

State of New Jersey

**Program and Process Management Auditing,
Financial Auditing and Grant Management, and
Integrity Monitoring/Anti-Fraud Services for
Disaster Recovery Assistance (Hurricane Sandy)**

Contract G-9004

Response to Pool 2 Engagement Query

**Office of Emergency Management
FEMA Approval and Payment Process**

December 4, 2013

December 4, 2013

Department of Treasury
Dave Ridolfino
Associate Deputy State Treasurer
33 W. State Street, 9th Floor
PO Box 230
Trenton, NJ 08625-0230

Subject: Contract G-9004, Response to Engagement Query, Pool 2, Office of Emergency Management
FEMA Approval and Payment Process

Dear Mr. Ridolfino,

Grant Thornton is pleased to submit a proposal to provide Program and Process Management and Disaster Recovery Services to the New Jersey Office of Emergency Management relating to their FEMA Approval and Payment Process. Grant Thornton is a full-service audit, accounting and advisory firm with extensive disaster recovery background and "hands on" experience in administering FEMA Public Assistance grants. We have successfully assisted our clients with managing the challenges and complexities of meeting the requirements of the FEMA Public Assistance Program.

Our proposal anticipates using a core team of experts to address this project with additional "go to" capacity available from the other members of our team. Specifically Leidos (formerly SAIC) and URS, with vast disaster recovery and FEMA PA experience, are our primary subcontractors, with resources identified to assist during the project. Additionally we can draw upon the expertise of our other partner firms as required. They include Muller Bohlin (small, women owned New Jersey firm), Tetra Tech, and Roberts Engineering. Our team provides the full range of services required to ensure that the OEM FEMA Payment and Approval Process is administered effectively and meets the rigors of federal and state laws, regulations and policies.

Please note that we are submitting a redacted version of this proposal. Specifically, Appendix A (resumes), and all names of proposed staff are redacted to protect the personal privacy of the individual. Sections 4, 5 and 6 are fully redacted since they contain our firm and our subcontractor's current contracts and past performance information which is proprietary and confidential. Finally, portions of our approach in Section 2, are redacted since they are proprietary and confidential.

Thank you for the opportunity to submit a proposal for this important project. We trust you will find that Grant Thornton provides excellent experience and qualifications to the State of New Jersey, and we look forward to the opportunity to work with you on this effort. Should you require any additional information, please contact me at (703) 837-4474 or tamara.anger@us.gt.com, or our Contracts Specialist, Ms. Karin Whitwood, at (703) 837-4468 or karin.whitwood@us.gt.com.

Sincerely,



Tamara Anger, Principal
Grant Thornton LLP

Table of Contents

Section 1: Executive Summary	4
Section 2: Contract Schedule (Item A)	7
Section 3: Person-hour and/or labor category mix and Detailed Budget (Items B/C)	18
Section 4: FEMA Consulting Experience (Item D)	18
Section 5: List of Engagements or Task Orders (Item E)	20
Section 6: Relevant Experience (Item G)	30
Appendix A: Resumes (Item F)	30

Section 1: Executive Summary

Background

On October 27, 2012, Governor Chris Christie signed Executive Order (EO) 104 declaring a State of Emergency in New Jersey in anticipation of Hurricane Sandy's landfall. The hurricane, reclassified as a Superstorm caused massive property damage and loss of life. Shortly thereafter, the Federal House and Senate passed the Disaster Relief Appropriations Act, authorizing \$50.5B in funding to assist in recovering and rebuilding the States most impacted by the storm. Of this, \$5.4B were made available in Federal Emergency Management Agency (FEMA) Public Assistance (PA) grants to assist in debris removal, emergency protective measures, and the repair, replacement, or restoration of eligible disaster-damaged facilities.

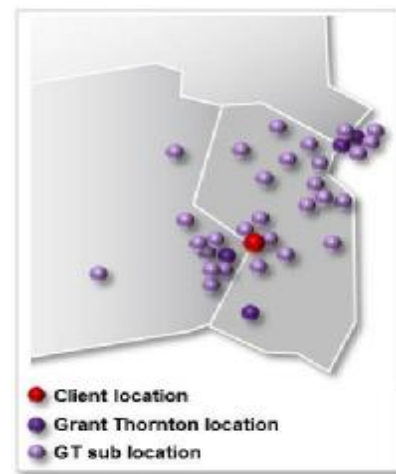


The New Jersey Office of Emergency Management (OEM) is responsible for administering the NJ PA grants program. OEM, as the grantee, works with FEMA to ensure funding requests are valid and disburses funding to sub-recipients (e.g. municipalities, other State agencies, and other eligible entities). OEM assists applicants throughout the project life cycle. Through OEM's engagement, applicants produce the necessary project documentation to expedite receipt of funds, and reduce the risk of downstream de-obligation of funds from FEMA.

OEM is seeking a Contractor experienced with FEMA PA Programs, and state and local procurement processes, particularly the New Jersey Local Public Contracts Law (N.J.S.A. 40A:11-1), to serve as the OEM Financial Auditing and Grant Management Monitor. In particular, OEM seeks a Contractor to review OEM's small project FEMA approval and payment process; to provide quality assurance/quality control measures; and to provide ongoing guidance and problem resolution. This document contains Grant Thornton's response to the Engagement Request for this FEMA approval and payment process support project ("project").

Our Team

Our team brings a mix of hands-on expertise in disaster recovery and audit/financial management with a combination of large and small businesses, some small and New Jersey-based, to provide OEM with the right team for meeting the range of needs that could be required under this engagement query. Our team has multiple locations in New Jersey and neighboring states. We will work with OEM to ensure that our team is best aligned to meet small projects' needs. Recognizing that there are nearly 1,400 applicants, 3,500 small projects and an average of 680 payments per month, our PA specialists can be assigned specific regions, leveraging affinity with specific communities; their damage and associated recovery efforts, relationships with points-of-contact, and issues faced in completing projects.



Our team is strong not only in FEMA PA, but in engineering, construction project management, and local contract law. While we are proposing to staff this OEM team primarily with Grant Thornton resources, URS and Leidos will be our 'go to' subcontractor teammates for this engagement query. Our ability to access the talent from these firms provides an additional level of assurance that our team will deliver. In addition, we bring subcontract relationships with Muller Bohlin, TetraTech and Roberts Engineering. They can provide additional specialized skills around construction oversight, engineering, and municipal grants and project management.

Our team has over 35 resources with FEMA PA grants experience, and 65 resources with specialized skills to assist OEM, as required, as support needs are identified.

Prime Contractor

Grant Thornton is a leading audit, accounting, and advisory firm with deep experience in FEMA PA grants management, compliance, and audit. For our largest active FEMA PA project, we have supported 340 Project Worksheets (PWs) and \$275M in funding. We also bring emergency management experience. Our proposed Project Director, Mr. John Gibb has 30 years of emergency management and disaster recovery experience. As Director of the New York State Emergency Management Office from 2005 – 2010, he served as the State Coordinating Officer and Governor's Authorized Representative for 10 Presidentially declared Major Disasters. Mr. Gibb was designated as a Deputy State Coordinating Officer for the 9-11 attacks in New York City and coordinated federal and state assistance in New York City in September 2001. Mr. Gibb has in-depth knowledge of FEMA disaster programs and served on FEMA's Individual Assistance Program Board from 2007-2010.

Primary Subcontractors

URS. URS has successfully overseen over \$20B dollars in infrastructure and housing recovery grant allocations. Of particular relevance to OEM, URS is the managing partner on FEMA's PA Technical Assistance Contract. Under this contract, URS provides the full range of operational and programmatic services, including monitoring and managing debris operations, assessing emergency response type work and associated costs, developed PWs to document eligible scopes of work and associated cost estimates, assessed projects for compliance with environmental and historic preservation regulations, and closeout operations. URS is currently supporting FEMA on FEMA-DR-4085-NY (Hurricane Sandy NY), but is not tasked with any assignments for the NJ Sandy operation, or any other NJ declarations. This engagement query represents a unique opportunity to engage URS in support of NJ OEM's efforts, applying lessons learned and best practices learned while supporting FEMA in NY.

Leidos (formerly SAIC). Leidos has helped state and local governments plan for and recover from natural and human-caused disasters. After Hurricane Sandy, Leidos' BDR Division deployed staff immediately to assist in the rebuilding and recovery, and they continue to assist the Department of Environmental Protection (DEP) in restoration and rebuilding projects. Having assisted state and local governments obtain over \$3 billion in reimbursement funds from Federal agencies, including FEMA, their staff are knowledgeable of the requirements for eligibility, documentation, and reimbursement. Furthermore, they bring best practices in how to maximize reimbursement, while remaining compliant with FEMA guidelines.

Additional Specialized Capacity

TetraTech is a publicly owned large engineering and consulting firm. Tetra Tech has provided state and local government with PA and Hazard Mitigation Grant Program consulting services since 2005. For

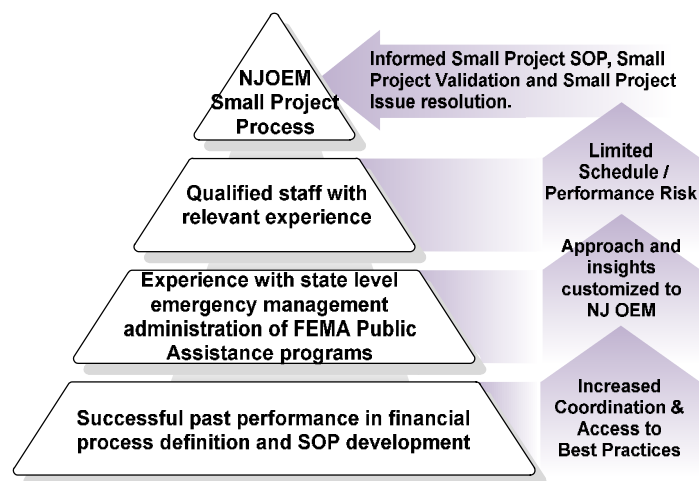
Superstorm Sandy, Tetra Tech is providing direct support to the Port Authority of New York and New Jersey and the State of New York.

Muller Bohlin Associates (MBA) is a NJ woman-owned small business located in Perth Amboy, NJ, will provide expertise in the New Jersey Local Public Contracts Law (N.J.S.A. 40A:11-1) and support ongoing contractor monitoring activities. MBA brings significant experience providing these services for NJ municipal projects, of which many are/have been Federally funded recovery and rebuilding projects.

Roberts Engineering Group LLC is a NJ woman-owned, small business, civil engineering and surveying firm. They have provided construction and integrity monitoring services for multiple Federal and State funded construction projects ranging from several hundred thousand dollars to multi million dollars.

Our Value Proposition

- **Understanding of FEMA Public Assistance (PA) grants management.** As demonstrated in our proposed project team and firm experience, we understand FEMA PA grants processes and compliance risks. We know the most common payment risks and issues. We are a credible advisor; ready with recommendations to assist OEM in continuously improving the process and program.



- **Availability of specialized skills.** Our team brings access to engineering, emergency management, and project management resources. This expertise can be required in certain cases where payment issues are tied to more complex issues such as engineering design, cost estimation, scope definition, or other factors that a FEMA PA grants specialist is not able to support.
- **Multi-disciplinary, experienced core team.** Our personnel bring unparalleled experience across FEMA PA, performance auditing, NJ Local Public Contracts law, and State emergency management operations. Our team is described at the front of the resume section in Appendix A.
- **Compliance and problem resolution experience.** Our team has unsurpassed experience in resolving compliance problems with federal grant and program requirements. This experience and auditor's point offers unique insights into the causes of and solutions to grant management problems.
- **Early visibility of any small-project compliance issues.** We are proposing to complete the compliance assessment component of Task B within 30 business days after contract award. As part of the review, we will raise any major compliance issues early.
- **Small Project Workflow Design which Leverages Existing Tracking Systems.** As we document the required workflow for small-projects, we will consider the existing tracking system(s) capabilities. In this manner, proposed processes can be implemented more easily and cost effectively.
- **Risk based, cost effective, approach small project QA/QC.** We will focus our efforts on the highest risk, largest impact payments using a risk-based approach to transaction sampling and testing.

Sampling will be based on risk factors such as location, project category, sub-grantee PW volume, materiality, and other factors.

- **Continuous process improvement as a strategy to improve cash flow.** Cash flow typically becomes a challenge in Federal grants programs. We will recommend actions which address the underlying cash flow issues. David Barth, former NJ DEP Director of Budget and Finance has significant experience in optimizing cash flow, and is proposed to assist OEM in this capacity.
- **Documentation Rigor.** Grant Thornton’s policy is to maintain electronic work papers, which contain documentation of all interviews, data collection, documents received, iterations of work products and deliverables, and justification for any recommendations. In the case of Task D and E, we will maintain files for each Project Worksheet (PW) we support, and log our time to PWs if required, in order to support direct administrative cost reimbursement for our services.

The remaining document is organized to the Section VI: Proposal Content Items A-G. Since there was not a requirement for a stand-alone technical approach section, we’ve included discussion of our approach under Contract Schedule (Section 2). In addition, for ease of review, we’ve placed the response to Item B and Item C in one section (Section 3), since both items required detailed budget and cost information. Resumes (Item F) are in Appendix A.

Section 2: Contract Schedule (Item A)

The Grant Thornton team is committed to meeting the project timelines as outlined in the Engagement Query and expects to achieve early completion of our initial Small Project compliance review. Our “Day 1” efforts will focus on quickly engaging with OEM personnel and gathering pertinent data to support a seamless project kickoff. We will have a focused effort in the first several weeks to quickly commence and complete a comprehensive small project compliance review which will provide the basis for the development of the Small Project Standard Operating Procedure. The initial 20% small project validation effort is expected to be concluded within 120 days.

Figure 1, and the accompanying table below, contain the contract schedule, with performance milestones and associated deliverable items to be submitted as evidence of completion of each task and or sub-task.

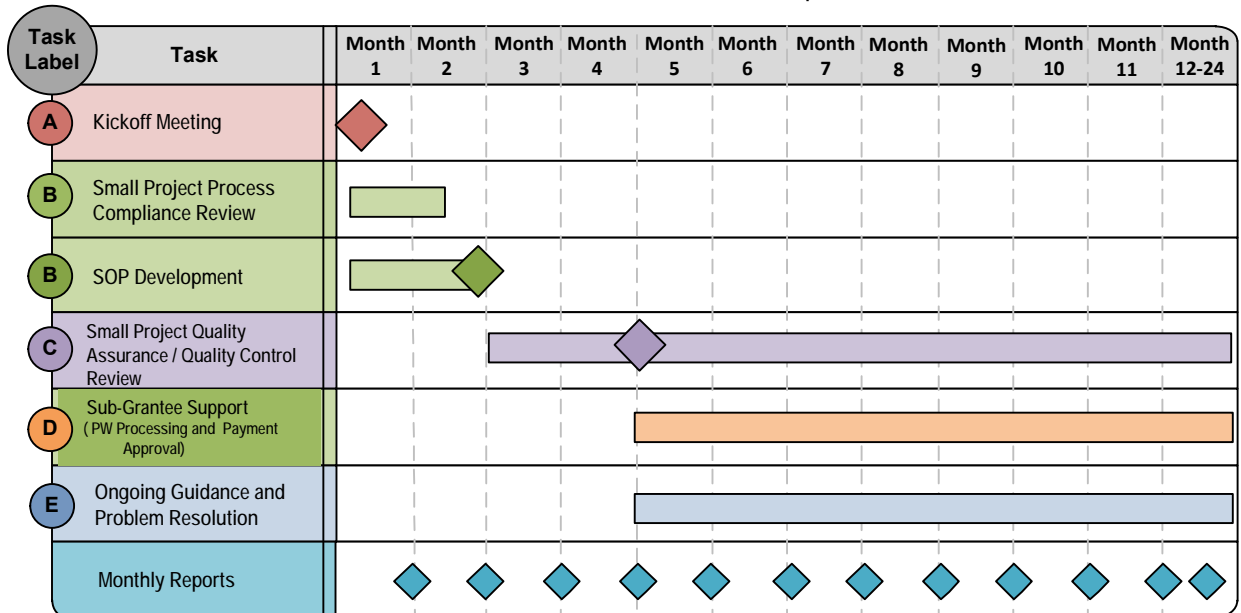


Figure 1 – High Level Contract Schedule and Milestones

Milestone and Deliverables Timeline <i>asterisked items are *deliverables</i>	Timeline
Task A – Kickoff Meeting	
Establish Communications with OEM	TO Award + 2 days
Conduct kick-off meeting with draft project approach briefing and project plan	TO Award + 8 days
Provide updated, approved project approach briefing and project plan	Kick-off meeting + 5 days
Setup GT electronic project document repository and filing system	TO Award + 15 days
Task B – Small Project Process Compliance Review	
Completion of requirements compliance list (Federal and State)	Kick-off meeting + 5 days
Send compliance requirements to OEM and FEMA for concurrence	Kick-off meeting + 10 days
Complete checklists for state process areas	Kick-off meeting + 25 days
Complete summary assessment of each process area	Kick-off meeting + 30 days
Draft Small Projects Standard Operating Procedures	TO award + 45 days
Provide draft to NJ OEM for review	Days 45 – 50
Test and validate draft SOP	Days 45 - 50
<i>*B1: OEM Grant Management Procedures Document / SOP</i>	<i>TO award + 60 days</i>
<i>*B2: Monthly status reports to the OEM</i>	<i>Monthly (2 months)</i>
Task C – Small Project Quality Assurance / Quality Control Reviews	
Completion of small project risk assessment	Week 8
Selection of 20% sample	Week 9
PW review schedule to OEM	Week 9
Completion of reviews / site visits	Week 16
<i>*C1: Flash reports to OEM for significant issues</i>	<i>As required</i>
<i>*C2: Monthly summary reports with recommendations</i>	<i>Monthly</i>
Task D – Sub-Grantee Support (PW Processing & Payment Approval)	
Identify and summarize issues with OEM	Ongoing
Prioritize issues to be addressed	Ongoing
Initiate efforts and resolve issues	Ongoing
Identify resolution by project with recommendations to OEM	Ongoing
Report unresolved issues to OEM	Ongoing
<i>D1: Monthly reports to OEM</i>	<i>Monthly</i>
Task E – Ongoing Guidance and Problem Resolution	
Develop list of sub-grantees in need of assistance	Ongoing
Provide guidance and consultation	Ongoing
<i>E1: Monthly status reports to OEM re: guidance and assistance provided</i>	<i>Monthly</i>

The following sections elaborate on our approach to performing each task, including performance milestones, and sub-tasks, if appropriate.

TASK A – PROJECT KICKOFF

Engagement Query Task Description

Attend a kick-off meeting with representatives from OEM. The kick-off meeting is intended to confirm the timeline presented in the vendor's response to this Engagement Query; allow the vendor to confirm and explain, as necessary, the approach and steps it will use for the engagement as was presented in its response to this Engagement Query; and permit each party to turn over, or request documents and files associated with this engagement as appropriate. The vendor is responsible for documenting the kick-off meeting and providing minutes of the meeting.

Approach Overview & Highlights

Our goal for the project kickoff will be to seamlessly integrate Grant Thornton team members and work efforts with OEM. We will work efficiently to request, access and gather required documentation by understanding OEM's sub-recipient and PW file structure, and the use and completeness of the MB3 system. We will establish a document repository utilizing Grant Thornton's Sharepoint resources or OEM platforms as determined. Our Day 1 presence at OEM will focus on synching up with key OEM personnel. We understand the importance of establishing and maintaining an OEM presence with project personnel who are knowledgeable, accessible, and reliable. We will identify OEM's preferred communications channels, appropriate staff for reporting, and reporting frequencies and meet those expectations.

Performance Milestones

- § Within 2 business days after task order award, communication is established between Grant Thornton Project Director and state-designated Technical Representative to arrange for kickoff.
- § Within 8 business days after task order award, a kickoff meeting is conducted. Grant Thornton presents a draft *Project Approach Briefing and Project Plan*.
- § Within 5 business days after the kickoff meeting, there is an updated, approved, *Project Approach Briefing and Project Plan* which reflects a common agreement on approach, timeline, communication protocol, stakeholder engagement techniques, required documentation and files, project logistics, deliverable outlines and objectives.
- § Within 15 days after task order award, Grant Thornton's *electronic project document repository and filing system* is accessible to team members and established in Sharepoint or State-designated system.

Engagement Query Deliverables

None noted in Engagement Query.

TASK B – SMALL PROJECT PROCESS COMPLIANCE REVIEW

Engagement Query Task Description

Review the current grant sub-recipient process for projects which fall under FEMA's small-project threshold; verify that the process complies with all federal, state and local laws, regulations, and ordinances, and adheres to all grant/assistance program guidelines as they are applicable to the program; and develop a workflow document for the process so that the process can be incorporated into the tracking system for reporting purposes.

Approach Overview & Highlights

For small projects, there is an alternate payment and closeout process (Figure 1). OEM generally pays the Federal share of eligible costs (90%) before the project is delivered, based on a FEMA approved and verified cost estimate. When the State-level disaster contract is closed out, the State certifies the small projects were properly completed and that the non-federal cost-sharing has been paid. There is no requirement to revisit the accuracy of the initial cost estimate. If the applicant experiences a serious overrun, an appeal process is available to obtain more funds, but this should be rare.

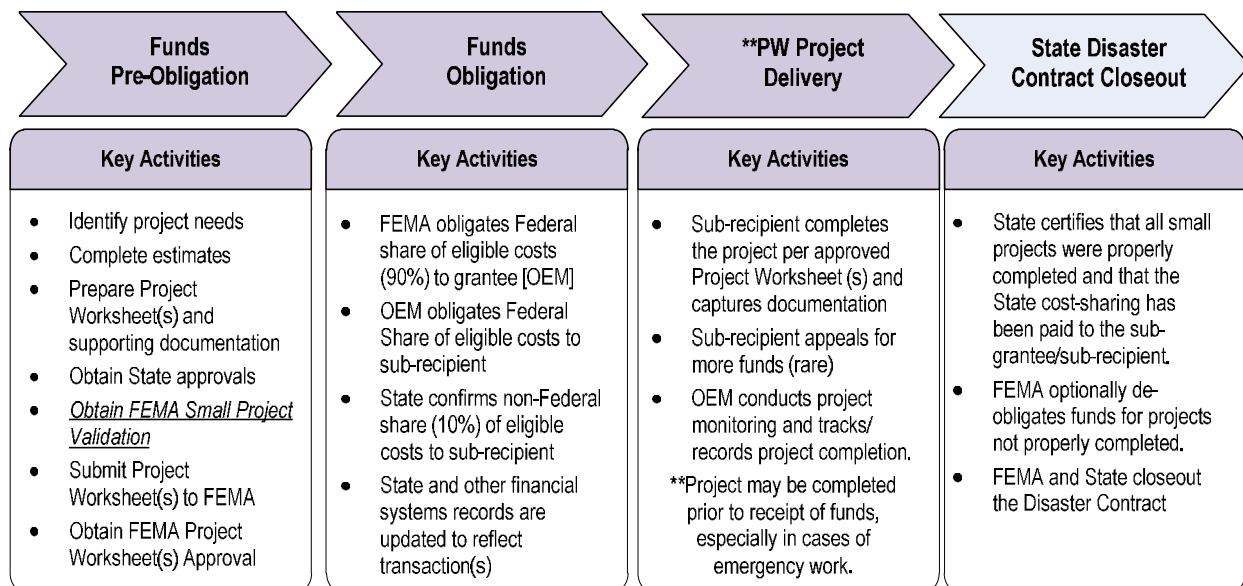


Figure 1 – FEMA PA Small Project Process and Requirements

Our first major subtask within this task is to conduct a current state process compliance review in each of the process areas – Funds Pre-Obligation, Funds Obligation, PW Project Delivery, and State Disaster Contract Closeout. We are proposing to complete this within 30 business days, as the results of this compliance review will influence the workflow design and tracking requirements. Before beginning the review in each process area, we will provide a process checklist which contains the assessment elements, which are based on compliance requirements and best practices. Our approach to each area is below:

- For all process areas, we will review the State's compliance with Office of Management and Budget Circular A-87 (now 2 CFR 225) and A-133, in particular CFDA 97.036 (Department of Homeland Security, Disaster Grants – Public Assistance) which describe State and sub-recipient procedures for small projects, New Jersey Local Public Contracts Law (N.J.S.A. 40A:11-1) and FEMA procurement

requirements Title 44 CFR Part 13, Section 13.36.

- For the *funds pre-obligation process area review*, we will walk through the application process with OEM or other State or FEMA public assistance process owners involved in the small-project process. We will review the process OEM uses to validate project needs and cost estimates in this step. We will also clarify the adherence required to FEMA Standard Operating Procedure (SOP) 9570.6 (Validation of Small Projects, Sept. 1999). We do not believe this SOP is still a requirement, but will confirm this with FEMA, and will refer to it as a model since the general process and methodology remain useful. Finally, we will conduct short phone interviews (15-30 minutes each) with between 3-5 applicants from the 9 most impacted communities to understand the process they followed to apply for funds, their validation methods, etc.
- For the *funds obligation process area review*, we will walk through the recording of the project worksheet (PW), and the recording/disbursement of the Federal and non-Federal share of funding.. We will identify how the State will demonstrate that the Federal and State funds have been paid, as required prior to closing out the State Disaster Contract. We will review this process with the State subject matter expert and review any existing system documentation.
- For the *project delivery process area review*, we will review the methods used to track project completion. Certifying that projects are complete is the primary element of a small-project that needs to be monitored and reported to FEMA when the State Disaster Contract is closed out. We will also look at the incidence of appeal, and gather information from our applicant interviews regarding actual costs (versus the initial estimates).
- For the *State Disaster Contract Closeout review*, we will seek documentation on the process used for previous disasters, and any risks or lessons learned during the closeout process.

Develop Workflow Document and Tracking Procedures. Our second major subtask in this task area is to develop a workflow document/Standard Operating Procedure (SOP) for OEM's small project process so that it can be incorporated into New Jersey's tracking system for reporting purposes. In consideration of the New Jersey OEM's State Administrative Plan, Grant Thornton will develop an SOP that describes process efforts associated with project application, approval and validation, steps associated with payment, and closeout activities. Within the SOP, we will work with OEM to identify key controls that protect the state, ensure compliance with federal requirements, and support the State's policies and procedures. The workflow / Grant Management Procedures document will be compatible, and integrate, with the state project tracking system to support OEM reporting requirements. Our efforts will include review of existing (and creation of new) controls, SOPs, process flow diagrams, and process milestones that support the state's tracking system. We will share our knowledge with OEM as we have successfully done with many clients. In all of these entities, our work has helped standardize processes, increase efficiency, and strengthen internal controls. We have provided many Federal and State clients with a framework for updating policies and procedures. Grant Thornton team members have developed the following particularly relevant SOPs and guidance documents:

- FEMA's PA Guide
 - FEMA Policy Digest
 - FEMA Debris Management Guide
 - FEMA PA Applicant Handbook
 - FEMA PA Operations Manual
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- FEMA PA Program, Validation of Small Projects, Standard Operating Procedures (1999)
 - FEMA PA Program, Project Formulation, Standard Operating Procedures (1999)
 - FEMA PA Program, Project Worksheet Development Guide (2008 – current document in use)
 - State of Vermont SOPs for the grantee's 404 Hazard Mitigation application submissions and review and an SOP for both large and small PW reviews by the State Coordinating Officer's (SCO) and designees
 - SOPs for PW review, closeout and submission to FEMA Region XIII
-

Subtasks

- § Work with OEM to clarify the State's process for complying with federal requirements
 - § Review relevant OMB Circulars A87 and A133, other federal and state requirements for inclusion in process assessment checklists
 - § Identify all compliance requirements that could result in costs being disallowed, reimbursement requests being denied, or closeout being delayed Obtain current process documentation and process owner point of contact list.
 - § Review previous State / local compliance issues identified by FEMA for current and past disasters.
 - § Develop checklist for assessing pre-obligation process
 - Conduct walk through of application and PW processes
 - Identify, schedule and conduct applicant interviews
 - § Develop checklist for assessing funds obligation process
 - Conduct walk through of PW recording and payment processing
 - § Develop checklist for assessing project delivery process including methods of determining project completion
 - § Develop checklist for assessing disaster closeout process for small projects
 - Review previous disaster efforts
 - § Complete process assessments
 - § Develop workflow document
 - Identify and document key control points
 - Assess existing SOPs, job aids and flow diagrams
 - Complete workflow document using process analysis results
 - § Ensure that workflow document developed for the process can be incorporated into the tracking system for reporting purposes
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Performance Milestones

- Completion of the compliance requirements list (federal and state)
 - Compliance requirements list to OEM and FEMA for concurrence
 - Completion of the checklists for the State's processes
 - Completion and summary of the assessments of the processes
 - Finalization of the required workflow document (Standard Operating Procedure) including integration with the tracking system
-

Deliverables	
B1	OEM Grant Management Procedures Document Standard Operating Procedure
B2	Monthly status reports to the OEM during the performance of Task B

TASK C – SMALL PROJECT QUALITY ASSURANCE/QUALITY CONTROL REVIEWS

Engagement Query Task Description

Provide ongoing quality assurance/quality control reviews and assessment by taking an appropriate sample of the payments; and determine if each payment was disbursed consistent with applicable FEMA 'small project validation' directives.

Approach Overview & Highlights

Based on our experience, we believe the best way to ensure compliance of small projects is to perform individual compliance reviews (which includes some sub-recipient site visits in each impacted community) of an appropriate sample of sub-recipient projects. Site visits are important for some small projects since the State must certify project completion in order to close out the State's Disaster Contract. Reliance upon self-reporting by the sub-recipient is not an adequate control to confirm project completion. Grant Thornton takes a multi-phased approach to our compliance review process. The phases include planning, review of submitted / electronic documentation, fieldwork as necessary and reporting.



Planning - During the planning phase, our team will analyze the available data about the current and planned small projects, and conduct a risk assessment based on this analysis. We will assess risk based on prior sub-recipient–recipient performance, the number of small project requests by sub-recipient, small project category, previous audit issues identified by federal, state or agency audits, and OEM's historical small project experience and sampling methods. For PWs determined to be "high risk" we will review the PW to clearly understand the project, the scope, the cost involved, and the requirements. Consistent with FEMA guidelines, we will review a sample size of 20% of small projects. To expedite review and organize site visits, we will batch reviews by community, by small project category, and by applicant/sub-recipient. For projects we review, we will obtain an initial understanding of the project and inventory the documentation submitted to date and/ or available through OEM's MB3 system.

Review / Fieldwork - After the planning and pre-work is complete, we will review PWs and contact sub-recipient point-of-contacts for any additional or supplemental information and documentation that may be required. We will schedule site visits, if needed, to confirm project completion. In addition to confirming project completion, our review will examine different cost areas (below) to determine whether the funds awarded were expended and accounted for in accordance with applicable Federal and State laws, and with the provisions of the grant.

Cost Area	Review Focus	Key Documents
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Force Account Labor	Properly supported use of local employees	Time sheets, payroll registers, benefit calculations, salary information
Force Account Equipment/ Materials	Appropriately documented use of local equipment and materials	Inventory listings, usage logs, rate schedules
Purchases	Properly supported procurements	Requisitions, purchase orders, invoices, receipts, proof of payment
Rentals	Documented temporary equipment used to support project scope	Rental agreements, purchase orders, invoices, rented/leased equipment logs
Contracts	Use of FEMA approvable contracts	Signed contracts, bid solicitations, submitted bids, award documentation, notice of acceptance, EPLS testing documentation, invoices, purchase orders
Direct Administrative Costs	Appropriate and documented admin costs supporting the PW	Force account labor documentation, contract support documentation
Debris Removal	FA and contract efforts properly supported by documentation	Signed contracts, load and unit tickets, monitoring logs, invoices, proof of payment

Reporting - During review and fieldwork, we will discuss the findings and recommendations with the sub-recipient. We will issue “flash reports” to appropriate OEM staff if significant issues are found with any particular project review. We will also prepare monthly summary reports, which will include an introduction, projects reviewed, summary of results, questioned costs/findings by expense category, other observations, sub-recipient’s responses and conclusion.

Subtasks

- § Obtain a full list of small projects with applicant information
- § Design and conduct a risk assessment for completed and outstanding PA small projects and their corresponding PWs (\$5,000 - \$67,500), based on FEMA validation reports, current and past disaster performance, geographic location, types of projects and other factors
- § Identify high risk sub-grantees and high risk projects by category
- § Select an initial 20% of total projects for review and validation
- § Review project / PWs against federal requirements, OEM procedures and FEMA small project validation directives
 - Assemble pertinent documents for each project
 - Perform desk audit of PWs
 - Schedule and conduct site visits to confirm project completion and complete review
 - Report any significant finding to OEM

-
- § Provide routine (monthly) summary reports of projects reviewed and findings
 - § Identify any compliance issues with recommendations to OEM staff
-

Performance Milestones

- Completion of small project risk assessment
 - Selection of projects to be included in initial sample (20%)
 - Provide small project PW review schedule to OEM
 - Completion of initial small project reviews including site visits
 - Flash reports identifying significant issues
 - Monthly status reports to OEM including compliance issues and recommendations
 - Summarize the results of Task C assessments
-

Deliverables

- | | |
|----|--|
| C1 | § "Flash Reports" to OEM if significant issues are identified with individual or groups of PWs |
| C2 | § Routine (monthly) summary reports of issues / recommendations concerning small project PWs. |
-

TASK D – SUB-GRANTEE SUPPORT (PW PROCESSING & PAYMENT APPROVAL)

Engagement Query Task Description

As necessary, work with sub-grantee integrity monitors to address any issues related to the processing of Project Worksheets and the approval of payments.

Approach Overview & Highlights

Public Assistance Grant program projects are defined in FEMA-approved Project Worksheets. The complexity and magnitude of the project, as well as other influences, can cause issues that need to be resolved before a project can be successfully completed, reimbursements are received, and the project can be closed. We recognize that with a disaster the magnitude of Sandy that New Jersey OEM faces a multitude of issues in closing out small projects including a backlog of payments, numerous payment advances to communities that need to be reconciled, and incomplete or missing documentation for projects. Grant Thornton's approach to assisting OEM in the identification and resolution of project issues will begin with an initial meeting with OEM officials. This meeting will provide the OEM officials the opportunity to ensure that issues currently "on their table" are included. Grant Thornton's team will also obtain and review PWs and payment documentation from sub-recipients to identify other issues that need to be resolved. A prioritized list of issues will be developed and discussed with OEM. The OEM approved list will be used as the team works with sub-recipients and integrity monitors to refine and resolve Project Worksheet and payment issues. As new issues are identified by the team, or otherwise brought to the attention of the team, each will inform OEM officials and work with the OEM officials to get the issues resolved.

Subtasks

- § Work with OEM officials to identify sub-recipient with issues that may require PW processing or
-

payment assistance

- § Obtain and review Project Worksheet and payment documentation from sub-grantees to identify not yet known to OEM
- § Identify appropriate local points-of-contacts, including local Integrity Monitors
- § Research the issues identified and evaluate significance:
 - the nature and extent of the problem(s),
 - unsuccessful attempts to resolve the issues
 - potential impact on Project Worksheet processing or approval,
 - implications on payment processing and reimbursement
- § Consult with OEM officials to prioritize the order that the issues should be addressed
- § Identify appropriate pertinent local points-of-contacts, including local Integrity Monitors
- § Assemble appropriate Subject Matter Experts (grant management, PA experts, engineers) from the Grant Thornton team to provide required assistance
- § Consult with cognizant FEMA, State, and local officials on potential resolutions
- § Determine if on-site assistance is required and provide as necessary
- § Work with the sub-grantee to assemble necessary documentation and resolve any issues necessary to support PW processing and payment
- § Report to OEM staff any issues that are not able to be resolved working with the sub-grantee and their Integrity Monitor

Performance Milestones

- Summarize and get OEM's approval of the issues identified during the initial meeting
- Develop a list in priority order of the issues to be address
- Initiate efforts to resolve the issues
- Identify resolutions on an individual basis and recommend resolutions to OEM
- Report issues that remain unresolved and provide OEM with recommended actions

Deliverables

- D1 § Monthly reports containing a prioritized list of issues to be addressed, individual reports to OEM on resolved issues, individual reports to OEM on unresolved issues

TASK E – ONGOING GUIDANCE AND PROBLEM RESOLUTION

Engagement Query Task Description

Provide ongoing guidance and problem resolution to support account reconciliations necessary to control and report on existing Project Worksheet accounts, applicant balances, system interfaces, and other issues related to payment processing and reporting.

Approach Overview & Highlights

FEMA reimbursements require that costs claimed be appropriately accounted for, supported, and accurately reported. The claimed costs must be reasonable and allowable. The cost must also be in accordance with the approved Project Worksheet. Costs claimed must be supported by appropriate documentation. Over the years, audits have reported significant problems with supporting documentation. These problems have ranged from a total lack of documentation to unsigned invoices or other documentation used by sub-grantees to support reimbursement claims. Reconciliations of costs to sub-grantees accounting systems is also a requirement that is not always completed. The grant provided for each project must be recorded against that project and not co-mingled with other projects. The accounting system must be appropriately interfaced with the grant award process and the sub-grantees payment processing system on a project-by-project basis. Grant Thornton's approach to assisting sub-grantees in their payment processing and reporting will start with identifying sub-grantees who have not complied with the federal requirements. OEM officials, integrity monitors, sampling of reimbursement claims, and issued audit reports will be the source for identifying sub-grantees who need guidance and assistance. Grant Thornton will identify the causes of the noncompliance and provide the affected sub-grantees guidance and consultation on the federal requirements.

Subtasks

- § Meet with OEM officials to identify sub-grantees who have been, or are suspected of not being, in compliance with federal payment processing and reporting requirements.
 - § Using previous audit reports (e.g., A-133 reports) and from random sub-grantee sampling, Grant Thornton will identify other sub-grantees who need compliance assistance.
 - § Review respective integrity monitoring contractors' reports to the NJ Department of Treasury to identify other sub-grantees that are in need of assistance.
 - § Consult with OEM officials and appropriate integrity monitoring contractors to identify the causes of the non-compliance, for example: accounting system limitations or simply a lack of knowledge of the requirements
 - § Provide guidance and consultation as needed to assist the offending sub-grantees to bring their systems into compliance.
 - § Work with the sub-grantee's integrity monitor and sub-grantee officials to ensure that reimbursement requests already filed or that will be filed are in compliance with the federal requirements.
-

Performance Milestones

- Develop and provide a list of sub-grantees to OEM who are in need of assistance in payment processing and reporting³
 - Provided guidance and consultations to the sub-grantees as needed to comply
 - On a monthly basis provide the OEM officials status reports on progress made and efforts expended to help sub-grantees comply with the requirements
-

Deliverables

E1 § Monthly status reports to OEM on the guidance and assistance provided

TASK F – DELIVERABLES

Engagement Query Task Description

Provide deliverables as set forth in this Engagement Query.

Approach Overview & Highlights

We will provide the three key deliverables listed in the Engagement Query, which are:

- OEM grant management procedures document (discussed in Task B)
- Monthly reports on activities conducted for each task to include the type of activity, results, analysis, and recommendations.
- Copies (and upon request, originals) of time logs maintained by the Contractor which shall include information on the allocation of hours worked by the Contractor and staff to the respective federally-funded programs and all other data required in order to ensure compliance with all federal requirements.

In addition, Grant Thornton has a commitment to project quality assurance through our project Quality Management process. The QM objective is to assure that work activities are being properly undertaken in support of our client and that work products and service satisfy established standards. Quality audits, reviews, and records of activities can be done with the goal of enhancing the quality of the products being delivered to our customer. Grant Thornton utilizes a number of QM tools, right-sized to the project and the client, to ensure that our work efforts are in line with customer expectations and our firm's commitment to the highest quality work and products. These tools can include:

- § Internal Peer Review – Grant Thornton project managers routinely “benchmark” project efforts with colleagues to address project issues, and ensure that firm and industry standards are being met;
 - § Review by an independent Quality Assurance partner can involve senior level collection and analysis of project quality metrics with formal follow-up for any findings;
 - § Use of an independent satisfaction survey to gauge client satisfaction; and
 - § Ensuring that project scope and timelines provide for deliverable reviews at interim and final stages of the project.
-

Section 3: Person-hour and/or labor category mix and Detailed Budget (Items B/C)

Grant Thornton's comprehensive chart showing the person-hours proposed to meet the requirements of the Engagement Query is included as Attachment 2 to this proposal. The chart was prepared in accordance with the Cost Quote sheet provided in the OEM's Engagement Query. The chart shall reflect the tasks, sub-tasks, or other work elements required by the Engagement Query. The chart sets forth, for each task, sub-task or other work element, the total number of person-hours, by labor category, proposed to complete the contract.

Section 4: FEMA Consulting Experience (Item D)

FEMA Consulting Experience on Similar Projects

This section contains description of FEMA consulting experience on similar projects that demonstrates knowledge of eligibility, documentation and procurement requirements.

Grant Thornton. Grant Thornton's current active FEMA and FEMA-related consulting projects are listed in Section 5 – List of Engagements/Task Orders. Our primary contracts with FEMA related consulting services are to provide financial analysis services to FEMA on projects and applicants as required under the Public Assistance (PA) Program; and our contract with Texas Department of Emergency Management

(TDEM) to provide PA grant review and closeout services. For FEMA, we also developed the contract management structure for the Disaster Assistance Support Center for Hurricanes Rita and Katrina; have performed assessments of disaster related travel expenses for Hurricane Katrina (including reconciling travel vouchers and identifying and collecting unallowable costs); and have supported the Gulf Coast Recovery Office in improving invoice management processes across all regional offices, streamlining information flow, and standardizing processes.

Leidos. Leidos has significant experience with federal, state, and local emergency agencies and programs as well as funding sources and reimbursement procedures. This includes providing step-by-step assistance to clients throughout the FEMA reimbursement process. To maximize PA for their clients, Leidos maintains a working relationship with FEMA at the headquarters, regional, and local levels. Constant communication and regular interface with FEMA allows Leidos to obtain quick responses on disaster-specific guidance and issues. Their FEMA appeals and funding specialists have worked with FEMA closeout officers to obtain millions of previously deobligated dollars for communities in South Florida, the Florida Panhandle, and Mississippi.

URS. URS is the managing partner on FEMA's Public Assistance Technical Assistance Contract. They have been selected by FEMA for 6 consecutive contracts since 1995. Under this contract, URS provides the full range of operational and programmatic services, including monitoring and managing debris operations, assessing emergency response type work and associated costs, PWs to document eligible scopes of work and associated cost estimates, assessed projects for compliance with environmental and historic preservation regulations, and closeout operations. They have held positions on recovery operations including higher level management roles of Task Force Leader and Policy Advisors. Their staff have completed over 2,000 first, second, and third level appeals, and supported FEMA both technically and programmatically with preparation for and testimony at arbitration cases, and OIG audit responses. Under this contract, URS is currently supporting FEMA on FEMA-DR-4085-NY (Hurricane Sandy NY), but is not tasked with any assignments for the NJ Sandy operation, or any other NJ declarations. Therefore, there are no conflicts of interest in URS supporting OEM in the State of New Jersey.

Results in Recovering and Proposing Contractor's Fees as Direct Administrative Costs

Grant Thornton's work for Texas Department of Emergency Management (TDEM) is fully funded through Direct Administrative Costs (DAC). We have not encountered any issues in recovering our costs, and our experience with PW closeout, where we are in a position of reviewing cost eligibility, puts us in a position of credibility when negotiating these rates. For OEM, our team will apply the best practices regarding DAC reimbursement issues uncovered during our PA project reviews and closeout support services in order to recommend an approach that maximizes the probability of full reimbursement. We have seen reimbursed DAC ranging from 1% to 15%, dependent upon the project. In addition, our proposed Program Manager, based on his DAC audit experience, will review the current PW and recommend any actions to reduce any reimbursement risks. Finally, we will recommend alternatives to DAC reimbursement. While it would require negotiation with FEMA, there are alternative funding mechanisms possible for Integrity Monitor services, other than using PW DAC.

List of any de-obligation of funds by FEMA in any of Grant Thornton or subcontractor's projects

We are not aware of any de-obligation of funds by FEMA associated with Grant Thornton or our subcontractor's services. That said, PWs that our team has supported can and will undergo scrutiny by FEMA which is a customary part of the payment authorization and/or closeout process. In these cases, if we aren't representing FEMA or the State, our team assists sub-grantees in defending and resolving reimbursement issues.

Section 5: List of Engagements or Task Orders (Item E)

This section contains a detailed list of engagements or task orders in which the firm is currently providing services for any type of disaster recovery, including those of sub-contractors proposed for this engagement. The list must include the name of the contracting entity, a detailed list of the scope of services and the contract term.

Contracting Entity	Firm	Contract Term	Detailed List of Scope of Services
Federal Emergency Management Agency (Nationwide Infrastructure Support Technical Assistance Consultants – NISTAC E)	Grant Thornton	Base period: 2/27/13 – 2/26/14 3 option years through 2/26/17	Provide financial analysis services on projects and applicants as required under the Public Assistance (PA) Program: <ul style="list-style-type: none"> Analyzing applications for Community Disaster Loans under the provisions of 44 CFR, Part 206, subpart k, as amended or such other provision as directed by Client. Reviewing applications for loan cancellations. Assessing an applicant's current financial ability to repay a loan and provide expert witness services. Reviewing labor and equipment documentation to support claims for reimbursement under the provisions of 44 CFR, Part 206, subparts c, g, and h, as amended or such other provision as directed by FEMA.
Texas Department of Public Safety, Division of Emergency Management	Grant Thornton	Jun 2013 – May 2016	Engaged to conduct compliance audits of projects utilizing FEMA Public Assistance Grants. The audits involve evaluating internal controls, examining the sub-recipients' supporting documentation for project expenditures, evaluating their compliance with relevant statutes, regulations and grant agreements, and reporting the audit results. Project expenditures are audited in accordance with 44 Code of Federal Regulations, OMB Circulars A-133 (and the Compliance Supplement), A-87, A-122, A-110, A-21 and A-102 as well as FEMA-specific guidance. In addition under the current contract, we were awarded grant monitoring tasks which involve ensuring completion of work within established timelines and in accordance with prescribed standards and regulations.
NY Homes and Community Renewal	URS	2013 - 2015	Disaster recovery planning and reconstruction services. Developing community-level recovery plans for three upstate New York jurisdictions devastated by flooding from Tropical Storms Lee and Irene in 2011.

Contracting Entity	Firm	Contract Term	Detailed List of Scope of Services
FEMA Public Assistance Technical Assistance Contract	URS	2012-2017	<p>URS is the managing partner on FEMA's Public Assistance Technical Assistance Contract. Under this contract, URS provides the full range of operational and programmatic services, including monitoring and managing debris operations, assessing emergency response type work and associated costs, developed Project Worksheets to document eligible scopes of work and associated cost estimates, assessed projects for compliance with environmental and historic preservation regulations, and closeout operations.</p> <p>URS is currently supporting FEMA on FEMA-DR-4085-NY (Hurricane Sandy NY), but is not tasked with any assignments for the NJ Sandy operation, or any other NJ declarations.</p>
NJ DCA Reconstruction, Rehabilitation, Elevation, and Mitigation (RREM)	URS	2013-2017	<p>The Department of Community Affairs (DCA) has contracted with URS to serve as a RREM Program Manager to assist Homeowners throughout the construction process. As a RREM Program Manager, URS will work with homeowners to develop specifications for the work to be completed, obtain bids from a builder, assign a builder to each Homeowner, inspect the construction while it is in progress, and approve payments to the builder. DCA has estimated that it will be able to support up to 6,000 applicants with the current funding allocation throughout the 9 impacted counties: Cape May, Atlantic, Ocean, Monmouth, Essex, Middlesex, Hudson, Bergen, and Union.</p> <p>Specific activities include:</p> <ul style="list-style-type: none"> • Program Management • Damage Assessments, • Engineering & Architecture Support of 2,000+ properties • Construction Management of individual rehabilitation and reconstruction projects

Contracting Entity	Firm	Contract Term	Detailed List of Scope of Services
<p>NYC Housing Recovery Intake Support URS sub to PFM</p>	<p>URS</p>	<p>2013 - 2016</p>	<p>NYC Build it Back is the City program to assist homeowners, landlords and tenants in the five boroughs whose primary homes were damaged by Hurricane Sandy. The goal of NYC Build it Back is to help affected residents return to safe, sustainable housing by addressing unmet housing recovery needs. As part of this program, the City will process applications from Homeowners seeking reconstruction assistance. URS is supporting PFM, as a subcontractor, on the intake and case management services for the Build it Back program. Specifically, URS is:</p> <ul style="list-style-type: none"> • Establishing and manning intake centers across the 5 boroughs • Establishing and manning a call center to respond to application intake questions
<p><u>NYC Pre-Construction Program</u> Team: URS/LIRO JV</p>	<p>URS</p>	<p>2013-2014</p>	<p>In response to housing needs incurred as a result of Hurricane Sandy, the City of New York applied for assistance through the Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) program. This contract will build the capacity for the City to deliver assistance under the CDBG-DR program. The LiRo/URS JV will provide the following services:</p> <ul style="list-style-type: none"> • Damage Assessments and Cost to Complete • Professional Engineering Services • Environmental Review and Environmental Data Management • Appraisal Services

Contracting Entity	Firm	Contract Term	Detailed List of Scope of Services
<p>NY State Community Recovery Zone Planning</p> <p>Team: URS Prime with Subs</p>	URS	2013	<p>To support initial community planning efforts, the State is allocating technical assistance funds to contract with high-capacity consulting firms or teams to assist CRZ Planning Committees in producing CRZ plans as well as the completion of any and all critical studies to determine the key vulnerabilities and needs of the community which will be used to support the creation of CRZ plans. URS has been awarded one of the CRZ technical assistance contracts. NY State will assign URS to support a specific community (ies) develop their CRZ plan. The activities involved include:</p> <ol style="list-style-type: none"> 1. Action Plan. 2. Public Engagement 3. Community Asset Inventory. 4. Risk Assessment. 5. Economic Needs and Opportunities Assessment 6. Housing Needs Assessment and Strategies. 7. Regional Planning Projects. 8. Investment and Action Strategies. 9. Completed CRZ Plan.
<p>Nassau County Housing Recovery</p> <p>Team: URS/LIRO JV</p>	URS	2013-2017	<p>Provide program management services for the following housing assistance programs proposed in the NYS Action Plan, namely: Recreate NY Smart Home Repair and Reconstruction; Recreate NY Smart Home Resilience; Recreate NY Home Buyout Program; Small Multi-Family Repair and Reconstruction; Small Multi-Family Mitigation; and Large Multi-Family Mitigation. The LiRo/URS JV will provide the following services:</p> <ul style="list-style-type: none"> • Program Management • Damage Assessments and Cost to Complete • Professional Engineering Services
<p>City of Seaside Heights, New Jersey</p>	Muller Bohlin	Feb 2013 - Ongoing	<p>Hazard Mitigation Grants Program Support for Hurricane Sandy - General grants services to support economic development and transportation infrastructure. Services include grant writing and administration, development of database to house applicant information, collecting paper applications, reviewing and entering information into tracking system; coordinating with County FEMA representative to facilitate proper project execution.</p>

Contracting Entity	Firm	Contract Term	Detailed List of Scope of Services
Borough of Hightstown	Roberts Engineering	2012-2013	Preparation of loan application to the New Jersey Environmental Infrastructure Loan program for a Post chlorination Tank at the Borough owned water treatment plant. The New Jersey Department of Environmental Protection required that chlorination be the last step in the treatment process in order to approve a permit to operate a new 1000 gallon per minute potable water well. The design of the post chlorination tank complied with all of the Loan program requirements. The tank was the first of its type to be used in the State of New Jersey and the Department of Environmental Protection approved the tank for use throughout the State. The project included land surveying, design, preparation of specifications and permits, and construction management and administration. All requirements of the loan were properly managed and completed. The project received a First Place Award from the New Jersey Society of Municipal Engineers for Project of the Year in 2012.
CBI Shaw	Roberts Engineering	Pending award	Perform property surveys for NJDCA RREM program
City of New Orleans	SAIC-Leidos	Current-ongoing	Serve as the comprehensive program manager to demolish more than 15,000 homes following the conclusion of the US Army Corp of Engineer's mission in August 2007. Examples of services include: (1) documentation of legal authority to demolish properties; (2) program management of environmental and utilities disconnect due diligence; (3) contract management of the debris removal contractor retained by the City; (4) management of all legal and reimbursement related paperwork to support reimbursement; and (5) grant application development.

Contracting Entity	Firm	Contract Term	Detailed List of Scope of Services
Galveston County, Texas	SAIC-Leidos	Nov 2008 – Jan 2014	<p>FEMA Severe Repetitive Loss (SRL) support. Assist with overall recovery process, including consulting services for the FEMA PA program and evaluation of the feasibility of submitting an application for the buyout of substantially damaged or destroyed structures and the elevation of less damaged structures under the FEMA Hazard Mitigation Grant Program (HMGP). Beginning with public outreach and program setup, staff began collecting applications from property owners and compiling an HMGP application for the buyout of up to 1,000 properties and the elevation of 12 others through a \$102 million HMGP grant which Leidos secured, implemented, and is in the process of closing out. In addition, Galveston County also engaged Leidos to assist with its extensive PA process and to act as a standby PA consultant for future disasters. Finally, on behalf of Galveston County, applied for a FEMA SRL grant to elevate many more flood-prone homes throughout Galveston County. The resulting \$36 million grant was used to elevate up to 225 homes and was implemented prior to closeout.</p>
City of Virginia Beach, Virginia (Leidos)	SAIC-Leidos	Jan 2012 – Jan 2014	<p>FEMA Severe Repetitive Loss support (Tropical Storm Ida). The City engaged Leidos to evaluate the feasibility of submitting an application for the elevation of the most vulnerable properties through the FEMA SRL Grant Program. Leidos immediately deployed a team to the area to collect data, interview homeowners and make a final recommendation to the City within 45 days of engagement. This effort resulted in a proposal to submit a FEMA SRL grant application to elevate flood damaged homes above the BFE.</p>
Gwinnett County, Georgia	SAIC-Leidos	Jun 2012 – December 2013	<p>FEMA Hazard Mitigation Grant Program. Hired by Gwinnett County as the sole contractor to provide emergency planning, response and recovery solutions to the County on an as-needed basis. Conducted an initial evaluation and feasibility assessment of 19 properties in order to determine the viability of acquiring properties for demolition with HMGP funding. After this evaluation and feasibility assessment, 11 properties were identified by Leidos and would be included on an application for HMGP. Assisted the County with application, administration and program management for the 11 properties.</p>

Contracting Entity	Firm	Contract Term	Detailed List of Scope of Services
Terrebonne Parish, Louisiana	SAIC-Leidos	Sep 2011 – Sep 2014	<p>Community Development Block Grant (CDBG) - Disaster Recovery (DR) grant administration – Hurricane Ike</p> <p>Provide program management for the Hurricane Ike demolition program. The program was eligible for FEMA Category A PA grant funding. As part of this program, identified, surveyed, and researched nearly 500 Hurricane Gustav and Ike storm damaged residential structures throughout the Parish. Identified 27 structures that had been deemed ineligible for inclusion in the FEMA funded demolition program, but that could be eligible under the Housing of Urban Development (HUD) CDBG-DR grant funding. Upon the award of CDBG-DR funding, the Parish procured additional program management and administration of the CDBG eligible buy-outs and demolitions.</p>
Port of Galveston, Texas	SAIC-Leidos	Jun 2012 – Ongoing	<p>FEMA Public Assistance Consulting</p> <p>Identified an additional \$20 million plus eligible costs for the Port of Galveston across several different projects. Assisted in the formulation and revision of 120 FEMA PWs and monitored and assisted Port officials throughout the recovery process.</p>
State of New Jersey, Department of Environmental Protection	SAIC-Leidos	Jan 2013 – Ongoing	<p>Hurricane Sandy Disaster Debris Monitoring and Management</p> <p>Leidos successfully managed and monitored multiple congruent projects with several state and local applicants. Currently, our team has been engaged to manage the recovery and removal of abandoned vessels in state-maintained waterways in both the north and south region. Additionally, our team is monitoring the removal of loose debris, including hazardous waste, in many of those same waterways.</p> <p>Upon deployment, the Leidos team worked closely with NJDEP and the state project manager to develop protocols and procedures in order to effectively monitor and manage the debris and vehicle and vessel removal process, while meeting FEMA eligibility requirements.</p>

Contracting Entity	Firm	Contract Term	Detailed List of Scope of Services
City of New Orleans, Louisiana	SAIC-Leidos	Mar 2011 – Ongoing	<p>Hurricane Katrina Monitoring and Management of Demolition Program</p> <p>Immediately following the devastating storm, USACE was provided a direct federal mission by FEMA to coordinate recovery and debris removal efforts in the City of New Orleans. The USACE program managed operations for more than two years until their departure in August, 2007. Thousands more homes remained to be demolished. The City retained Leidos to serve as the comprehensive program manager for the effort. Examples of Leidos' services to the City include documentation of legal authority to demolish properties, program management of environmental and utilities disconnect due diligence, contract management of the debris removal contractor retained by the City, management of all legal and reimbursement related paperwork to support reimbursement, and field monitoring as required to meet FEMA guidelines.</p>
Jefferson Parish, Louisiana	SAIC-Leidos	Aug 2012 – Ongoing	<p>Hurricane Isaac Disaster Debris Monitoring and Program Management</p> <p>In the days prior to Hurricane Isaac's landfall, Leidos' senior management team began mobilizing to the area and was in coordination with Jefferson Parish to establish an immediate response plan, identify reporting needs, and establish temporary debris storage and reduction sites (TDSRS). Within 4 days of activation, Leidos had hired and trained 250 local residents to monitor and document debris removal operations.</p> <p>Currently, Leidos' project close-out specialists are assisting Jefferson Parish with preparing FEMA PA Grant Program and FHWA-ER Program grant applications, project worksheet data compilation, final damage inspections, and overall project close-out.</p>

Contracting Entity	Firm	Contract Term	Detailed List of Scope of Services
St. John the Baptist Parish, Louisiana	SAIC-Leidos	Aug 2012 - Ongoing	<p>Hurricane Isaac Disaster Debris Monitoring and Program Management</p> <p>Leidos' senior management team began mobilizing to the area and was in coordination with the Parish to establish an immediate response plan, identify reporting needs, and establish TDSRS. Within two hours of a notice to proceed, Leidos had established office space within the Parish and begun recruiting, hiring, and training qualified monitors.</p> <p>Operationally, Leidos worked with Parish officials and its debris hauler to establish protocols for ROW and hazardous waste debris removal; identify, permit, and open TDSRS; schedule daily debris removal; and provide accurate daily reports. In addition, Leidos worked closely with representatives from FEMA to develop a disaster-specific strategy to collect the overwhelming amounts of construction and demolition from private property that was a result of the storm. Finally, <i>Leidos' successful use of our proprietary ADMS allowed us to document the debris removal as accurately and cost effectively as possible.</i></p>
NY Housing Trust Fund Corporation	TetraTech	2013 - 2015	<p>Disaster recovery planning and reconstruction services. Developing community-level recovery plans for three upstate New York jurisdictions devastated by flooding from Tropical Storms Lee and Irene in 2011. Specifically, Tetra Tech is performing community outreach, strategic visioning, risk assessment, a housing and community needs assessment, and critical infrastructure analysis in support of an overarching economic redevelopment plan for Margaretville, Shandaken, and Washingtonville, NY.</p>
NJ Department of Environmental Protection (DEP)	TetraTech	2013 – 2015	<p>Environmental review services for projects being funded by disaster recovery grants. Conducting HUD and NEPA environmental review and compliance. This includes Tier 1 and Environmental Assessments, CATEX Documentation, and Tier 2 assessments that address issues and impacts to endangered species, wetlands, hazardous waste sites, air emissions, noise emissions, and archaeological and architectural resources.</p>

Contracting Entity	Firm	Contract Term	Detailed List of Scope of Services
State of Missouri	TetraTech	2008 – 2018	Following federally-declared disaster, our onsite staff ensure sub-grantees meet program and administrative requirements for residential flood buyouts, flood infrastructure projects, and tornado safe room projects. Under our contract, staff conduct the following: review of applications for eligible activities, design standards, valid target population, and eligible costs; review of operation plan and maintenance plan; and monitor cost effectiveness.
Port Authority of New York and New Jersey (subcontractor to Adjuster's International)	TetraTech	2013	Conducting FEMA Section 406 project worksheet development, including project scoping and cost estimate development. Tetra Tech conducted research of initial damage estimates, conducted site visits of damage facilities owned and operated by the PANYNJ (i.e. airports, port facilities, PATH, World Trade Center), developed engineering scopes of work and cost estimates for integrating mitigation to repair or restoration project worksheets to be submitted to FEMA
NY Homes and Community Renewal (subcontractor to ProSource Technology)	TetraTech	2013	Environmental review services for projects being funded by disaster recovery grants. Conducting HUD and NEPA environmental review and compliance. This includes Tier 1 and Environmental Assessments, CATEX Documentation, and Tier 2 assessments that address issues and impacts to endangered species, wetlands, hazardous waste sites, air emissions, noise emissions, and archaeological and architectural resources.
NY Division of Homeland Security and Emergency Services (subcontractor to Adjuster's International)	TetraTech	2013	Providing benefit cost-analysis (BCA) for projects applying to the state for FEMA Hazard Mitigation Grant Program funding. Tetra Tech staff are part of a dedicated team working in Albany to review HMGP applications for completeness, conduct BCA analyses, and determine eligibility of projects for HMGP funding.
City of New Orleans	TetraTech	2012 - 14	Contracted to provide emergency response and recovery support to the City of New Orleans. This may include incident management team staffing, emergency operations center staffing, or disaster recovery coordination staff. No tasks have been received to date.

Section 6: Relevant Experience (Item G)

Summary of experience of the primary and sub-contractor for engagements of similar scope and size; and Section 4 – FEMA Consulting Experience and Section 5 – List of Engagements and Task Orders contains our currently active disaster recovery and FEMA-related work. Many are similar in scope and size to this effort. In addition to these current qualifications, the team has historical past performance with engagements of similar scope and size.

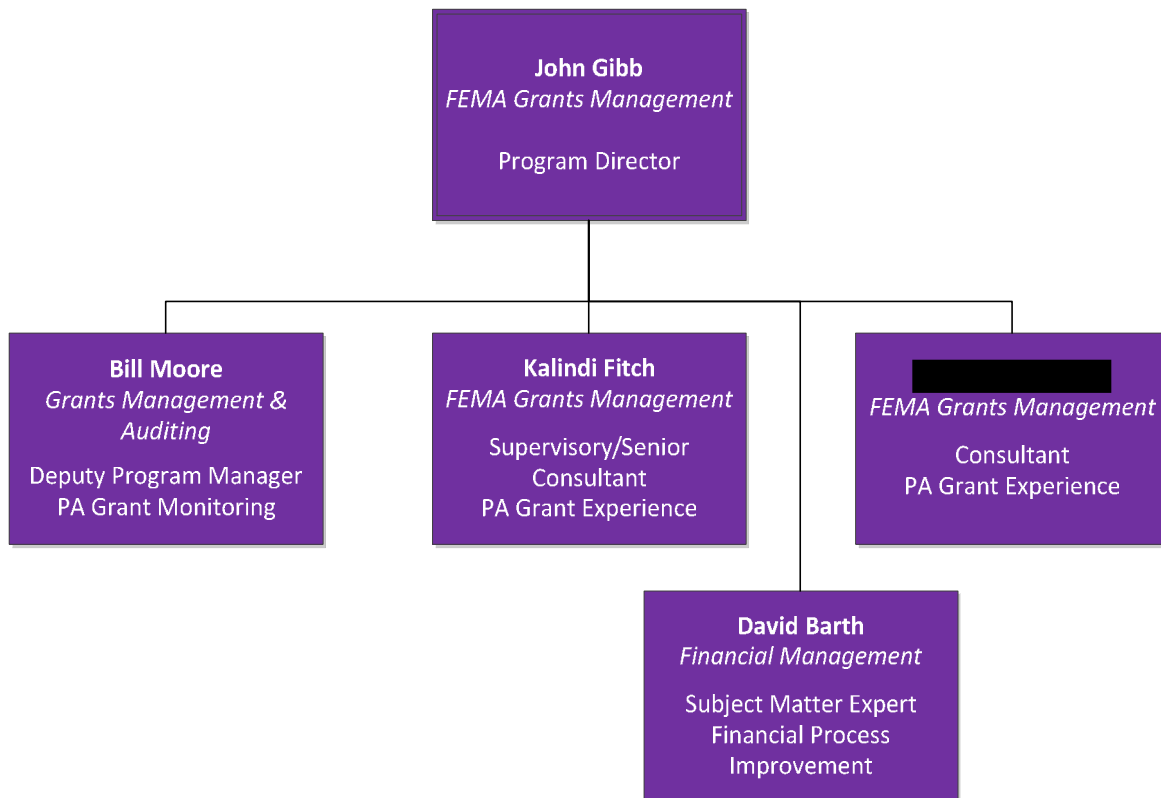
Grant Thornton's experience with the State of Texas, Department of Public Safety is particularly relevant. We are working with the State DPS on a multi-year contract to conduct compliance audits of FEMA Public Assistance grants. During these audits we evaluate internal controls and examine sub-grantee supporting documentation for Project Worksheets. Our reviews are focused on compliance with relevant federal statutes including 44 CFR, relevant OMB Circulars and FEMA specific guidance.

Our teaming partner URS has in depth and comprehensive disaster recovery experience. URS is the managing partner on FEMA's Public Assistance Technical Assistance Contract with operational and programmatic responsibilities for a range of disaster services including assessing emergency work, developing Project Worksheets, documenting scopes of work and cost estimates, and conducted closeout operations.

Our teaming partner SAIC-Leidos has broad disaster recovery and FEMA Public Assistance experience as well including Project Worksheet development and review work for the Port of Galveston (Texas), debris monitoring and management for New Jersey DEP for Superstorm Sandy, and debris monitoring and management for St. John the Baptist Parish and Jefferson Parish Louisiana.

Appendix A: Resumes (Item F)

As previously mentioned, Grant Thornton's team brings accounting, advisory, project management, engineering, and emergency management professionals from large and local small NJ businesses; in order to provide a full complement of services required for recovery and rebuilding efforts. Grant Thornton is committed to providing OEM with a core team that will be there with you day to day providing you with the Program and Process Management, Grants Management and Integrity Oversight Monitoring services you desire. Our proposed engagement team includes John Gibb who will oversee the engagement and ensure quality service delivery; Bill Moore, Kalindi Fitch, [REDACTED] and David Barth, who will serve as team leads and ensure that all work assigned under this contract is performed in a timely and efficient manner. In addition to our core team leaders, we have over 80 qualified staff members which will allow us the ability to scale our team up or down as task assignments necessitate. Our core team is shown below:



Our proposed senior team includes:

§ **John Gibb** has 30 years of comprehensive emergency management and homeland security experience with expertise and leadership in areas of prevention, protection, mitigation, response and recovery across a broad array of technological, natural and terrorism related hazards. As an emergency management / homeland security agency head in New York State, he served four governors. As the State's Director of Emergency Management from 2005 - 2010, he was the State Coordinating Officer and Governor's Authorized Representative for ten President-declared Major Disasters and was named Acting Commissioner of the State Division of Homeland Security and Emergency Services at its inception in 2010. He was the Executive Director of New York State's Weapons of Mass Destruction Task Force from 2001 until 2005 where he was responsible for the administration of more than \$800 million in federal homeland security grants. Mr. Gibb is proposed as Program Manager.

§ **William (Bill) Moore, CPA** has managed over 70 audits of DHS/FEMA programs and activities for the Department of Homeland Security's Office of Inspector General. The objectives of these performance audits were to evaluate the economy, efficiency, and effectiveness of the grantee's management of the federal grant funds. The audits included evaluations of internal controls, compliance with federal requirements and regulations. The audit findings identified unsupported costs, non-compliant activities, and inefficient management situations. The costs questioned from the audits were reported to the DHS Office of Inspector General. Ineligible use of funds, noncompliant procurements, and weaknesses in internal controls were frequent conditions reported from these audits. The recovery of the funds was the responsibility of OIG in conjunction with cognizant FEMA officials. FEMA was responsible for the

de-obligation of funds confirmed as unsupported, wasted, or not used in compliance with federal requirements and regulations. Mr. Moore is proposed as a Project Manager

§ **Kalindi Fitch** has extensive understanding of the grant administration process, eligibility requirements, regulations, and policies across many federal programs. Ms. Fitch has assisted clients in applying for funding from multiple federal grant programs such as the FEMA Public Assistance Grant Program, Hazard Mitigation Grant Program, and the Community Development Block Grant. She is familiar with application development, environmental review, project and process monitoring, and closeout and audit activities. Ms. Fitch holds degree in Spanish and an MBA from Rollins College. She is proposed as a Supervisory/Senior Consultant.

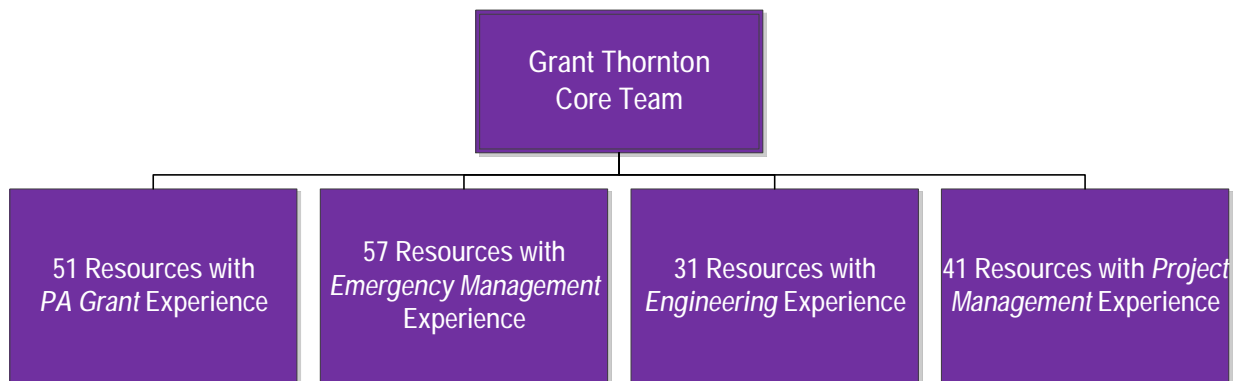
§ [REDACTED]

Subject Matter Experts:

§ **David Barth** has extensive experienced in financial process improvement as a means to improve the cash flow cycle for payment through his experience marshaling many kinds of funds through the DEP. As one of his many accomplishments, Mr. Barth coordinated an internal Department of Environmental Protection team to tie together the multiple state and federal funding sources to the goals of Environmental Infrastructure, Natural and Cultural Resources and Hazard Mitigation Work Groups and their alignment to FEMA's Resource Support Functions/Framework. Mr. Barth is also a local is proposed as a Subject Matter Expert.

Resource Pool

As shown below, Team Grant Thornton has the ability to draw from an extensive pool of available and qualified resources with experience directly relevant to your needs. Resources from this pool will work under the direction of our Core Team to perform required tasks.



Below, we highlight our resource pool's relevant knowledge and experience.

Name	Firm	Public Assistance	Engineering	Project Management	Emergency Management
Core Team					
Gibb, John	Grant Thornton	p		p	p
Moore, Bill	Grant Thornton	p			p
Fitch, Kalindi	Leidos	p			
[REDACTED]	Grant Thornton	p			p
Barth, David	Grant Thornton	p			p

Additional Resources					
Addonizio-Bianco, Cynthia	TetraTech		p	p	
Andrews, William	URS	p	p		
Ariail, James	URS		p	p	p
Baker, Amy	URS		p	p	p
Bass, Albernard	Grant Thornton				p
Beckenbaugh, Brian	URS	p	p	p	p
Bloom, Dawson M.	Roberts Engineering		p	p	
Boedeker, Ralph	TetraTech		p	p	
Bohlin, Tiffany	Muller Bohlin	p			p
Borgen, Sari	Grant Thornton			p	
Boyd, John	Grant Thornton	p		p	p
Burgiel, Jonathan	SAIC	p			p
Buri, John	SAIC	p		p	p

Name	Firm	Public Assistance	Engineering	Project Management	Emergency Management
Carter, Ben	Grant Thornton	p		p	
Clinch, Catherine	URS	p	p		p
Coats, Andrew	TetraTech		p	p	
Cutajar, Lenny	Grant Thornton			p	
Czlapinski, Richard	TetraTech		p	p	
Daliessio, Jason	TetraTech		p		
Dempsey, Bruce	Grant Thornton	p			p
Dixon, Calandra	Grant Thornton			p	
Duran, Jillian	Grant Thornton	p		p	p
Edwards, Jocelyn	Grant Thornton	p			p
Eppig, Brian	Grant Thornton			p	
Foley, Anna	URS		p	p	
Frank, Lawrence	URS	p	p	p	p
Frieday, Beverly J.	URS	p	p	p	p
Gable, Ken	Grant Thornton	p			p
Garcia, Susannah	Grant Thornton	p			p
Grabowski, Casey	TetraTech		p		
Hainje, Richard	SAIC	p		p	p
Herndon, Blake	Grant Thornton	p		p	p
Huse, James	Grant Thornton				p
Irish, Rob	Grant Thornton			p	
Jeffery, Kenneth	TetraTech		p		
Karian, David	Grant Thornton	p			p
Kennedy, Marc	Grant Thornton	p			p
Khan, Nazrine	Grant Thornton	p			p
Kozub, Philippe	URS	p	p		p
Kunish, Donald	Leidos	p		p	p
Kyalla, Boniface	SAIC				p
Leugemors, Thad	SAIC	p		p	p
Lewis, Dennis	Roberts Engineering		p		
Limbach, Jeannine	Muller Bohlin			p	
Malcom, Lemuel	SAIC	p			p

Name	Firm	Public Assistance	Engineering	Project Management	Emergency Management
Marshall, Jamie	URS	p	p	p	p
Martinez, Mary Lou	Grant Thornton	p			p
Mazzeo, Andy	TetraTech			p	
McCombs, Christine	SAIC	p			p
	Grant Thornton	p			p
McGilvray, Margaret	Grant Thornton			p	
Miller, Paul	TetraTech	p			p
Miskiman, Alison	TetraTech			p	p
Muchando, Gerald	Grant Thornton	p			p
Muller, Julian	Muller Bohlin			p	
Murray, Dawn	Grant Thornton	p			p
Natale, William F.	Roberts Engineering		p	p	
O'Brien, Meghan	Grant Thornton			p	
O'Connor, Michael	Muller Bohlin			p	
O'Herron Rudder, Suzanne	Muller Bohlin			p	
Park, Jae	URS	p	p	p	p
Peffer, Jennie	URS	p	p		
Poolos, Michael	Grant Thornton	p			p
Posey, Christopher	SAIC	p			p
Raser, Jonathan	TetraTech			p	p
Reed, Juma	Prospect/Recruit			p	
Reichard, Keith	Grant Thornton	p			p
Roberts, Carmela	Roberts Engineering		p		
Robinson, Spurgeon	SAIC	p	p	p	p
Scaff, Harold	TetraTech		p		
Schwimmer, Lorna	Grant Thornton	p			p
Snelgro, Francis	Grant Thornton	p			p
Sorenson, Jennifer	URS	p	p		p
Speer, Michael	Grant Thornton	p		p	p
Steblein, Jeffrey	SAIC	p			p
Tobin, Thomas	URS	p	p		p
Usedom, Scott	URS	p	p		p

Name	Firm	Public Assistance	Engineering	Project Management	Emergency Management
Walker, Tennale	Grant Thornton	p		p	p
Weitz, Paul	Roberts Engineering		p		
Zavagnin, Joseph	SAIC	p	p		p

The remainder of this section consists of resumes for the team members proposed to staff the Engagement Query for OEM.

John Gibb

Proposed Role	Program Director
Qualifications, Expertise and Areas of Specialization	
<ul style="list-style-type: none">• Extensive experience leading and managing large agencies and projects related to disasters and emergencies.• Experience developing processes and policies related to emergencies and disasters.• Experience with federal emergency grant processes.	

Work History & Relevant Experience

Grant Thornton

Manager, June 2013 - Present

Massachusetts Emergency Management Agency

RCPGP Emergency Planner (January 2013 – June 2013)

- Mr. Gibb was lead for Massachusetts Emergency Management Agency efforts for several projects associated with the New England Regional Catastrophic Planning Initiative including mass care and sheltering and commodities distribution. He served as the Project Management Team lead for the development of a Regional Intermodal Transportation / Evacuation Annex to the Regional Catastrophic Coordination Plan.

New York State Division of Homeland Security and Emergency Services

Acting Commissioner, July 2010 – April 2011 (retired)

- Appointed by Governor Paterson as the initial Acting Commissioner for the newly created Division of Homeland Security and Emergency Services (DHSES), Mr. Gibb led the merger and integration of five former state agencies / offices into a newly formed Division of Homeland Security and Emergency Services and had overall responsibility for ensuring that agency and sub-office missions and goals were being met. The new division had 480+ full time employees at more than a dozen offices and locations across New York State, including two statewide training academies. Mr. Gibb instituted and led the new agency's first strategic planning effort resulting in a multi-year, agency-wide strategic plan which was vetted across the agency, and led efforts to achieve efficiencies by combining and integrating fiscal, legal and public information functions within the new division.

New York State Emergency Management Office

Director, December 2005 – June 2010

- Mr. Gibb was responsible for all day-to-day and disaster operations of a state-level emergency management agency with more than 110 employees, five regional offices, a \$20M operating budget and hundreds of millions of dollars in disaster assistance. He guided and approved overall work plans including training, planning, mitigation, operations, recovery, IT, and regional offices. His responsibilities included coordination of state resources in response to disasters. He served as

State Coordinating Officer and Governor's Authorized Representative for ten Major Disaster Declarations and three Emergency Declarations, coordinating requests for and deployment of federal assistance.

New York State Weapons of Mass Destruction (WMD) Task Force and Office of Homeland Security
Executive Director WMD Task Force / Assistant Director for Grants, August 2001 – December 2005

- Mr. Gibb was appointed as Executive Director of the State WMD Task Force in August 2001 and interagency task force established by the Governor to administer terrorism related grants and programs. He was appointed as a Deputy State Coordinating Officer for the World Trade Center 9/11 Attack with responsibility for coordinating state resources and assets in New York City in September of 2001, and serving as the lead state official on site during the establishment of the federal/state Disaster Field Office. Subsequently he was responsible for the administration and oversight of Department of Justice, then Department of Homeland Security grant programs for New York State ultimately totaling in excess of \$800 million dollars.

New York State Emergency Management Office

Assistant Director for Planning / Assistant Planning Development Specialist, October 1988 – August 2001

- As Assistant Director for Planning Mr. Gibb managed State's day to day emergency and disaster planning efforts, including the State's emergency planning, training and exercise efforts for six commercial nuclear power plants. In this role he served in key operations and recovery roles for numerous disasters and emergencies and in the aftermath of severe flooding in January 1996, led an interagency team that assessed several hundred river / stream sites in Delaware County, New York for mitigation potential.

Washington County (New York) Office of Emergency Services

Deputy Director, February 1982 – October 1987

- As Deputy Director, Mr. Gibb was responsible for leading all aspects of county level emergency management and emergency communications office. In addition he established and headed the county's Building Code Enforcement Office in 1984.

Washington County (New York) Planning Department

Planner, October 1979 – February 1982

- As a staff planner, Mr. Gibb guided county and local comprehensive land use planning and regulatory efforts.

Lake Champlain – Lake George Regional Planning Board

Environmental Planner, June 1978 – October 1979

- As a staff planner Mr. Gibb provided staff and project support for a regional environmental management council.

Education and Certifications

- B.A., Geography, Minor – Environmental Studies, State University of New York at Albany, 1978
- New York State certified Emergency Medical Technician

William (Bill) Moore, CPA, CPM, CGFM

Proposed Role	Project Manager
Qualifications, Expertise and Areas of Specialization	
<ul style="list-style-type: none"> • Certified Public Accountant • Over 49 years of government accounting and auditing experience • Over 10 years of experience performing audits and reviews of Federal assisted grant programs, including FEMA grants • Experience conducting audits in accordance with the Government Auditing Standards 	

Work History & Relevant Experience

Grant Thornton

Senior Manager, September 2013 - Present

Foxx & Company

Senior Manager, October 1996 – September 2013

- **Department of Homeland Security (DHS).** Mr. Moore was Foxx’s Senior Manager for over 50 audits of DHS programs and activities. The reports issued have been well received and beneficial to the Department. Improved program management and overall compliance with regulations, as well as increased efficiency and effectiveness in the use of federal funds have resulted from these audits. The audits included: 30 audits of Assistance to Fire fighter grants management by individual fire departments, 13 audits of the management of disaster assistance grants by state emergency management offices, 16 audits of first responder grants to individual states, and 6 audits of FEMA internal processes and procedures. Mr. Moore also managed audits of the removal of Hurricane Katrina debris from Louisiana’s Saint Bernard Parish, St. Tammany Parish, Washington Parish, East Baton Rouge Parish, Plaquemines Parish and the City of Kenner.
- **Nuclear Regulatory Commission (NRC).** Mr. Moore has evaluated NRC’s compliance with internally developed software procedures. He reviewed the policies and practices followed by NRC in the management and control of reimbursable agreements and made several recommendations for improved compliance, economy, and efficiency. He also reviewed the internal controls for NRC’s planned implementation of a new, fully integrated personnel and payroll system. His performance on this review resulted in NRC asking him to do a similar review of their planned implementation of PeopleSoft software as a new cost accounting, personnel and payroll system. He reviewed and wrote procedures for collection of fees for the U.S. Nuclear Regulatory Commission. These procedures become part of NRC’s formal fee collection manual.
- **Department of Labor (DOL).** Mr. Moore managed 3 audits of the DOL’s management of Recovery Act funds. The audits included: the DOL’s implementation of the Federal Additional Compensation (FAC) program within ten selected states; compliance with Davis Bacon Act prevailing wage requirements by recipients of Recovery Act funds, and DOL’s oversight of Recovery Act funds provided to states to enhance employment opportunities for the unemployed.

Government Accountability Office

Manager, 1984 - 1995

Auditor, 1964 – 1984

- **Government Accountability Office (GAO).** From 1964 through 1995, Mr. Moore was an auditor for the GAO. He started at the entry level and was a member of the Senior Executive Service (SES) when he retired. For 22 years, his GAO headquarters responsibilities included performance audits at several federal agencies, including Agriculture, DOD, GSA, HUD, and NASA. He was a member of the Comptroller General's Steering Committee for implementation for Federal Managers Financial Integrity Act, and was responsible for implementing the act at NASA, DOD, and the State Department. As GAO's Cincinnati Regional Office Manager for 11 years, Mr. Moore managed Cincinnati-based auditors for all GAO Ohio, West Virginia, Indiana, and Kentucky audits.

Education and Certifications

- B.S., Accounting, West Liberty State College, 1964
- Degree in National Security Management, Industrial College of Armed Forces, 1981
- Executive Excellence Program, Federal Executive Institute, 1988
- Certified Public Accountant
- Certified Government Financial Manager
- Certified Professional Manager

Kalindi Fitch

Proposed Role	Supervisory/Senior Consultant
Qualifications, Expertise and Areas of Specialization	
<ul style="list-style-type: none"> • Six Sigma Green Belt • Experience assisting clients in the administration of federal grant programs for disaster recovery and mitigation • Experience providing oversight throughout the grant administration period and familiar with application development, environmental review, project and process monitoring, and closeout and audit activities 	

Work History & Relevant Experience

Leidos

Grant Management/Client Liaison/Project Manager

- **State of New Jersey, Department of Environmental Protection, State park Service.** As Client Liaison, Ms. Fitch oversaw key project personnel, tracked project progress and DAC vs. indirect project billings, and ensured that Senior NJDEP personnel were aware of any project issues and/or progress throughout the period of performance.
- **State of Vermont Emergency Management.** As IT/Document Control Manger, Ms. Fitch managed application intake and quality assurance/quality control and was responsible for accuracy and maintenance of the grant management software tool specifically created for the state.
- **Terrebonne Parish, Louisiana.** As an assistant analyst, Ms. Fitch was responsible for data collection, project worksheet writing, and grants management software update for the FEMA-PA project worksheets completed by Leidos.
- **Virginia Department of Transportation.** As project coordinator, Ms. Fitch assisted in overseeing project operations, including identifying project roadblocks and need assessment, project set-up, and final closeout.

Education and Certifications

- B.A., Spanish, Rollins College, 2006
- M.B.A., Concentrations in Management and Marketing, 2009.
- Six Sigma Green Belt

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[Redacted]	[Redacted]
[Redacted]	
• [Redacted]	[Redacted]
• [Redacted]	[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

• [Redacted]

E. David Barth

Proposed Role	Subject Matter Expert
Qualifications, Expertise and Areas of Specialization	
<ul style="list-style-type: none"> • Extensive involvement in New Jersey's Rebuilding and Recovery efforts • Expert in federal and state financial processes • Experience with federal emergency grant processes 	

Work History and Relevant Experience

New Jersey Department of Environmental Protection

Director, Division of Budget and Finance, July 2002 – June 2013

- Responsible for the implementation, execution and management of DEP's operating and capital budgets including related federal funding. Responsible for the integration of programmatic budget needs, strategic directions and financial solutions. This includes developing the schedule, issuing the necessary guidance, overseeing and preparing the required financial analyses of multiple funding options as part of DEP's annual budget process.
- Oversees the support systems necessary to insure a continuity of government business operations, infrastructure support and coordination and financial management of all domestic security funding available to the Department or passes through to local governments.
- Responsible for the development of a management structure to identify, maximize and manage federal funding sources for New Jersey's Rebuilding and Recovery efforts as they relate to the New Jersey Department of Environmental Protection;
- Participated in the development of an internal reporting system to track recovery/rebuilding projects and the individual expenditures to support State's reporting requirements to federal accountability systems;
- Established the process and procedures to insure the necessary internal controls were in place to oversee the spending and grant compliance conditions are met during the implementation phases of rebuilding;
- Coordinated an internal Department of Environmental Protection team to tie together the multiple state and federal funding sources to the goals of Environmental Infrastructure, Natural and Cultural Resources and Hazard Mitigation Work Groups and their alignment to FEMA's Resource Support Functions/Framework. These efforts included the connection to multiple federal agencies, interpretation and analysis of federal appropriation laws and underlying federal enabling statutes; meeting with federal funding partners and understanding their individual grant programs; participating with the Governor's Office of Rebuilding and Recovery and gaining a personal knowledge of the process and being able to present the information to the Department's executive staff, Work Group leaders, and key Department staff.

Education and Certifications

- Masters, Administration, Rider College
- B.A., US History, Fairfield University