. The roles that each subconsultant will undertake on this project, and their experience is summarized as follows:

- GCR Inc.—Unmet Needs Assessment and IT data Management
- Davillier Enterprises, LLC—Policy Administration and Action Plan Development
- Urban Planning Consultants, Inc.—Project Development, Urban Planning and Housing



Of the \$31.9 billion in CDBG-DR funding distributed between 1992-2011, CDM Smith Team members have assisted in the delivery of 77.5%, or \$24.7 billion.

GCR Inc.

Established in 1979, GCR Inc. (GCR) is a GSA-certified urban planning and technology firm with more than 120 employees providing a full range of services to their public and private sector clients, from consulting services to custom IT solutions. They specialize in a variety of industries, notably disaster recovery, housing, analytics, transportation, and program administration.

GCR has provided a wide variety of data management and urban planning services to numerous public and private entities for over thirty years. The firm places a premium on balancing innovative ideas and practical approaches to meet clients' needs. In this spirit, planners and professional consultants oftentimes work closely with IT programmers to develop GIS-based solutions, presenting demographic data, post-storm needs and real estate analytics in a geographic context. Over the years, numerous diverse projects—from preparing a long range housing recovery plan post-disaster, to providing transportation planning services to a major transit agency, to prognosticating population changes—have been successfully implemented by a dedicated staff of planners, economists, GIS specialists, and programmers.

Nowhere have the GCR's capabilities been more apparent than in the Post-Hurricane Katrina landscape. Following the storms of 2005, GCR became immersed in recovery initiatives in New Orleans and throughout Louisiana and the Gulf Coast. Local, state, and federal officials quickly looked to GCR to quantify the impact of the storm on the people and assets in the impact zone. GCR's core competencies in data management, GIS, and community planning led to the firm's involvement in many major emergency response, disaster recovery, and rebuilding initiatives. GCR was recognized and engaged by FEMA, the Louisiana Housing Finance Agency, the Louisiana Recovery Authority, the City of New Orleans, Jefferson Parish and many corporate clients to develop recovery plans and solutions based upon factual data.

GCR develops a policy framework and builds systems for all phases of the disaster recovery process including:

- Emergency Response and Clean Up – tracking of debris removal and the resultant air quality
- Damage Assessment and Inventory – tracking the post-storm condition of all residences using GPS and digital photography
- FEMA Project Worksheet-Infrastructure Project Management – tracking and management of repair/remediation projects
- Long-Term Community Recovery Planning – tracking long-term community planning and development projects

Davillier Enterprises, LLC

Davillier Enterprises, LLC has been in business since 1999 and brings an experienced team of professionals that will enhance the quality and efficiency of

state or local government's disaster recovery response. Their strong team of professionals has developed policy expertise in creating and managing disaster recovery programs in top leadership positions at federal and state governmental agencies. Their clients benefit from their disaster and general federal program knowledge, program development and management expertise.

The professionals of Davillier Enterprises have assisted government agencies and private entities in all levels of response to emergencies and natural disasters, including: disaster preparation and planning, disaster response and recovery, and program compliance. The team brings experience at the federal level in developing policy and coordination of national policy for disaster recovery, and at the state level for piloting housing strategies that can complement those efforts. Their consultants have extensive working knowledge of Community Development Block Grant (CDBG) programs through management of the HUD entitlement communities program, and the administration of disaster CDBG funding at the federal level for the hurricanes of 2004 and 2005, the recovery of lower Manhattan following the terrorist attacks of September 11, 2001, and other disasters including the Northridge earthquake and Midwestern floods. On the state level, they possess a range of experience garnered through the development and oversight of programs in Louisiana for housing, economic development and infrastructure that utilized disaster CDBG and FEMA-provided Hazard Mitigation Grant funding for the hurricanes of 2005 and 2008. Their team members have also assisted public agencies and schools navigate various FEMA reimbursed public assistance programs in the wake of the hurricanes of 2005.

Urban Planning Consultants, Inc.

Urban Planning Consultants, Inc., has provided grant management, program management, urban planning and development, economic development, and financial consulting services for public, private, and non-profit entities since 1988, when it was founded by Jimmy G. Gouras. The company has provided advice and consulting services to more than 150 clients and has a wealth of knowledge and experience in areas reaching far beyond urban planning.

UPC is designated as a Disadvantaged Business Enterprise by being a Woman Owned Business. UPC has extensive experience in various grant programs that provide leveraged financing for economic development projects, public infrastructure projects, housing projects as well as projects through non-profit organizations.

Their staff has the necessary experience to establish realistic comprehensive and defined community plans. They know how to establish and regulate zoning ordinances and have experience with and knowledge of various financial economic development tools. Their team members are excellent at providing detailed project and reporting services and technical administration of many local, state and federal grants and various economic development programs. Understanding in advance the myriad of rules and regulations to be in

compliance with these programs and understanding how to achieve exceptions through methodical protocol is what separates their company from the many others. Numerous CDBG funded and or administered projects as well as Hurricane Katrina-related projects have been managed by principals of the firm.

TABLE 8-1
SELECTED CDBG - DISASTER RECOVERY PROGRAM MANAGEMENT PROJECTS

Program/Client	Type of Program	Value	Rapid Startup	Recovery Related
CDBG-DR IKE/Midwest Program Management, State of Illinois	CDBG-DR Program focusing on Economic Development, Public Infrastructure, Housing.	\$210M	✓	✓
CDBG-DR Infrastructure Program Management, Galveston County, Texas	Management of infrastructure recovery and rehabilitation program.	\$70M	✓	✓
CDBG-DR Homeowner Program, Harris County, Texas	Homeowner rehabilitation and reconstruction program.	\$47M		✓
CDBG-DR Infrastructure Program, State of Iowa	Development and management of infrastructure recovery and rehabilitation program.	\$130M		✓
CDBG-DR Homeowners' Assistance Program, State of Louisiana	Homeowner program for rebuilding or relocating in-state.	\$9B	✓	✓
Flood Recovery Project, Minot, North Dakota	Oversight of design and construction of projects to meet FEMA reimbursement requirements.	\$67M		✓
CDBG-DR Program Management, Louisiana Land Trust, LLC.	Housing program to return 8,000 home sites to market.	\$95M	✓	✓
CDBG-DR Program Management, State of Louisiana	CDM Smith teamed with another firm to create a joint venture to manage one of the largest CDBG programs ever created.	\$633M	✓	✓
CDBG-DR Small Rental Property Repair Program, State of Louisiana	Housing program for owners to increase rental housing stock.	\$826M	✓	✓
CDBG-DR Bridge Loan Program, State of Louisiana	Economic development program for business owners to reopen local businesses.	\$95M	✓	✓
CDBG-DR Tourism Marketing Program, State of Louisiana	Economic development program to encourage tourism to the state through marketing efforts.	\$28.5M	✓	✓
CDBG-DR Small Firm Recovery Loan and Grant Program, State of Louisiana	Economic development program for small, local businesses not covered by conventional or SBA loans.	\$209M	✓	✓
CDBG-DR Homeowner and Rental Rehabilitation Program Management, Galveston, Texas	Management of housing and rental housing program.	\$136M	✓	✓
Flood Recovery, City of Cedar Rapids, Iowa	Architectural and Engineering Project Management services in response to the June 2008 flooding of more than 200 City buildings.	\$400M		✓
Program Management for FEMA Repairs, St. Bernard Parish, LA	Management of all FEMA funded infrastructure repairs.	\$200M	✓	✓
Mississippi Gulf Coast Regional Water Resources Master Plan, Mississippi Gulf Coast	Master plan for restoring, redeveloping and regionalizing water, wastewater and flood control/stormwater Infrastructure.	\$500M		✓
FEMA Infrastructure Assessment and Cost Estimating, New Orleans, Louisiana	CDM Smith functioned as an intermediary between FEMA and the New Orleans Sewerage and Water Board to resolve infrastructure damage, repair and cost estimating questions.	\$100M	✓	✓

TABLE 8-2
REPRESENTATIVE CDM SMITH DISASTER MANAGEMENT EXPERIENCE

Project/Location	Description
Earthquake/Tsunami Foundation Design American Samoa	Following the 2009 American Samoa tsunami, worked under FEMA funding to develop a prototype earthquake and tsunami-resilient foundation to be used as the standard for all residential construction on the island.
Blytheville Debris Monitoring following a severe winter storm Arkansas	Oversight of debris removal activities
Cyclone Recovery and Rehabilitation Bangladesh	Design and supervision of shelter construction and improvements, as well as communication network enhancement, working with LGED.
Power Plant Evacuation Plan California	Developed evacuation plan for Diablo County Power Plant
Berkeley County Disaster Debris Management California	Management of debris removal activities
Nuclear Generating Station Evacuation Study California	Developed simulation model and evacuation plan as part of an Evacuation Time Assessment Study for the San Onofre Nuclear Generation Stations (SONGS) on the Southern California coast.
Emergency Response Planning California	Developed an emergency response and evacuation plan for the coastal City of San Clemente.
Nuclear Facility Community Warning System and Feasibility Plan California	Developed community warning system and feasibility plan for nuclear event evacuations related to the San Onofre Nuclear Generating Stations
FEMA Public Assistance Technical Support California, Kansas, Louisiana, New Jersey, Ohio, Oklahoma, South Dakota	Management of Disaster Response Services for diverse events such as hurricanes, landslides, inland and coastal flooding, ice storms and storms
Flood Damage Rehabilitation China	ADB-funded assistance following severe flood damage in Inner Mongolia and the provinces of Heilongjiang and Jilin. Provided project management and oversight services focused on water conservation facilities, urban infrastructure and roads and bridges.
Flooding Immediate Recovery Assistance Colombia	Responding to severe flooding in Colombia, immediately mobilized a team to assess critical infrastructure damages and assist the government and military with best practices for mass sheltering. Supported local and provincial governments with evacuation criteria as well as hydraulic and hydrological assessments.
Palm Beach County Water Utilities Department Infrastructure Assessment and Improvements Florida	Designed and constructed hardening improvements for several utility facilities and buildings to withstand a Category 4/5 hurricane
Statewide Evacuation Plan Model Florida	Developed Florida's model for statewide evacuation planning
Coastal Evacuation Plans Florida	Developed evacuation plan for the coastal cities of Tampa and St. Petersburg
Hurricane Emergency Response and Storm Debris Cleanup Florida	Oversight of debris removal activities in Palm Beach County following Hurricane Irene.
Post-Hurricane Housing, Infrastructure and Economic Development Management Illinois	In the wake of Hurricane Ike, provided program management support for the Illinois Department of Commerce and Economic Opportunity to distribute funding for economic development, homeowner disaster recovery and public infrastructure.
Evacuation Shelter and Route Design for Coastal Districts India	Within eleven Tsunami-impacted Coastal Districts of Tamil Nadu, provided multi-hazard-resistance evacuation shelters; installed early warning systems; and constructed evacuation routes, including bridges, crossings and signage.
Bridge Reconstruction Report Following Tsunami Damages India	Conducted engineering and economic feasibility studies to fix the most feasible bridge alignment. Prepared detailed engineering design report for reconstruction, including environmental and social impact assessments.

TABLE 8-2 CONTINUED

Project/Location	Description
Study of Tsunami Impacts on People with Disabilities India	Conducted study titled “Coping with Tsunami” to explore the impacts of tsunami on people with disabilities, with special focus on women and children in the context of disaster, based on experiences in the Nagapattinam, Kanyakumari and Chennai districts of Tamil Nadu.
Mid-Term Evaluation of Tamil Nadu Tsunami Resource Centre (TNTRC) India	UNDP commissioned assessment of the TNTRC to evaluate the centre’s impact on tsunami recovery, project how capabilities could be strengthened and identify lessons learned for future efforts.
Post-disaster Fishing Village Work Shelters India	Design and construction of 50+ work shelters for fishing villages in India’s Puducherry and Karaikai regions
Planning Commission Tsunami Relief and Rehabilitation Preparation India	Designed Tsunami rehabilitation goals and strategies at the national level, including an implementation monitoring framework and development of an operations manual for implementation.
Ache Road Maintenance and Management for Tsunami Impacted Areas Indonesia	Identified maintenance practices and technology to restore and maintain Aches road network.
Architecture and Engineering Program Management for Flooding Reconstruction Iowa	Based on our firm’s FEMA funded restoration of hurricane-damaged utilities and infrastructure in Mississippi, selected to provide design and construction engineering for damaged wastewater collection, stormwater drainage systems and streets following flooding in Cedar Rapids.
Flood Protection Master Plan and Early Warning System Jordan	Flash flooding on the coast of Jordan has caused death, human hardship, environmental destruction, utility disruption and nationwide economic impacts. Under USAID funding, our firm prepared a Flood Protection Master Plan to identify and manage flood risks, in addition to designing and implementing a flood warning system.
St. Tammany Parish Debris Removal following Hurricane Katrina Louisiana	To meet impending deadlines for 100% FEMA reimbursement, CDM Smith helped to quickly establish a program to facilitate funding for property demolition and debris removal, including components to develop customer support.
St. Tammany Parish Waterway Debris Removal following Hurricane Katrina Louisiana	Facing extensive debris within local drainage canals and waterways (lumber, trees, white goods, boats, automobiles) the Parish, we were engaged to assess costs and oversee debris removal.
Jefferson Parish Debris Removal and Private Property Demolition following Hurricane Katrina Louisiana	Oversight of debris removal and demolition activities
Program management FEMA Funded Reconstruction following Hurricane Katrina Louisiana	Managed implementation of all FEMA-funded repairs within St. Bernard Parish over a five-year period.
St. Bernard Parish Sheriff’s Office Recovery Program following Hurricane Katrina Louisiana	Procurement assistance, design consulting and construction contractor management for the Sheriff’s Office, including design review, cost tracking and engineering services.
Management of Louisiana Land Trust Home Lot Restoration Program following Hurricane Katrina Louisiana	Program management of initiative to facilitate demolition of over 8,000 hurricane-damaged homes across southern Louisiana, to return properties to commerce
Program Management of CDBG-funded Louisiana Infrastructure Repair Program Louisiana	Joint-venture initiative for program administration, financial management and schedule management of CDBG program to facilitate timely disaster recovery from Hurricanes Rita and Katrina.
Third-Party Hurricane Damage Assessment in New Orleans following Hurricane Katrina Louisiana	FEMA-funded initiative to provide third-party assessment of damages and repairs to the City’s water, wastewater and drainage infrastructure, including resolution of questions under a multi-agency MOU that included the Governor’s Office, the City, the Water and Sewerage Board and FEMA.
Plaquemines Parish Detention Facility Replacement following Hurricane Katrina Louisiana	Developed a state-of-the-art correctional facility to replace one destroyed by Hurricane Katrina, applying FEMA funding and in partnership with L.R.Kimball & Associations and Benetech.

TABLE 8-2 CONTINUED

Project/Location	Description
Post-Katrina Wastewater Consolidation Plan Louisiana	Katrina flooded every structure within St. Bernards Parish, including all wastewater treatment facilities. CDM Smith was contracted to analyze the best approach to facilities restoration, including consideration of impacts on the local tax base. The result was a plan to consolidate wastewater treatment to a single plant, reducing operating costs as well as vulnerability to storms.
Debris Monitoring in Ascension Parish following hurricanes Gustav and Ike Louisiana	CDM Smith was retained to oversee debris removal and assist the Parish with its debris-management plan, The Parish contracted with CDM Smith for diverse planning and emergency response services.
Terrebonne Parish Water Works District No.1 Program Management and Water Borne Debris Monitoring Louisiana	Oversight of debris-removal activities
Tsunami Emergency Assistance Maldives	ADB funded engineering design, environmental impact assessment and bid document assistance for post-tsunami sewerage systems on the island of Kulhudhuffushi
Long-Term Workforce Housing Redevelopment Mississippi	Environmental program management for projects under grants and loans to provide housing for workers engaged in hurricane cleanup and restoration along the Gulf Coast following Hurricane Katrina.
Public Housing Redevelopment following Hurricane Katrina Mississippi	Damage report assistance, site assessment, environmental assessment, CDBG grant application assistance and construction monitoring for CDBG grant compliance.
Flood Mitigation Program Management Mississippi	Development of a buyout program for homes that experienced multiple flood events within Hancock County, including removal of homes from the floodplain.
Biloxi Water and Storm Drainage Replacement following Hurricane Katrina Mississippi	Under FEMA funding, provided basic design and construction engineering for total replacement of the City's wastewater collection, water distribution, drainage systems and streets.
City of Gulfport Water and Sanitary Sewer Systems Replacement Program following Hurricane Katrina Mississippi	The hurricane and storm surge resulted in extreme damage to the City's water and sanitation systems. We provided design services for complete replacement of all sanitary sewer mains, service connections, water mains, hydrants, service connections, meters and other appurtenances.
Nuclear Station Evacuation Plan New Hampshire	Developed a roadway network and evacuation plan study for the Seabrook Nuclear Station.
Cerro Grande Wildfire Recovery and Reconstruction New Mexico	Just 20 days after a devastating wildfire burned more than 47,000 acres and destroyed more than 400 residences, our team was on site to assess the infrastructure (water, wastewater, drainage, etc). We then provided program oversight for debris removal as well design and management services for infrastructure reconstruction.
Evacuation Planning New York	Developed an evacuation plan for the City of Shoreham.
School and Medical Facility Reconstruction following Kashmir Earthquake Pakistan	The Kashmir Earthquake left more than 73,000 people dead, 80,000 injured and 3.3 million homeless. Under USAID, our firm participated in a 5-year program to build earthquake-resistant schools and health care facilities.
Post-tsunami Road Equipment Requirements Feasibility Study Sri Lanka	In the wake of the Sri Lanka tsunami, identified immediate equipment needs for reconstruction and ongoing maintenance. Assessed options for equipment procurement and distribution, including the potential for public/private partnerships to lease equipment to maintain local roads.
Harris County Housing Reconstruction following Hurricane Ike Texas	Comprehensive program management services, from grant application through construction oversight and inspection.
Non-housing Infrastructure Reconstruction in Galveston County following Hurricane Ike Texas	Program administration, financial management and schedule management for CDBG program designed to facilitate timely hurricane disaster recovery.
Engineering Survey of Flood Damages in Laredo Texas	Engineering survey of damaged water and wastewater infrastructure following flood damage
Sub-Regional Development Plan for Tsunami- Affected Andaman Region Thailand	Developed a framework to integrate contributions from multiple governmental, private, donor and NGO organizations to maximize beneficial application of available funding.

TABLE 8-2 CONTINUED

Project/Location	Description
Flood Early Warning System Turkey	Design of a flood early warning system
Hart Senate Office Building Anthrax Cleanup Washington DC	Provided sampling and analytical support to USEPA in the massive, 4½ month effort to assess and eliminate anthrax contamination.
USAID, Engineering Survey of Damages Worldwide	Selected as principle contractor to USAID's Office of Foreign Disaster Assistance to provide technical response assistance for water supply and sanitation, medical relief, nutrition and commodity provision.
Public Assistance Technical Assistance US DHS/FEMA	Technical assistance to FEMA including damage assessment, disaster operations, pre-operations planning, project formulation and debris and other emergency operations. Responded to more than 25 disasters including hurricanes, riverine flooding, mudslides, landslides, tornadoes, ice storms, earthquakes and wildfires.
Hazard Mitigation Technical Assistance Program US DHS/FEMA	Response capability assistance to FEMA for diverse disaster and post-disaster activities resulting from flooding, cyclones, typhoons, hurricanes, dam or levee failure, severe storms, tornadoes, ice, snow, winter storms, seismic events, tsunami, wildfire, pandemic, human-caused disasters.
Individual Technical Assistance to FEMA US DHS/FEMA	Contracted to provide technical and management staff to support disaster recovery.
Flood-damaged Road Reconstruction Vietnam	Supervised reconstruction and improvements to fourteen flood damaged sections of Highway 1 between Quang Ngai and Nha Trang, including procurement of civil works.

Section 9

Section 9

GSA Rate Schedule

Attached is CDM Federal Programs Corporation General Services Administration (GSA) Special Item No. (SIN) 899-1 for Environmental Consulting and Planning Services Schedule - GS-10F-0227J. The contract period is 09/07/2009 through 09/06/2014 which may be renewed for an additional years in accordance with the attached schedule. In response to a bidder's question (Appendix B), the State acknowledged that the GSA's hourly rate pricing is not all inclusive. Therefore, it has been outlined in the Section 3.2 "Travel Expenses & Reimbursements" of the Request for Quote (RFQ) how the State will pay the contractor for any travel or additional expenses.

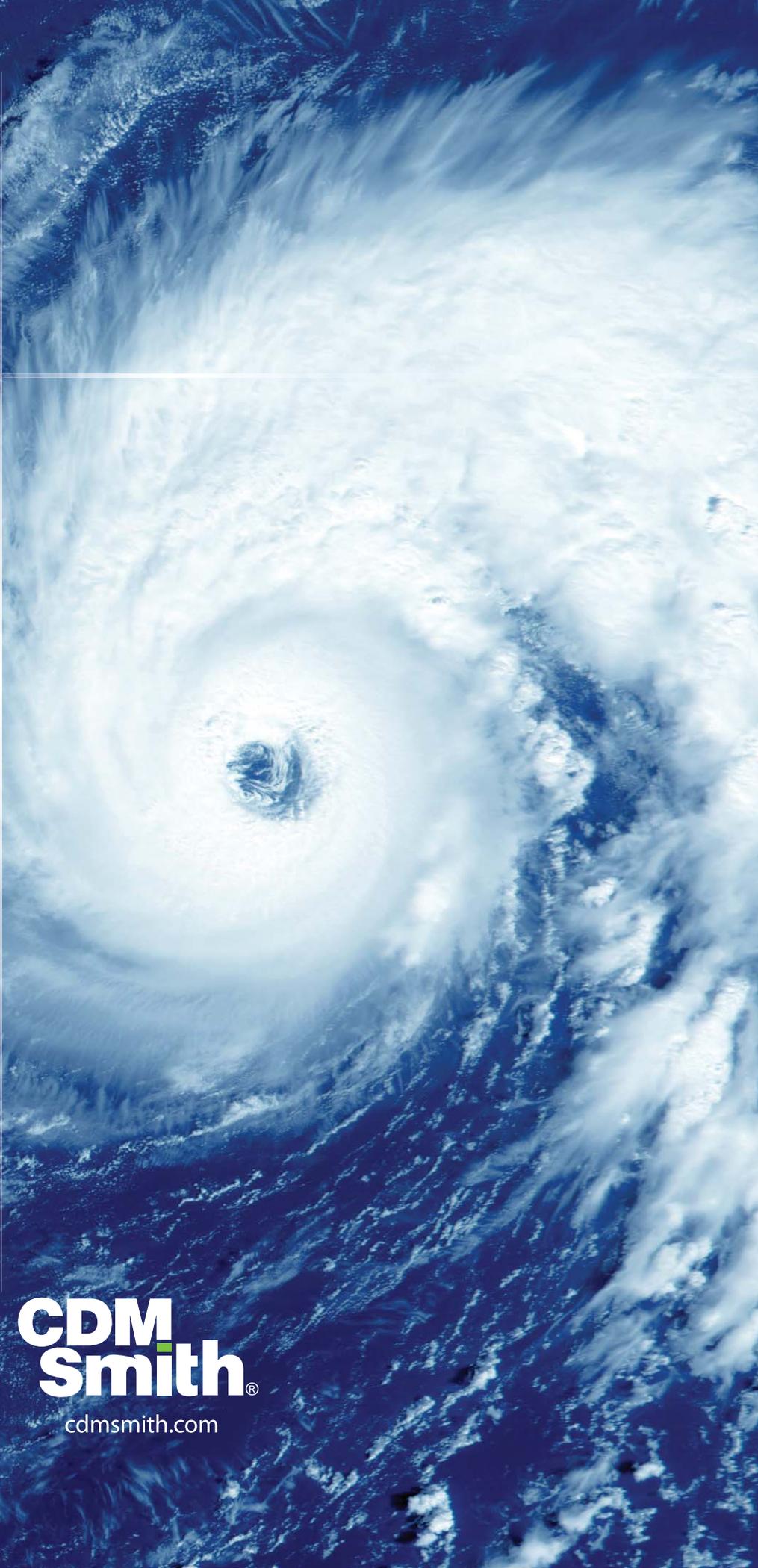
**TABLE 9-1
899-1 - ENVIRONMENTAL PLANNING SERVICES AND DOCUMENTATION**

Labor Category	09/06/2012 - 09/07/2013	09/06/2013 - 09/07/2014	09/06/2014 - 09/07/2015	09/06/2015 - 09/07/2016	09/06/2016 - 09/07/2017	09/06/2017 - 09/07/2018	09/06/2018 - 09/07/2019
	Year 14 Govt. Hourly Rate	Year 15 Govt. Hourly Rate	Year 16* Govt. Hourly Rate	Year 17* Govt. Hourly Rate	Year 18* Govt. Hourly Rate	Year 19* Govt. Hourly Rate	Year 20* Govt. Hourly Rate
Program Manager	\$199.45	\$206.03	\$212.83	\$219.85	\$227.11	\$234.60	\$242.34
Project Manager	\$172.71	\$178.41	\$184.30	\$190.38	\$196.66	\$203.15	\$209.86
Sr. Hydrogeologist	\$150.01	\$154.96	\$160.07	\$165.36	\$170.81	\$176.45	\$182.27
Hydrogeologist	\$126.36	\$130.53	\$134.83	\$139.28	\$143.88	\$148.63	\$153.53
Sr. Env. Engineer	\$150.01	\$154.96	\$160.07	\$165.36	\$170.81	\$176.45	\$182.27
Env. Engineer	\$126.36	\$130.53	\$134.83	\$139.28	\$143.88	\$148.63	\$153.53
Sr. Env. Scientist	\$147.40	\$152.26	\$157.29	\$162.48	\$167.84	\$173.38	\$179.10
Env. Scientist	\$118.59	\$122.50	\$126.54	\$130.72	\$135.03	\$139.49	\$144.09
Chemist	\$112.86	\$116.58	\$120.43	\$124.40	\$128.51	\$132.75	\$137.13
Regulatory Specialist	\$112.53	\$116.25	\$120.08	\$124.05	\$128.14	\$132.37	\$136.74
Comm. Relations Spec.	\$109.21	\$112.82	\$116.54	\$120.39	\$124.36	\$128.46	\$132.70
Data Proc/Comp. Spec.	\$94.39	\$97.50	\$100.72	\$104.04	\$107.48	\$111.02	\$114.69
CIH/CHP	\$179.10	\$185.01	\$191.12	\$197.42	\$203.94	\$210.67	\$217.62
Engineering Technician	\$70.06	\$72.37	\$74.76	\$77.23	\$79.78	\$82.41	\$85.13
CAD Drafter	\$82.26	\$84.98	\$87.78	\$90.68	\$93.67	\$96.76	\$99.96
Word Proc/Tech. Editor	\$59.35	\$61.31	\$63.33	\$65.42	\$67.58	\$69.81	\$72.11
Clerical*	\$51.46	\$53.16	\$54.91	\$56.72	\$58.60	\$60.53	\$62.53
Contract Administrator	\$91.75	\$94.77	\$97.90	\$101.13	\$104.47	\$107.92	\$111.48
Billing Clerk	\$71.59	\$73.95	\$76.39	\$78.91	\$81.52	\$84.21	\$86.99
Senior Technical Expert	\$200.27	\$206.88	\$213.71	\$220.76	\$228.04	\$235.57	\$243.34

Note: Years 16 forward will be pursued at the next renewal. The standard escalation on this contract has been added to the out years. The final rates for years 16-20 will be determined at renewal.

TABLE 9-2
GS-10F-0227J SIN 899-1 LABOR CATEGORY DESCRIPTIONS

Labor Category	Description
Program Manager	Provides daily supervision and management of on-site employees. Possesses experience in designing, planning, and supervising. Provides staff oversight and manages project activities. Minimum 10 years experience, Bachelors, and Masters or similar Professional Certification.
Project Manager	Provides overall administrative and technical management, from bid preparation to project completion, on multiple medium size projects of moderate to high complexity. Develops new business opportunities with existing and prospective clients. Minimum 5 years experience and Bachelors.
Sr. Hydrogeologist	Acts as internal hydrogeologist consultant for the discipline. Ensures all related investigations, sampling, monitoring, and other activities are performed in accordance with accepted professional and company practices and standards. Minimum 10 years experience and Bachelors.
Hydrogeologist	Performs environmental site investigations, environmental sampling (soil, surface water, and groundwater), site remediation monitoring, data management, data analysis and interpretation, hydrogeologic modeling, permitting, and report writing. Minimum 4 years experience and Bachelors.
Sr. Env. Engineer	Acts as internal engineering consultant for the environmental discipline to ensure all related activities are performed in accordance with accepted professional and company practices and standards. Minimum 10 years experience and Bachelors.
Env. Engineer	Plans, develops, coordinates, and manages engineering activities on small to medium size projects of low to moderate complexity in the environmental discipline. Minimum 4 years experience and Bachelors.
Sr. Env. Scientist	Supervises the collection of data in the field, conducts assessments of environmentally sensitive and potentially dangerous areas. Plans, directs and manages large sized projects. Assists, Staff and Project Professionals with performance of assigned tasks. Minimum 10 years experience and Bachelors.
Env. Scientist	Provides assessments including data collection, field investigations and observations, sample collection, data evaluation, and report preparation. Minimum 4 years experience and Bachelors.
Chemist	Reviews associated quality control and client specific requirements for all laboratory projects. Performs specialized laboratory analyses on water, soil, and waste samples. Involved in field or treatability project support. Writes project specific memorandums or reports as well as providing some direct project support. Minimum 4 years experience and Bachelors.
Regulatory Specialist	Gathers environmental data for interpretation and/or to maintain regulatory compliance standards. Often reviews permits, investigates complaints, gathers data, and interprets the data. Minimum 4 years experience and Bachelors.
Comm. Relations Spec.	Handles organizational functions such as media, community, consumer, industry, and governmental relations, political campaigns, and employee and investor relations. Minimum 4 years experience and Bachelors.
Data Proc/Comp. Spec.	Provides technical assistance, support, and advice to users. They are responsible for interpreting problems and providing technical support for hardware, software, and systems. They also manage processes and manage project related data. Minimum 2 years experience and Bachelors.
CIH/CHP	Investigates and examines specific areas for hazards and potential dangers. Makes recommendations on improving the safety of workers and the surrounding community and conducts scientific research to provide data on possible harmful conditions. Minimum 10 years experience and Bachelors.
Engineering Technician	Provides mid-level technical assistance in the preparation of engineering data and drawings. Applies learned engineering principals to assigned projects. Minimum 2 years experience and Associates.
CAD Drafter	Under general direction, performs moderately-difficult to difficult design assignments which require the application of advanced design techniques in accordance with company and industry standards and codes. Most assignments are performed with minimal guidance. This is the intermediate-level design position although this position is expected to be versatile in performing senior-level drafting assignments. Minimum 2 years experience and Bachelors or industry certification.
Word Proc/Tech. Editor	Performs routine to moderately complex word processing duties under general supervision. Minimum 2 years experience and Associates
Clerical	Provides clerical support to an operating division, assists with administrative functions, coordinates and maintains efficient work flow and communications. Maintains records for the division. Minimum 2 years experience and High School Diploma.
Contract Administrator	Develops cost estimates and pricing for contracts and work orders; administers contracts and team subcontracts. Minimum 2 years experience and Bachelors.
Billing Clerk	Prepares, analyzes and distributes client billings for a number of client contracts and provides collection support for assigned contracts under general supervision. Minimum 2 years experience and Bachelors.
Senior Technical Expert	Serves as a subject matter technical expert in areas relevant to the project. Supervises the collection of data in the field, conducts assessments of environmentally sensitive and potentially dangerous areas. Plans, directs and manages large sized projects. Assists, Staff and Project Professionals with performance of assigned tasks. Minimum 20 years experience and bachelors.



**CDM
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January 25, 2013

Ms. Jackie Kemery,
Procurement Supervisor-Homeland Security & General Services
State of New Jersey
Department of Treasury
Division of Purchase and Property
Procurement Bureau
33 West State Street
P.O. Box 230
Trenton, New Jersey 08625-0230

Subject: **Proposal for Disaster Recovery and Long Term Planning (Superstorm Sandy)
Housing Strategy Advisor**

Dear Ms. Kemery:

CDM Smith is pleased to submit the enclosed best and final offer for Disaster Recovery and Long Term Planning Housing Strategy Advisor services. We are committed to helping New Jersey recover and rebuild following Superstorm Sandy. We will have a senior management team on site on Monday (01.28.2013) if required. We will have an "Unmet Needs Assessment" with a funding gap analysis within 10 days of project initiation. We will have a draft Action Plan prepared for DCA review within 10 days of project initiation. We have the tools and framework developed for Superstorm Sandy that can be used to immediately integrate critical data from FEMA, NJ and HUD to produce meaningful reports for DCA.

We have a strong local presence and the professional resources available to augment DCA staff upon demand. The following CDM Smith offices are located in close proximity to Trenton and we have the following resources available at a moment's notice:

- Edison, New Jersey Staff of Approximately 120
- Manhattan, New York Staff of Approximately 40
- Philadelphia, Pennsylvania Staff of Approximately 50
- Harrisburg, Pennsylvania Staff of Approximately 40
- Woodbury, Long Island, New York Staff of Approximately 25

After deliberate consideration and based upon our significant interest in the assignment, the attached price schedule and labor category descriptions are provided which offer a 1% discount on the rates proposed in our January 24, 2013 proposal. The attached price schedule assumes that the State of New Jersey will enter into a contract directly with CDM Smith Inc. and not through a General Services Administration contract. The attached Price Schedule will apply to every senior professional listed on our current organization chart presented within our January 24, 2013 proposal. We look forward to the opportunity to provide you with





Ms. Jackie Kemery
January 25, 2013

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the best and brightest talent to assist with rebuilding and restoring New Jersey. Please call me directly with any questions regarding the proposal at (732) 590-4659.

Very truly yours,

A handwritten signature in blue ink that reads "Maria Watt". The signature is written in a cursive, flowing style.

Maria D. Watt, P.E.
Officer-in-Charge
CDM Smith

CDM Smith Inc. Team Price Schedule

Labor Category	1/01/2013 - 12/31/2013	
	Year 1	
	Hourly Rate	
Program Manager	\$	197.45
Project Manager	\$	170.99
Sr. Env. Engineer	\$	148.51
Env. Engineer	\$	125.09
Sr. Env. Scientist	\$	145.92
Env. Scientist	\$	117.40
Regulatory Specialist	\$	111.41
Comm. Relations Spec.	\$	108.12
Data Proc/Comp. Spec.	\$	93.44
Engineering Technician	\$	69.36
CAD Drafter	\$	81.44
Word Proc/Tech. Editor	\$	58.75
Clerical	\$	50.94
Contract Administrator	\$	90.83
Senior Technical Expert	\$	198.27

CDM Smith Inc. Team Labor Category Descriptions

Labor Category	Description
Program Manager	Provides program management of complex programs. Possesses experience in planning and supervising. Provides program oversight and manages client objectives. Minimum 12 years experience, Bachelors, and Masters or similar Professional Certification.
Project Manager	Provides overall project administrative and technical management, of moderate to high complexity. Assists with developing new business opportunities with existing and prospective clients. Minimum 6 years experience and Bachelors.
Sr. Env. Engineer	Acts as internal senior-level engineering consultant for the environmental discipline to ensure that engineering activities are performed in accordance with accepted professional and company practices and standards. Minimum 10 years experience and Bachelors.
Env. Engineer	Plans, develops, and coordinates engineering activities on small to medium size projects of low to moderate complexity in the environmental discipline. Minimum 4 years experience and Bachelors.
Sr. Env. Scientist	Supervises the collection of data in the field, conducts environmental field assessments and investigations, and plans, directs and manages large sized projects. Assists Project Professionals with performance of assigned tasks. Minimum 10 years experience and Bachelors.
Env. Scientist	Conducts data collection, field investigations and observations, sample collection, data evaluation, and report preparation. Assists with data review, presentation, and report preparation. Minimum 4 years experience and Bachelors.
Regulatory Specialist	Gathers environmental data for interpretation and/or to maintain regulatory compliance standards. Often provides regulatory guidance to Project Professionals. Reviews permits, investigates complaints, gathers data, and interprets the data. Minimum 5 years experience and Bachelors.
Comm. Relations Spec.	Handles organizational functions such as media, community, consumer, industry, and governmental relations, political campaigns, and employee relations. Minimum 5 years experience and Bachelors.
Data Proc/Comp. Spec.	Provides technical assistance, support, and advice to users on data management. Responsible for interpreting problems and providing technical support for hardware, software, and systems. They also manage project related data. Minimum 2 years experience and Bachelors.
Engineering Technician	Provides junior- to mid-level technical assistance in field assignments, and the preparation of engineering data. Applies learned engineering principals to assigned projects. Minimum 2 years experience and Associates.
CAD Drafter	Under general direction, performs moderate to difficult design assignments which require the application of advanced design techniques in accordance with company and industry standards and codes. Most assignments are performed with minimal guidance. This is an intermediate-level design position. Minimum 2 years experience and Bachelors or industry certification.
Word Proc/Tech. Editor	Performs routine to moderately complex word processing duties under general supervision. Minimum 2 years experience and Associates or industry certification.
Clerical	Provides clerical support to an operating division, assists with administrative functions, coordinates and maintains efficient work flow and communications, and records. Assists project teams when issuing deliverables. Minimum 2 years experience and High School Diploma.
Contract Administrator	Develops invoicing, administers contracts and team subcontracts. Prepares, analyzes and distributes client billings for a number of client contracts and provides collection support for assigned contracts under general supervision. Minimum 2 years experience and Bachelors.
Senior Technical Expert	Serves as a subject matter technical expert in areas relevant to the project. Experienced project manager who plans, directs and manages large sized projects. Assists Project Professionals with performance of assigned tasks. Minimum 20 years experience and bachelors.