



## Offer and Acceptance Page



### OFFER AND ACCEPTANCE PAGE

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: 23DPP00814 T3140 - Program Implementation and Strategy Advisor

TO THE STATE OF NEW JERSEY:

Name of Bidder/Contractor ICF Incorporated, L.L.C.

Address 1902 Reston Metro Plaza

City, State, Zip Code Reston, VA 20190

Phone Number 703.934.3000

Fax Number 703.934.3740

Email Address cara.small@icf.com

Vendor Requested Trade ~~Secrets~~ and Proprietary Commercial Information

Print Name & Title of Authorized Representative Cara M. Small, Senior Manager, Contracts

Signature Authorized Representative Cara M. Small

By submitting a Quote the Bidder certifies and confirms that:

1. It has read, understands, and agrees to all terms, conditions, and specifications set forth in the Bid Solicitation and the State of New Jersey Standard Terms and Conditions and agrees to furnish the goods, products, and/or services in compliance with those terms;
2. It has complied, and will continue to comply, with all applicable laws and regulations governing the provision of State goods and services, including the New Jersey Conflicts of Interest Law, N.J.S.A. 52:13D-12 to 28;
3. The price(s) and amount of its Quote have been arrived at independently and without consultation, communication or agreement with any other Contractor/Bidder or any other party;
4. Neither the price(s) nor the amount of its Quote, and neither the approximate price(s) nor approximate amount of this Quote, have been disclosed to any other firm or person who is a Bidder or potential Bidder, and they will not be disclosed before the Quote submission;
5. No attempt has been made or will be made to induce any firm or person to refrain from bidding on this Contract, or to submit a Quote higher than this Quote, or to submit any intentionally high or noncompetitive Quote or other form of complementary Quote;
6. The Quote is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive Quote;
7. The Bidder, its affiliates, subsidiaries, officers, directors, and employees are not, to Bidder's knowledge, currently under investigation by any governmental agency for alleged conspiracy or collusion with respect to bidding on any Contract and have not in the last five (5) years been convicted or found liable for any act prohibited by state or federal law in any jurisdiction involving conspiracy or collusion with respect to bidding on any Contract;
8. The Bidder's failure to meet any of the terms and conditions of the Contract shall constitute a breach and may result in suspension or debarment from further State bidding; and
9. A defaulting Contractor may also be liable, at the option of the State, for the difference between the Blanket P.O. price and the price bid by an alternate Vendor {Bidder} of the goods or services in addition to other remedies available.

### ACCEPTANCE OF OFFER (For State Use Only)

The Offer above is hereby accepted and now constitutes a Contract with the State of New Jersey. The Contractor is now bound to sell the goods, products, or services in accordance with the terms of the Bid Solicitation and the State of New Jersey Standard Terms and Conditions. The Contractor shall not commence any work or provide any good, product, or service under this Contract until the Vendor Contractor complies with all requirements set forth in the Bid Solicitation and receives written notice to proceed.

Contract/Master Blanket Purchase Order Number \_\_\_\_\_

Award Date \_\_\_\_\_

Effective Date \_\_\_\_\_

State of New Jersey Authorized Signature \_\_\_\_\_

Print Name and Title \_\_\_\_\_

# Vendor Profile - ICF Incorporated LLC

Organization Information

Users

Address

Commodity Codes and Services

Regions

Terms & Categories

Attachments

Vendor Performance

## Terms and Categories Information

### Terms

Payment Terms:

Freight Terms:

Shipping Method:

Shipping Terms:

### Categories & Certifications

Category: 1. Primary Business Function - (MANDATORY FIELD)

Provides Any Other Type of Services

Category: 3. Business Formation (MANDATORY FIELD)

Corporation including Professional Corporation

Category: 4. Electronic Funds Transfer Certification (MANDATORY FIELD)

**Description:** I certify that I am an appointed agent of the vendor referenced and that I hereby authorize the State of NJ to initiate payments to the bank acct and bank named in the electronic funds transfer (if and when the information is provided). This authority is to remain in full force and effect until the State of NJ receives notification of any changes, and in such a manner as to afford the State of NJ a reasonable opportunity to Act.

Select if you intend to enter the data for EFT payment and agree with the statement above. To enter banking data, you must log in after the initial registration process has been completed, add or edit a Remit address, and check the EFT Enabled box.

Category: 5. Tax ID Certification (Substitute W9) (MANDATORY FIELD)

**Description:** Under Penalties of Perjury, I certify that (1) The number provided via this registration process is my correct taxpayer ID number AND (2) I am not subject to backup withholding AND (3) I am a U. S. Citizen or a defined U. S. Person for federal tax purposes.

Select if you agree with the statement above.

Category: Disclosure of Non-Profit Officers and Directors

**Description:** Bidders that are non-profit entities are required to disclose all officers and directors.

The above statement does not apply because the bidder is NOT a non-profit entity.

Category: Certification: Business Registration

**Description: This Certification status is updated daily. If your business is not registered, or if your registration is not active, please see the following link:**

Active

Category: Category: Insurance Liability Compliance

**Description: This Certification status will be updated daily. This applies to contract vendors only. In this context, a contract vendor is a vendor who has been issued a purchase order (contract or waiver) for goods and/or services. If your business does not have an approved Certificate of Liability Insurance, contact your State procurement specialist.**

General Liability

Certification #	Certification Source	Description for Source Other	Effective Date	Expiration Date	Certification Description	Status
1	Certificate of Liability Insurance		07/01/2017	07/01/2018		Active
2	Certificate of Liability Insurance		07/01/2018	07/01/2019		Active
3	Certificate of Liability Insurance		07/01/2019	07/01/2020		Active
4	Certificate of Liability Insurance		07/01/2020	07/01/2021		Active
5	Certificate of Liability Insurance		07/01/2021	07/01/2022		Active
6	Certificate of Liability Insurance		07/01/2022	07/01/2023		Active
7	Certificate of Liability Insurance		07/01/2023	07/01/2024		Active

Automobile

Certification #	Certification Source	Description for Source Other	Effective Date	Expiration Date	Certification Description	Status
1	Certificate of Liability Insurance		07/01/2017	07/01/2018		Active
2	Certificate of Liability Insurance		07/01/2018	07/01/2019		Active
3	Certificate of Liability Insurance		07/01/2019	07/01/2020		Active
4	Certificate of Liability Insurance		07/01/2020	07/01/2021		Active
5	Certificate of Liability Insurance		07/01/2021	07/01/2022		Active
6	Certificate of Liability Insurance		07/01/2022	07/01/2023		Active
7	Certificate of Liability Insurance		07/01/2023	07/01/2024		Active

## Workers Compensation and Employers' Liability

Certification #	Certification Source	Description for Source Other	Effective Date	Expiration Date	Certification Description	Status
1	Certificate of Liability Insurance		07/01/2017	07/01/2018		Active
2	Certificate of Liability Insurance		07/01/2018	07/01/2019		Active
3	Certificate of Liability Insurance		07/01/2019	07/01/2020		Active
4	Certificate of Liability Insurance		07/01/2020	07/01/2021		Active
5	Certificate of Liability Insurance		07/01/2021	07/01/2022		Active
6	Certificate of Liability Insurance		07/01/2022	07/01/2023		Active
7	Certificate of Liability Insurance		07/01/2023	07/01/2024		Active

## Errors and Omissions

Certification #	Certification Source	Description for Source Other	Effective Date	Expiration Date	Certification Description	Status
1	Certificate of Liability Insurance		07/01/2017	07/01/2018		Active
2	Certificate of Liability Insurance		07/01/2018	07/01/2019		Active
3	Certificate of Liability Insurance		07/01/2019	07/01/2020		Active
4	Certificate of Liability Insurance		07/01/2020	07/01/2021		Active
5	Certificate of Liability Insurance		07/01/2021	07/01/2022		Active
6	Certificate of Liability Insurance		07/01/2022	07/01/2023		Active
7	Certificate of Liability Insurance		07/01/2023	07/01/2024		Active

**Category: Certification: AA/EEOC Compliance**

**Description: This Certification status is updated daily. If your business does not have a certification, or if your certification has expired, please visit the Public Contracts Equal Employment Opportunity Compliance Monitoring Program website using the following link for the AA-302 form, instructions and registration to the online payment submission portal.**

Yes

Notes:

0000031900 EXPIRES ON 10-15-2024



Close Window

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August 2, 2024

TECHNICAL QUOTE | BID SOLICITATION # 23DPP00814

## → T3140 – Program Implementation and Strategy Advisor

Submitted to:

**State of New Jersey**  
**Department of Community Affairs**  
**Division for Disaster Recovery and Mitigation**  
Trenton, NJ 08625-0230

Submitted by:

**ICF Incorporated, L.L.C.**  
1902 Reston Metro Plaza  
Reston, VA 20190  
703.934.3000

**Cara Small**

Senior Manager, Contracts

Vendor Requested Personal Identifying Information



This proposal includes data exempt from disclosure under the New Jersey Open Public Records Act (OPRA) N.J.S.A. 47:1A-1.1. Each page containing data subject to this restriction is marked as "CONFIDENTIAL".

CONFIDENTIAL



August 2, 2024

State of New Jersey  
Department of Community Affairs  
Division for Disaster Recovery and Mitigation  
Trenton, NJ 08625-0230

**Subject: T3140 – Program Implementation and Strategy Advisor,  
Bid Solicitation # 23DPP00814**

Dear Sir / Madam:

The Department of Community Affairs (DCA) has partnered with ICF Incorporated, L.L.C. (ICF) for over 10 years to develop and deliver disaster recovery, mitigation, and grants management services across disaster-impacted New Jersey. The **power of our partnership** has enabled us to establish and deliver one of the nation's largest recovery efforts, **support** each organizational iteration of the division that has evolved to become the Division of Disaster Recovery and Mitigation (DRM), **facilitate** and **create** the division's processes and systems, and **ensure compliant** implementation of programs and projects that will **protect** New Jersey's residents and communities in the face of future disasters and climate change.

When Hurricane Ida brought new challenges and resources to the state, DRM was able to largely stand up and implement their programs in-house based in large part on the knowledge and experience gained through our extensive partnership, along with advisory services and supplemental staff support from ICF.

The power of our partnership is a national success story, one in which a state agency now has the established core capacity to manage new funding streams, while drawing upon an expert and cost-effective supplemental vendor to meet specific demands of the moment, without wasting precious federal and state funds. Through our partnership, **the U.S. Department of Housing and Urban Development (HUD) Office of Inspector General (OIG)** labeled **New Jersey a low-risk grantee**, meaning HUD does not monitor DRM as frequently as it does other grantees, thereby allowing DRM to focus on delivering assistance to residents and communities.



Today, with ICF's unmatched multi-disciplinary staff, and the new opportunities that come with **American Rescue Plan Act (ARPA)**, the **Federal Emergency Management Agency (FEMA)** and other state and federal funds, ICF and DRM represent the power of partnership once more, and the force required to expand the strong foundation we have built together to achieve the greatest outcomes through all funding sources for New Jersey.

As we have demonstrated to New Jersey's disaster-impacted residents and communities since 2013, together we can continue to build a more resilient New Jersey in the face of future disasters and climate change through:

Vendor Requested Advantage to Competitors

ICF and our long-term subcontracted partners (the ICF Team) are honored by the prospect of continuing to serve as a strategic advisor and to provide program implementation support to DRM's staff for Community Development Block Grant – Disaster Recovery (CDBG-DR), FEMA, ARPA, and any other federal and state funding that can be leveraged to help New Jersey's communities and people adapt and thrive. We have included three small and/or WBE businesses on our team for this proposal and, based on DRM's needs, we are prepared to bring on additional subcontractors to help DRM meet any of its state and federal subcontracting goals. The three subcontractors we have included in this bid, their certification, and summary of the scope of work they will perform are included below.



New Jersey based **Diversity Marketing and Communications**, DBE, WBE, E/SBE, is prepared to support onsite outreach and engagement activities, including any public hearings, paid media campaigns, and other local communications efforts, ensuring comprehensive and equitable outreach to New Jersey residents.





New Jersey based **Atrium**, WBENC, MBWE, stands ready to deploy its tested case management and other local staffing recruitment to provide surge capacity, as needed, to DRM staff to implement high-volume, in-person case management and delivery activities.



**JMB Preservation Advisors**, SBE, has been working with DCA since the early months following Sandy, will provide subject matter expertise as requested by DRM related to multi-family and affordable housing developments, ensuring projects are reasonable, feasible, and resilient in the face of future disasters, and leveraging and stretching all available housing development resources.

For all inquiries, requests, or clarifications regarding ICF's submission, please include the following individuals:

- Lauren Nichols, Vice President, Disaster Management, 612.215.2166; email: [lauren.nichols@icf.com](mailto:lauren.nichols@icf.com)
- Cara Small, Senior Manager, ~~Contracts, **Requested Personal Identifying Information**, **email**, **Requested Personal Identifying Information**~~

We value the opportunity to present our proposal and look forward to hearing from you.

Sincerely,

*Cara M. Small*

Cara M. Small  
Senior Manager, Contracts



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# Ownership Disclosure Form



## OWNERSHIP DISCLOSURE FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

VENDOR NAME: **ICF Incorporated, L.L.C.**

PURSUANT TO N.J.S.A. 52:25-24.2, ALL PARTIES ENTERING INTO A CONTRACT WITH THE STATE ARE REQUIRED TO PROVIDE A STATEMENT OF OWNERSHIP.  
Please answer all questions and complete the information requested.

- |  | YES                                 | NO                                  |
|--|-------------------------------------|-------------------------------------|
| 1. The vendor is a <b>Non-Profit Entity</b> ; and therefore, no disclosure is necessary.   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 2. The vendor is a <b>Sole Proprietor</b> ; and therefore, no other disclosure is necessary.<br>A Sole Proprietor is a person who owns an unincorporated business by himself or her-self.<br>A limited liability company with a single member is not a Sole Proprietor.  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 3. The vendor is a <b>corporation, partnership, or limited liability company</b> with individuals, partners, members, stockholders, corporations, partnerships, or limited liability companies owning a 10% or greater interest; and therefore, disclosure is necessary. | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

If you answered **YES** to Question 3, you must disclose the information requested in the space below:\*

- (a) the names and addresses of all stockholders in the corporation who own 10% or more of its stock, of any class;  
(b) all individual partners in the partnership who own a 10% or greater interest therein; or,  
(c) all members in the limited liability company who own a 10% or greater interest therein.

NAME	ICF Consulting Group, Inc.			NAME			
ADDRESS	1902 Reston Metro Plaza			ADDRESS			
ADDRESS				ADDRESS			
CITY	Reston	STATE	VA	ZIP	20190	CITY	
CITY		STATE		ZIP		CITY	
NAME				NAME			
ADDRESS				ADDRESS			
ADDRESS				ADDRESS			
CITY		STATE		ZIP		CITY	
CITY		STATE		ZIP		CITY	

- |   | YES                                 | NO                       |
|---|-------------------------------------|--------------------------|
| 4. For each of the corporations, partnerships, or limited liability companies identified in response to Question #3 above, are there any individuals, partners, members, stockholders, corporations, partnerships, or limited liability companies owning a 10% or greater interest of those listed business entities? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

If you answered **YES** to Question 4, you must disclose the information requested in the space below:\*

- (a) the names and addresses of all stockholders in the corporation who own 10% or more of its stock, of any class;  
(b) all individual partners in the partnership who own a 10% or greater interest therein; or,  
(c) all members in the limited liability company who own a 10% or greater interest therein. The disclosure(s) shall be continued until the names and addresses of every non-corporate stockholder, individual partner, and/or member a 10% or greater interest has been identified.

NAME	ICF International, Inc.			NAME			
ADDRESS	1902 Reston Metro Plaza			ADDRESS			
ADDRESS				ADDRESS			
CITY	Reston	STATE	VA	ZIP	20190	CITY	
CITY		STATE		ZIP		CITY	
NAME				NAME			
ADDRESS				ADDRESS			
ADDRESS				ADDRESS			
CITY		STATE		ZIP		CITY	
CITY		STATE		ZIP		CITY	

5. As an alternative to completing this form, a Vendor with any direct or indirect parent entity which is publicly traded, may submit the name and address of each publicly traded entity and the name and address of each person that holds a 10% or greater beneficial interest in the publicly traded entity as of the last annual filing with the federal Securities and Exchange Commission or the foreign equivalent, and, if there is any person that holds a 10% or greater beneficial interest, also shall submit links to the websites containing the last annual filings with the federal Securities and Exchange Commission or the foreign equivalent and the relevant page numbers of the filings that contain the information on each person that holds a 10% or greater beneficial interest.\*

\* Attach additional sheets if necessary



# Disclosure of Investment Activities in Iran Form



## DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: **23DPP00814 T3140 - Program Implementation and Strategy Advisor**

VENDOR NAME: **ICF Incorporated, L.L.C.**

Pursuant to N.J.S.A. 52:32-57, et seq. (P.L. 2012, c.25 and P.L. 2021, c.4) any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must certify that neither the person nor entity, nor any of its parents, subsidiaries, or affiliates, is identified on the New Jersey Department of the Treasury's Chapter 25 List as a person or entity engaged in investment activities in Iran. The Chapter 25 list is found on the Division's website at <https://www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf>. Vendors/Bidders must review this list prior to completing the below certification. If the Director of the Division of Purchase and Property finds a person or entity to be in violation of the law, s/he shall take action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

### CHECK THE APPROPRIATE BOX



I certify, pursuant to N.J.S.A. 52:32-57, et seq. (P.L. 2012, c.25 and P.L. 2021, c.4), that neither the Vendor/Bidder listed above nor any of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of the Treasury's Chapter 25 List of entities determined to be engaged in prohibited activities in Iran.

OR



I am unable to certify as above because the Vendor/Bidder and/or one or more of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of the Treasury's Chapter 25 List. I will provide a detailed, accurate and precise description of the activities of the Vendor/Bidder, or one of its parents, subsidiaries or affiliates, has engaged in regarding investment activities in Iran by completing the information requested below.

Entity Engaged in Investment Activities  
Relationship to Vendor/ Bidder  
Description of Activities

---

---

---

Duration of Engagement  
Anticipated Cessation Date

---

---

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*\*Attach Additional Sheets If Necessary.*

### CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the State of New Jersey is relying on the information contained herein, and that the Vendor is under a continuing obligation from the date of this certification through the completion of any contract(s) with the State to notify the State in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I may be subject to criminal prosecution under the law, and it will constitute a material breach of my contract(s) with the State, permitting the State to declare any contract(s) resulting from this certification void and unenforceable.

*Cara M. Small*

Signature

6/18/2024

Date

**Cara M. Small, Senior Manager, Contracts**

Print Name and Title



# Disclosure of Investigations and Other Actions Involving Vendor



## DISCLOSURE OF INVESTIGATIONS AND OTHER ACTIONS INVOLVING THE VENDOR FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: 23DPP00814 T3140 - Program Implementation and Strategy Advisor

VENDOR NAME: ICF Incorporated, L.L.C.

### PART 1

PLEASE LIST ALL OFFICERS/DIRECTORS OF THE VENDOR BELOW.

NAME	John Wasson		
TITLE	President and CEO		
ADDRESS	1902 Reston Metro Plaza		
CITY	Reston	STATE	VA ZIP 20190

NAME	Barry Broadus		
TITLE	Senior Vice President and Chief Financial Officer		
ADDRESS	1902 Reston Metro Plaza		
CITY	Reston	STATE	VA ZIP 20190

NAME	James Morgan		
TITLE	Executive Vice President and Chief Operating Officer		
ADDRESS	1902 Reston Metro Plaza		
CITY	Reston	STATE	VA ZIP 20190

NAME	James E. Daniel		
TITLE	Executive Vice President, General Counsel and Secretary		
ADDRESS	1902 Reston Metro Plaza		
CITY	Reston	STATE	VA ZIP 20190

\*Attach Additional Sheets If Necessary.

### PART 2

PLEASE REFER TO THE PERSONS LISTED ABOVE AND/OR THE PERSONS AND/OR ENTITIES LISTED ON THE OWNERSHIP DISCLOSURE FORM WHEN ANSWERING THESE QUESTIONS.

- Has any person or entity listed on this form or its attachments ever been arrested, charged, indicted, or convicted in a criminal or disorderly persons matter by the State of New Jersey (or political subdivision thereof), or by any other state or the U.S. Government? NO
- Has any person or entity listed on this form or its attachments ever been suspended, debarred or otherwise declared ineligible by any government agency from bidding or contracting to provide services, labor, materials or supplies? NO
- Are there currently any pending criminal matters or debarment proceedings in which the firm and/or its officers and/or managers are involved? NO
- Has any person or entity listed on this form or its attachments been denied any license, permit or similar authorization required to engage in the work applied for herein, or has any such license, permit or similar authorization been revoked by any agency of federal, state or local government? NO
- Has any person or entity listed on this form or its attachments been involved as an adverse party to a public sector client in any civil litigation or administrative proceeding in the past five (5) years? NO

IF ANY OF THE ANSWERS TO QUESTIONS 1-5 ARE "YES", PLEASE PROVIDE THE REQUESTED INFORMATION IN PART 3.  
IF ALL OF THE ANSWERS TO QUESTIONS 1-5 ARE "NO", NO FURTHER ACTION IS NEEDED; PLEASE SIGN AND DATE THE FORM.

### PART 3

#### DESCRIPTION OF THE INVESTIGATION OR LITIGATION, ETC.

If you answered "YES" to any of questions 1 - 5 above, you must provide a detailed description of any investigation or litigation, including, but not limited to, administrative complaints or other administrative proceedings involving public sector clients during the past five (5) years. The description must include the nature and status of the investigation, and for any litigation, the caption and a brief description of the action, the date of inception, current status, and if applicable, the disposition.

Vendor Requested Trade Secrets and Proprietary Commercial Information

PERSON OR ENTITY NAME	[REDACTED]		
CONTACT NAME	[REDACTED]		
CASE CAPTION	[REDACTED]		
INCEPTION OF THE INVESTIGATION	[REDACTED]		
SUMMARY OF INVESTIGATION	[REDACTED]		

Vendor Requested Trade Secrets and Proprietary Commercial Information

\*Attach Additional Sheets If Necessary.

### CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the State of New Jersey is relying on the information contained herein, and that the Vendor is under a continuing obligation from the date of this certification through the completion of any contract(s) with the State to notify the State in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I may be subject to criminal prosecution under the law, and it will constitute a material breach of my contract(s) with the State, permitting the State to declare any contract(s) resulting from this certification void and unenforceable.

Cara M. Small

7/2/2024

Signature  
Cara M. Small, Senior Manager, Contracts  
Print Name and Title

Date





# Macbride Principles Form



## MACBRIDE PRINCIPLES FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: 23DPP00814 T3140 - Program Implementation and Strategy Advisor

VENDOR NAME: ICF Incorporated, L.L.C.

Pursuant to Public Law 1995, c. 134, a responsible Vendor/Bidder is required to provide a certification in compliance with the MacBride Principles and Northern Ireland Act of 1989. Pursuant to N.J.S.A. 52:34-12.2, Vendor/Bidder must complete the certification below by checking one of the two options listed below and signing where indicated. If a Vendor/Bidder that would otherwise be awarded a purchase, contract or agreement does not complete the certification, then the Director may determine, in accordance with applicable law and rules, that it is in the best interest of the State to award the purchase, contract or agreement to another Vendor/Bidder that has completed the certification and has submitted a bid within five (5) percent of the most advantageous bid. If the Director finds contractors to be in violation of the principles that are the subject of this law, he/she shall take such action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

I, the undersigned, on behalf the Vendor/Bidder, certify pursuant to N.J.S.A. 52:34-12.2 that:

### CHECK THE APPROPRIATE BOX



The Vendor/Bidder has no business operations in Northern Ireland; or

OR



The Vendor/Bidder will take lawful steps in good faith to conduct any business operations it has in Northern Ireland in accordance with the MacBride principles of nondiscrimination in employment as set forth in section 2 of P.L. 1987, c. 177 (N.J.S.A. 52:18A-89.5) and in conformance with the United Kingdom's Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of its compliance with those principles.

### CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the State of New Jersey is relying on the information contained herein, and that the Vendor is under a continuing obligation from the date of this certification through the completion of any contract(s) with the State to notify the State in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I may be subject to criminal prosecution under the law, and it will constitute a material breach of my contract(s) with the State, permitting the State to declare any contract(s) resulting from this certification void and unenforceable.

Cara M. Small

Signature

Cara M. Small

Print Name and Title

06/17/2024

Date



## Subcontractor Utilization Plan



### SUBCONTRACTOR UTILIZATION FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: **23DPP00814 T3140 - Program Implementation and Strategy Advisor**

VENDOR NAME: **ICF Incorporated, L.L.C.**

List All Businesses To Be Used As Subcontractors. Attach Additional Sheets If Necessary.  
If the Bid Solicitation has subcontracting set-aside goals, and the Vendor has not achieved the goals,  
Vendor must attach information documenting its good faith effort to achieve the goals.

SUBCONTRACTOR'S NAME:	Diversity Marketing and Communications
ADDRESS:	28 Washington St Unit 103 East Orange, NJ 07017
PHONE NUMBER:	973.377.0300
EMAIL:	Susan.Cohen@Diversitymc.com
ESTIMATED VALUE OF WORK TO BE SUBCONTRACTED:	10-20%
DESCRIPTION OF WORK TO BE SUBCONTRACTED:	Provide communications, public hearing, and engagement support, based on a mutually agreed upon scope of work required by NJ DCA.
IS THE SUBCONTRACTOR IS A SMALL BUSINESS? YES	
IF YES, SMALL BUSINESS CATEGORY: Category II (Goods & Services) - \$500,001 to \$5,000,000	
IS THE SUBCONTRACTOR IS A DISABLED VETERAN-OWNED BUSINESS? NO	

Vendor Requested Trade Secrets and Proprietary Commercial Information

SUBCONTRACTOR'S NAME:	JMB Preservation Advisors
ADDRESS:	5537 Spence Plantation Lane Holly Springs, NC 27540
PHONE NUMBER:	301-661-4191
EMAIL:	Jim@jmbpa.com
ESTIMATED VALUE OF WORK TO BE SUBCONTRACTED:	<5%
DESCRIPTION OF WORK TO BE SUBCONTRACTED:	Provide subject matter expertise on housing development programs as mutually agreed upon between both parties, and as assigned by NJ DCA.
IS THE SUBCONTRACTOR IS A SMALL BUSINESS? YES	
IF YES, SMALL BUSINESS CATEGORY: Category I (Goods & Services) - \$0 to \$500,000	
IS THE SUBCONTRACTOR IS A DISABLED VETERAN-OWNED BUSINESS? NO	

Vendor Requested Trade Secrets and Proprietary Commercial Information

SUBCONTRACTOR'S NAME:	Atrium Staffing LLC
ADDRESS:	387 Park Avenue South, 3rd Floor New York, NY 10016
PHONE NUMBER:	609.269.2013
EMAIL:	smooney@atriumstaff.com
ESTIMATED VALUE OF WORK TO BE SUBCONTRACTED:	10-20%
DESCRIPTION OF WORK TO BE SUBCONTRACTED:	Provide case management and other recruiting support for contracted positions based on a mutually agreed upon scope of work issued by NJ DCA. Please note, while Atrium is not a small business, they were when ICF and Atrium first started working for DCA, until 2020, and Atrium is certified as a WBE in New Jersey.
IS THE SUBCONTRACTOR IS A SMALL BUSINESS? NO	
IF YES, SMALL BUSINESS CATEGORY:	
IS THE SUBCONTRACTOR IS A DISABLED VETERAN-OWNED BUSINESS? NO	

Vendor Requested Trade Secrets and Proprietary Commercial Information



## Source Disclosure Form



### SOURCE DISCLOSURE FORM

STATE OF NEW JERSEY  
DEPARTMENT OF THE TREASURY - DIVISION OF PURCHASE AND PROPERTY  
33 WEST STATE STREET, P.O. BOX 230 TRENTON, NEW JERSEY 08625-0230

BID SOLICITATION # AND TITLE: **23DPP00814 T3140 - Program Implementation and Strategy Advisor**

VENDOR NAME: **ICF Incorporated, L.L.C.**

The Vendor/Bidder submits this Form in response to a Bid Solicitation issued by the State of New Jersey, Department of the Treasury, Division of Purchase and Property, in accordance with the requirements of N.J.S.A. 52:34-13.2.

#### PART 1



All services will be performed by the Contractor and Subcontractors in the United States. Skip Part 2.



Services will be performed by the Contractor and/or Subcontractors outside of the United States. Complete Part 2.

#### PART 2

Where services will be performed outside of the United States, please list every country where services will be performed by the Contractor and all Subcontractors. If any of the services cannot be performed within the United States, the Contractor shall state, with specificity, the reasons why the services cannot be performed in the United States. The Director of the Division of Purchase and Property will review this justification and if deemed sufficient, the Director may seek the Treasurer's approval.

Name of Contractor / Sub-contractor	Performance Location by Country	Description of Service(s) to be Performed Outside of the United States *	Reason Why the Service(s) Cannot be Performed in the United States *

*\*Attach additional sheets if necessary to describe which service(s), if any, will be performed outside of the U.S. and the reason(s) why the service(s) cannot be performed in the U.S.*

Any changes to the information set forth in this Form during the term of any Contract awarded under the referenced Bid Solicitation or extension thereof shall be immediately reported by the Contractor to the Director of the Division of Purchase and Property. If during the term of the Contract, the Contractor shifts the location of services outside the United States, without a prior written determination by the Director, the Contractor shall be deemed in breach of Contract, and the Contract will be subject to termination for cause pursuant to the State of New Jersey Standard Terms and Conditions.

#### CERTIFICATION

I, the undersigned, certify that I am authorized to execute this certification on behalf of the Vendor, that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I acknowledge that the State of New Jersey is relying on the information contained herein, and that the Vendor is under a continuing obligation from the date of this certification through the completion of any contract(s) with the State to notify the State in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification. If I do so, I may be subject to criminal prosecution under the law, and it will constitute a material breach of my contract(s) with the State, permitting the State to declare any contract(s) resulting from this certification void and unenforceable.

*Cara M. Small*

Signature

Cara M. Small, Senior Manager, Contracts

Print Name and Title

6/17/2024

Date



# Certification of Non-Violence in Prohibited Activities in Russia or Belarus



## CERTIFICATION OF NON-INVOLVEMENT IN PROHIBITED ACTIVITIES IN RUSSIA OR BELARUS

Pursuant to N.J.S.A. 52:32-60.1, et seq. ([L. 2022, c. 3](#)) any person or entity (hereinafter "Vendor") that seeks to enter into or renew a contract with a State agency for the provision of goods or services, or the purchase of bonds or other obligations, must complete the certification below indicating whether or not the Vendor is identified on the Office of Foreign Assets Control (OFAC) Specially Designated Nationals and Blocked Persons list, available here: <https://sanctionssearch.ofac.treas.gov/>. If the Department of the Treasury finds that a Vendor has made a certification in violation of the law, it shall take any action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

I, the undersigned, certify that I have read the definition of "Vendor" below, and have reviewed the Office of Foreign Assets Control (OFAC) Specially Designated Nationals and Blocked Persons list, and having done so certify:

(Check the Appropriate Box)

- ☒ A. That the Vendor is not identified on the [OFAC Specially Designated Nationals and Blocked Persons list on account of activity related to Russia and/or Belarus](#).

OR

- ☐ B. That I am unable to certify as to "A" above, because the Vendor is identified on the [OFAC Specially Designated Nationals and Blocked Persons list on account of activity related to Russia and/or Belarus](#).

OR

- ☐ C. That I am unable to certify as to "A" above, because the Vendor is identified on the [OFAC Specially Designated Nationals and Blocked Persons list](#). However, the Vendor is engaged in activity related to Russia and/or Belarus consistent with federal law, regulation, license or exemption. A detailed description of how the Vendor's activity related to Russia and/or Belarus is consistent with federal law is set forth below.

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(Attach Additional Sheets If Necessary.)

*Cara M. Small*

Signature of Vendor's Authorized Representative

June 18, 2024

Date

Cara M. Small

Vendor Requested Trade Secrets and Proprietary Commercial Information

Print Name and Title of Vendor's Authorized Representative

Vendor's FEIN

ICF Incorporated, L.L.C.

804.200.1646

Vendor's Name

Vendor's Phone Number

1902 Reston Metro Plaza

703.934.3740

Vendor's Address (Street Address)

Vendor's Fax Number

Reston, VA 20190

cara.small@icf.com

Vendor's Address (City/State/Zip Code)

Vendor's Email Address

<sup>1</sup> Vendor means: (1) A natural person, corporation, company, limited partnership, limited liability partnership, limited liability company, business association, sole proprietorship, joint venture, partnership, society, trust, or any other nongovernmental entity, organization, or group; (2) Any governmental entity or instrumentality of a government, including a multilateral development institution, as defined in Section 1701(c)(3) of the International Financial Institutions Act, 22 U.S.C. 262r(c)(3); or (3) Any parent, successor, subunit, direct or indirect subsidiary, or any entity under common ownership or control with, any entity described in paragraph (1) or (2).





## Proof of Business Registration

	<b>STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE</b>
<b>Taxpayer Name:</b>	ICF INCORPORATED, L.L.C.
<b>Trade Name:</b>	ICF CONSULTING
<b>Address:</b>	9300 LEE HIGHWAY FAIRFAX, VA 22031-1207
<b>Certificate Number:</b>	1048914
<b>Effective Date:</b>	March 12, 2004
<b>Date of Issuance:</b>	June 17, 2024
<b>For Office Use Only:</b> <b>20240617111258171</b>	

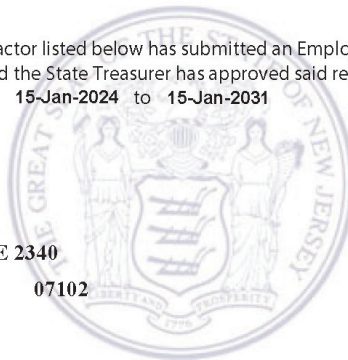
## Proof of Affirmative Action Compliance


Certification **72599**

CERTIFICATE OF EMPLOYEE INFORMATION REPORT INITIAL

This is to certify that the contractor listed below has submitted an Employee Information Report pursuant to N.J.A.C. 17:27-1.1 et. seq. and the State Treasurer has approved said report. This approval will remain in effect for the period of **15-Jan-2024** to **15-Jan-2031**

ICF INCORPORATED LLC  
ONE GATEWAY CENTER SUITE 2340  
NEWARK NJ 07102



  
ELIZABETH MAHER MUOIO  
State Treasurer



## Certificate of Insurance



### CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)  
07/06/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Aon Risk Services Northeast, Inc. New York NY Office One Liberty Plaza 165 Broadway, Suite 3201 New York NY 10006 USA	<b>CONTACT NAME:</b> <b>PHONE</b> (A/C. No. Ext): (866) 283-7122 <b>FAX</b> (A/C. No.): (800) 363-0105 <b>E-MAIL ADDRESS:</b>														
<b>INSURED</b> ICF Incorporated LLC 1902 Reston Metro Plaza Reston VA 20190 USA	<table><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A: Great Northern Insurance Co.</td><td>20303</td></tr><tr><td>INSURER B: Federal Insurance Company</td><td>20281</td></tr><tr><td>INSURER C: ACE American Insurance Company</td><td>22667</td></tr><tr><td>INSURER D: Continental Casualty Company</td><td>20443</td></tr><tr><td>INSURER E:</td><td></td></tr><tr><td>INSURER F:</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Great Northern Insurance Co.	20303	INSURER B: Federal Insurance Company	20281	INSURER C: ACE American Insurance Company	22667	INSURER D: Continental Casualty Company	20443	INSURER E:		INSURER F:	
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INSURER D: Continental Casualty Company	20443														
INSURER E:															
INSURER F:															

Holder Identifier :

**COVERAGES** **CERTIFICATE NUMBER:** 570100594909 **REVISION NUMBER:**  
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. **Limits shown are as requested**

INSR LTR	TYPE OF INSURANCE	ADDITIONAL INSURED	SUBROGATION	POLICY NUMBER	POLICY EFF. (MM/DD/YYYY)	POLICY EXP. (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Prod/Comp Ops Incl. GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:			N.J.S.A. 47:1A-1, N.J.S.A. 17:27 Package - Domestic	07/01/2023	07/01/2024	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			N.J.S.A. 47:1A-1, N.J.S.A. 17:27 Automobile - All States	07/01/2023	07/01/2024	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
B	<input checked="" type="checkbox"/> UMBRELLA LIABILITY <input checked="" type="checkbox"/> EXCESS LIAB DED RETENTION CLAIMS-MADE			N.J.S.A. 47:1A-1, N.J.S.A. 17:27 Umbrella Liability	07/01/2023	07/01/2024	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000
C	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NJ) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A		N.J.S.A. 47:1A-1, N.J.S.A. 17:27 Workers Compensation	07/01/2023	07/01/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-EA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000
D	<input checked="" type="checkbox"/> E&O - Miscellaneous Professional-Primary			N.J.S.A. 47:1A-1, N.J.S.A. 17:27 E&O Includes cyber	07/01/2023	07/01/2024	Each claim \$5,000,000 Overall policy aggrv \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Evidence of Insurance

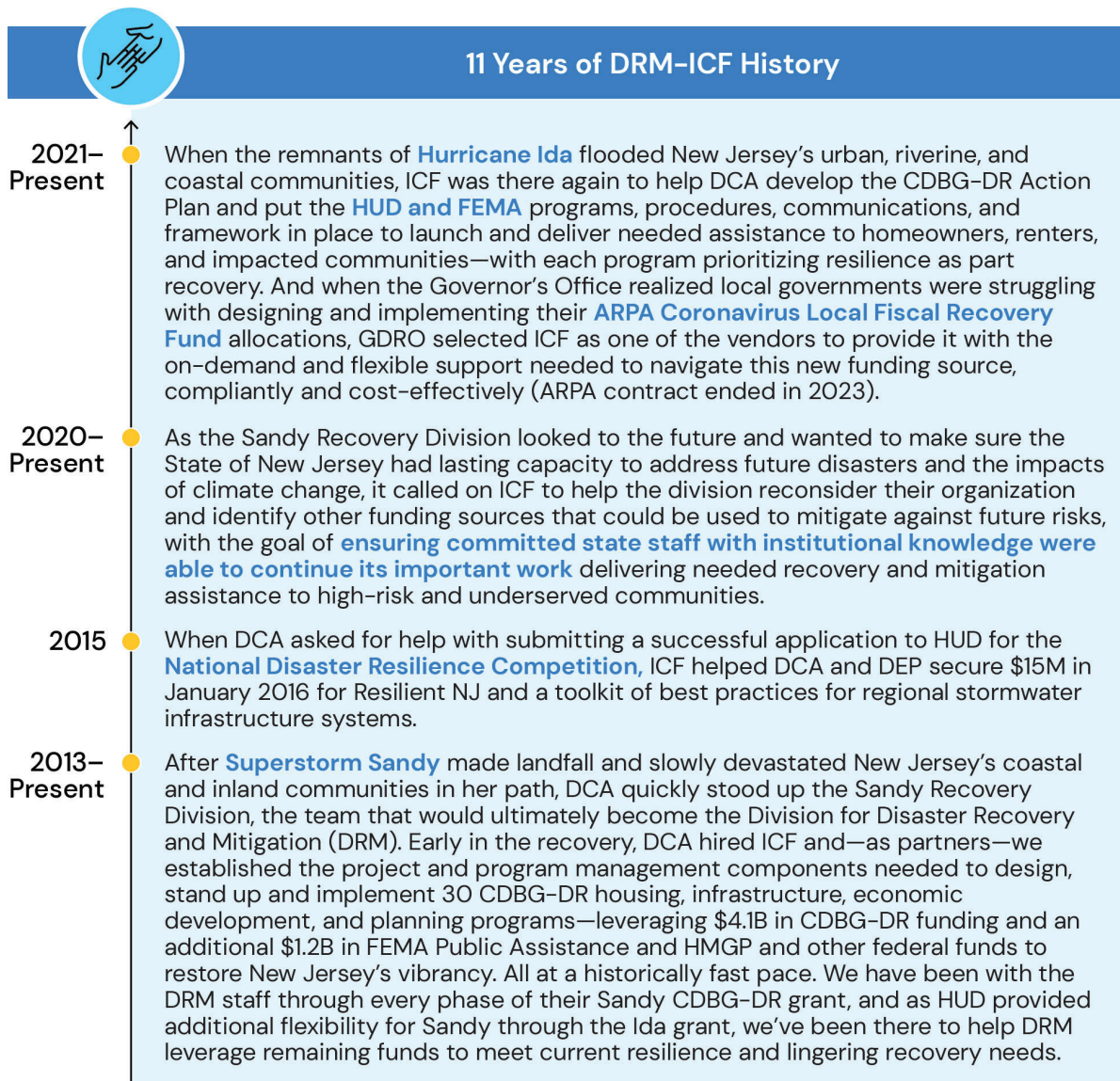
<b>CERTIFICATE HOLDER</b> ICF Incorporated LLC 1902 Reston Metro Plaza Reston, VA 20190 USA	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Aon Risk Services Northeast Inc.</i>
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Certificate No : 570100594909

## 2 Technical Quote

### 2.1 Technical Experience

Over the past 11 years, the New Jersey (NJ) Department of Community Affairs' (DCA's) Division of Disaster Recovery and Mitigation (DRM) and ICF have evolved together, putting national best resilience practices in place, helping homeowners and businesses recover from disasters, planning for the longevity of the department, and securing competitive grant funding. ICF has helped DCA carry out each element of the scope of work in this request for proposal (RFP). The foundational systems that we've built together make the ICF Team the best choice for DRM to stand up, implement, and close out any current or new funding sources, programs, and projects – compliantly, cost-effectively, and equitably.







## 2.1.1 Our Team



Founded more than 50 years ago, ICF Incorporated, L.L.C., dba ICF, L.L.C. (ICF) is an international multidisciplinary firm focused on building strong, resilient communities. Our over 9,000-person company and teaming partners bring 27 years of disaster recovery program design and operations, mitigation planning and implementation experience, and broad federal and grants management experience including local, state, and federal coordination across funding sources. ICF's disaster experience started in 1997, when we helped stand up a buyout program in Grand Forks, North Dakota, following the Red River Flood. Since then, we have provided the **people and tools** to help the U.S. Department of Housing and Urban Development (HUD), the Federal Emergency Management Agency (FEMA), and the U.S. Department of the Treasury administer disaster recovery and mitigation programs, directly as well as through dozens of grantees and subrecipients.



### Power in Partnership

Over the course of our history together, ICF has provided hundreds of full-time staff to support DCA's programs when DCA needed us. We are currently providing the on-demand support that DRM needs with 50 junior, consultant, and expert staff, equating to 10 full time equivalent positions. We can do this because DRM has the institutional capacity built through the power of our partnership and can engage ICF in specific, targeted ways. We look forward to building similar capacity for current and future federal and state grants appointed to DRM.



DIVISION OF  
Disaster Recovery  
& Mitigation



For 11 years, ICF has also maintained partnerships with proven teaming partners who have supported DCA from the early days of the Sandy Recovery Division and since. Together with the subcontractors listed below, we are the **ICF Team**. Together this team will provide scalable support to meet DRM's needs. ICF will always work alongside our partner firms and oversee the delivery of all work and final deliverables.



New Jersey based **Diversity Marketing and Communications**, DBE, WBE, E/SBE, is an East Orange, NJ, based firm, with 20 years of experience in developing and executing outreach programs that engage underserved populations and others who might not readily connect with traditional communications and media strategies. Public engagement for New Jersey plans and projects has been a core practice throughout Diversity's history. The team uses all available tools and platforms to engage residents where they live, work, pray, and play. For nearly a decade, the company has provided public outreach and communications support as a subcontractor to ICF in its ongoing work for DCA's recovery efforts for Superstorm Sandy. **Role:** *Diversity will support*



onsite outreach and engagement activities, including any public hearings, paid media campaigns, and other locally based communications efforts, ensuring comprehensive and equitable outreach to New Jersey residents.



New Jersey based **Atrium**, WBENC, MBWE, was founded 28 years ago to provide scalable contingent workforce services. Its staff understand the complexities of the modern work landscape and how to use workforce staffing augmentation to drive organizational success. With 325 employees throughout North America and more than a million candidates in its database, Atrium is equipped to meet any need and stands ready to deploy its tested case management and local staffing machine to provide surge capacity, as needed, to DRM staff in the implementation of high-volume, in-person case management and delivery activities. **Role:** *Atrium will provide staff augmentation services, as needed, to complete multiple tasks in response to DRM needs.*



**JMB Preservation Advisors**, SBE, has more than a decade of experience subcontracting to ICF on projects that include our work for NJ DCA Superstorm Sandy recovery, as well as Community Development Block Grant – Disaster Recovery (CDBG-DR) work in Louisiana, the Virgin Islands, and the Northern Marianas, with a focus on rental housing and single-family housing development and financing. JMB Preservation has more than 35 years of project management, loan processing, and finance experience, which includes 17 years of experience implementing CDBG-DR-financed housing rehabilitation and construction initiatives. JMB Preservation has almost 20 years of experience working with ICF, dating from our work on Hurricane Katrina recovery. **Role:** *JMB Preservation will provide subject matter expertise as requested by DRM related to multi-family and other affordable housing developments, ensuring projects are reasonable, feasible, and resilient in the face of future disasters, leveraging all available resources.*

## 2.1.2 Exceeding Technical Experience Expectations

As evidenced throughout our technical quote, the ICF Team meets and exceeds DRM's technical experience requirements, summarized in the table that follows:

DRM RFP Technical Experience Requirements	ICF Experience Exceeds DRM's Requirements
5 years' experience setting up programs & managing the process	Since our founding in 1969, ICF has been helping federal, state, and local government agencies set up programs and manage the process through operations. We have been designing, launching, and managing disaster recovery and resilience programs for 27 years, including in response to natural disasters, pandemics, and changing technology and environmental standards.



DRM RFP Technical Experience Requirements	ICF Experience Exceeds DRM's Requirements
<p>5 years' experience interpreting &amp; applying regulations from various governmental bodies including HUD, FEMA, &amp; U.S. Treasury</p>	<p>ICF has been HUD's largest technical assistance (TA) provider for 35 years, successfully working alongside local and state governments to help them interpret and apply complex CDBG, CDBG-DR/Mitigation (MIT), HOME Investment Partnerships Program, and other HUD programs to meet the agency's local needs. We first helped North Carolina administer its FEMA funds 25 years ago, and since then have helped Louisiana and Puerto Rico interpret, apply, and push for flexibilities to administer two of the largest FEMA-funded recovery and mitigation efforts in U.S. history. ICF held its first U.S. Treasury contract in 2009, but 5 years ago, we helped the U.S. Treasury manage and deliver one of its largest programs in response to COVID-19: the Payroll Support Program.</p>
<p>History of successful professional engagements in disaster recovery &amp; the incorporation of resilience/mitigation measures into the planning process</p>	<p>Beyond our 11-year history with DCA, we have worked alongside Texas and Puerto Rico for the past 6 years and the State of Louisiana for the past 18 years, helping them design, deliver, and close out the nation's largest HUD and FEMA recovery and resilience/mitigation projects and programs in U.S. history.</p>
<p>Thorough understanding of current models used in resiliency &amp; mitigation efforts for housing/ infrastructure projects</p>	<p>For more than 40 years, ICF's Climate Center has been on the forefront of climate change research, thought leadership, and implementation, working with business, government, and nonprofit organizations to design and implement programs and policies that build resilience against the effects of climate change. We have performed equity analyses for regional transportation authorities and environmental justice evaluations for national infrastructure projects. For over 30 years, our residential and commercial energy efficiency experts have helped utility companies design and implement programs that deliver housing energy savings. Our modeling expertise has also helped design innovative approaches to more resilient housing and infrastructure, as we did in supporting DCA's successful application for the National Disaster Resiliency Competition.</p>
<p>Experience in quantitative data analysis &amp; its application to policy/ program planning &amp; critical decision making</p>	<p>We have performed the full spectrum of data analysis and application for 12 state and local grantees, such as collecting and analyzing data for program design, planning, and prioritization; creating business requirements that convert program policies into system of record requirements; and generating and analyzing pipeline reports for bottlenecks, trends, financial reconciliations, and policy and procedure adjustments.</p>



DRM RFP Technical Experience Requirements	ICF Experience Exceeds DRM's Requirements
<p>Thorough understanding of the environmental &amp; historic issues/ requirements relative to the housing recovery efforts &amp; resilient rebuilding as they impact program selection/delivery</p>	<p>ICF has worked with HUD, FEMA, and state and local governments and agencies for more than two decades, delivering comprehensive TA and implementation support in environmental and historic compliance. In support of states and local governments, ICF provides staff training, policy development, and document preparation, as well as standing up small- and large-scale environmental compliance services. Our decade-long working relationship and history of navigating every environmental situation and challenge with DCA, the New Jersey Department of Environmental Protection (NJDEP), and other local agencies, combined with our National Environmental Policy Act (NEPA) expertise, enables us to effectively assess and manage permitting needs; develop and produce NEPA compliant environmental reviews for any federal source; identify the need for and develop programmatic allowances and efficient consultation processes; and implement nature-based solutions for hazard mitigation, risk reduction, and resilience.</p>
<p>5 years' experience in assessing &amp; incorporating into its recovery planning process any mitigation efforts being undertaken in the aftermath of a statewide catastrophic event that has damaged or destroyed dwellings, businesses, critical infrastructure, and key resources</p>	<p>Over the past 19 years, ICF has performed the assessments needed to inform resilient program and project design that align with or enhance existing mitigation efforts that pre-dated or came after the disaster event. We did these assessments at the state level for Louisiana after Katrina, for New Jersey and Pennsylvania after Sandy, and for nine state grantees since HUD and Congress started including mitigation as a part of CDBG-DR – identifying ways to holistically serve impacted businesses, communities, and residents and protect them from future events. We have also conducted these assessments at the local level – such as for the City of Gastonia, North Carolina – where we helped design and conduct the benefit-cost analysis needed for a wastewater energy resilience project and an infrastructure project that protects vulnerable public utilities from heavy rain events in an area that faces additional rain events in the face of climate change.</p>
<p>5 years of compliance experience related to the Uniform Guidance at 2 C.F.R. §200, as well as other federal cross-cutting policies including, Davis-Bacon, the Uniform</p>	<p>Since 1988, ICF has served as HUD's largest TA provider, developing, and delivering webinars, and one-on-one TA engagements on each iteration of federal cross-cutting compliance, including the practical application of grants management and cost principles included in 2 CFR 200, the recent new rules on the Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA), Section 3, the Davis-Bacon and Related Acts (DBRA), and federal and NJ lead safe housing requirements. In our contracts with states and local</p>



DRM RFP Technical Experience Requirements	ICF Experience Exceeds DRM's Requirements
Relocation Act, & lead-safe housing requirements	governments, ICF is responsible for operating the requirements associated with all other applicable federal cross-cutting requirements, modifying them as applicable for HUD, FEMA, and U.S. Treasury interpretation.
Technical expertise and staffing large-scale operations	In addition to our work in NJ, ICF has helped stand up operations for the nation's largest HUD and FEMA disaster recovery and mitigation grants in Louisiana, Puerto Rico, and Texas. Under contract to the U.S. Treasury, as part of the Coronavirus Aid, Relief, and Economic Security (CARES) Act, we launched the Payroll Support Program app in 4 days, helping more than 600 recipients, saving over 618,495 jobs, and ultimately processing more than \$200 billion in funding.
Efficient & adaptable grant management skills that includes budgeting & the technical evaluation of both long- and short-term priorities	As DCA has evolved through program and project lifecycles, so has the support we've provided. For over a decade, ICF has proven our ability to provide long-term, dedicated staff who work with DRM as colleagues, as well as surge, technical, expert, and additional capacity to help the team get through technically complex, high pressure and high-volume phases of programs and projects, ultimately saving DRM time, money, and ensuring quick program delivery.

## 2.2 Management Overview

As DRM looks to the future and leads the state in resilience – which includes current and new funding sources – **the DRM and ICF Team partnership will meet the nature and complexity of DRM's responsibilities.** As we have shown DRM time and again, and summarize in the tables that follow, the ICF Team's **people and tools will help DRM excel in this moment and achieve its recovery and resilience objectives.**

## Our People

The ICF Team Strength	Exceed DRM's Objectives
The partner with proven ability to drive programs and operations for DRM, subrecipients, and state agencies to deliver outcomes that benefit New Jersey's communities	<ul style="list-style-type: none"> <li>✓ No time or money wasted orienting untrained staff on the division's expectations, processes, and systems</li> <li>✓ Communications and reporting already in place to substantiate the division's impactful and lasting resilience and mitigation successes</li> </ul>
Dedicated and proven staff who enhance DRM's capabilities, with reach-back to additional nationally recognized experts in CDBG-DR, FEMA, planning, mitigation, and state and federal grants management	<ul style="list-style-type: none"> <li>✓ Tailored and scaled services for DRM's programs and funding sources, building and improving from DRM's existing systems, state procedures, and operations</li> <li>✓ Reduced workload for DRM and subrecipients</li> <li>✓ New ways to solve hard problems that arise with new funding sources, disasters, and climate risks</li> </ul>
Federal grants expertise and connection: ICF experts wrote the books, tools, trainings, and guidance on CDBG-DR, FEMA, and various American Rescue Plan Act (ARPA) funds.	<ul style="list-style-type: none"> <li>✓ Audit-ready project files and low compliance risk for all new funding sources</li> <li>✓ Accurate, in-depth, and up-to-date federal grants policy and program management expertise</li> </ul>

## Our Tools and Processes

The ICF Team Strength	Exceed DRM's Objectives
Fluent with DRM's systems: The ICF Team does not require start-up time or expenditures to get familiar with DRM's systems of record.	<ul style="list-style-type: none"> <li>✓ Uninterrupted work, and work unhampered by training contractor staff unfamiliar with DRM's systems</li> <li>✓ Accurate reporting that is easily validated by DRM staff</li> <li>✓ Seamless data integration</li> </ul>
History with DRM's processes: ICF built many of DRM's operating procedures, and we will continue to drive progress.	<ul style="list-style-type: none"> <li>✓ Replicable processes in place to streamline operations</li> <li>✓ Experience in compliance for all federal and state funding sources</li> <li>✓ Program delivery that is quick and equitable for those who need assistance most</li> <li>✓ Experience in maximizing limited federal funds</li> </ul>



This proposal sets forth our understanding of the requirements of this contract in a narrative form and is presented in the sequence of the Bid Solicitation Technical Quote (Section 3.14 – 3.25). As DRM’s proven partner in project and program management, operations, policy, compliance, and reporting, the ICF Team is ready to seamlessly transition into the tasks and subtasks required by this scope of work. While we have provided a contract-specific schedule and mobilization plan (Section 2.4), we also understand that our team is responsible for providing DRM task order-specific mobilization plans and Project Management or Operational Plans that will provide additional detail of delivering specific assignments.



ICF assists DRM with HUD monitoring and compliance. We help prepare for and respond to HUD's oversight activities, such as quarterly reports, site visits, and audits resulting in successful monitoring visits and resolution of any outstanding items.



DIVISION OF  
Disaster Recovery  
& Mitigation



Within our technical quote, we include our understanding of DRM’s **objectives** of each element of the scope of work, as well as our **approach**, estimated **level of effort by staff classification**, and the **plan for the people and tools** that will continue to **power the DRM-ICF Team’s partnership** and build a more resilient New Jersey in the face of future disasters and climate change through:



Vendor Requested Advantage to Competitors

Throughout the remainder of this proposal, we use these icons to highlight where our approach addresses these issues.





## 2.2.1 Program/Project Development and Implementation

### DRM's Objectives Achieved with the ICF Team

DRM receives the most qualified multi-disciplinary personnel; the right levels of resources; an implementable schedule; and the policies, processes, and communications to operationalize impactful and compliant programs quickly and equitably. DRM is ready to develop and implement programs.

### Approach and Level of Effort

With DRM's responsibility for several state and federal grant funds, including Sandy CDBG-DR, CDBG-NDR, Ida CDBG-DR, ARPA (State Fiscal Recovery Fund and Capital Project Fund), FEMA (Flood Mitigation Assistance and Hazard Mitigation Grant Program funds) and other sources, the ICF Team is ready to work with DRM and other state and local agencies to put project management tools and processes in place to bolster New Jersey's resilience and help DRM ensure:

	Programs and processes are set up for <b>compliance</b> from the beginning, with closeout and risk mitigation included from the beginning.
	<b>Cost effectiveness</b> because DRM's leadership understands the status of our task order (TO) deliverables and knows we are providing the right people and resources needed to build from where we are, without wasting time or money.
	Projects and programs are developed in partnership with the appropriate state and local stakeholders, with the ICF Team providing the communications, engagement, perspectives, expertise, and data analysis needed to deliver <b>equitable and expedited benefits</b> to those who need them most.

The table that follows presents the people, professional Staff Classification, and estimated relative level of effort, approach, and nature of effort carried out by the different roles involved in program/project development and implementation tasks and subtasks.



People	Estimated Percentage of Level of Effort by Staff Classification	Approach and Nature of the Work
Scott Ledford		<p>Vendor Requested Advantage to Competitors</p>
Leslie Leager, Daina Rubak, Gabe Munoz, and TO leads		



People	Estimated Percentage of Level of Effort by	Approach and Nature of the Work
Various	<div data-bbox="711 932 1141 961">Vendor Requested Advantage to Competitors</div>	
Various		
Various		

## Tools and Processes

As we have deployed for grantees such as New Jersey, Oregon, Kentucky, Missouri, St. Louis, Columbia, and Michigan, we will continue to deploy the right level of assistance to help DRM design and prepare for implementing its federal and state funding. We are prepared to provide the full spectrum of multi-disciplinary tasks (e.g., recovery and climate adaptation policy, construction standards and energy resilience design), full data analysis and assessments, as well as comprehensive stakeholder engagement throughout planning and policy development to make sure programs and projects are equitable and will benefit intended recipients.

The ICF Team will leverage its extensive experience developing and updating CDBG-DR Action Plans, conducting unmet needs analyses and performing mitigation and resiliency planning to help DRM understand national best practices, forecast outcomes and benefits, and establish the project/program framework for other funding sources. **ICF adapted these previous processes and best practices to help the high-risk City of North Miami assess its unmet needs and design and focus its APRA projects to achieve resilience goals.**

The ARPA funded State Fiscal Recovery Fund and Capital Projects Fund continue to evolve, and the U.S. Treasury has managed the programs by releasing several distinct guidance documents that govern how the programs are run. With Six Capitol Projects Fund programs, 268 SFRF awards, and close to 37% of funds disbursed the State is making good progress on the expenditure of these ARPA funds. During the program development stage, our expert staff will review and consolidate all existing U.S. Treasury guidance into accessible policy, guidance, and training documents for New Jersey programs. If the U.S. Treasury issues subsequent guidance, our team will prepare policy memos and updates to policy documents and trainings and will transmit these to all relevant staff.

Our process will help DRM and its state and local partners leverage all funds, achieve multiple community and resilience benefits, and design implementable projects and programs that will actually help. The graphic that follows provides a visual representation of



ICF's collaboration with DRM on **Newark's Ivy Hill Stormwater Mitigation Program** showcases a custom framework that aligns CDBG-DR compliance with the city's robust project management experience, fostering state-city policy development for effective infrastructure implementation.







the comprehensive strategy for developing a Program Plan, delineating the step-by-step approach ICF employs to synergize public funding with recovery and resilience objectives.

**The ICF Team’s Process for developing programs and projects leads to buy-in and practical implementation.**

Vendor Requested Advantage to Competitors

## Case Study

The ICF Team's Work Stakeholder and Public Engagement led to equitable and expedited program implementation across projects, programs, and funding sources



### The Need

After Superstorm Sandy and Hurricane Ida, DCA wanted to reach all residents, especially lower income residents and households with limited English proficiency, with information about housing recovery programs.



### The Approach

**Sandy:** ICF identified 11 unique languages, used across 9 counties, to create targeted outreach campaigns (e.g., print, local in-language newspaper ads, cable, TV, radio, social media, mobile advertising, direct mail, billboards, movie theater ads). We also conducted in-person outreach, working with DCA partners at conferences, fairs, festivals, and faith-based events, ultimately reaching 101,000 households across 80 municipalities.

**Ida:** By leveraging data and best practices from Sandy outreach, we developed a data-based, targeted outreach strategy for Hurricane Ida recovery. In addition, ICF and Diversity used FEMA Individual Assistance data, income data, and language information to produce a comprehensive communications campaign and target outreach, including paid print media, social media, radio spots, and partner materials developed in multiple languages.



### The Result

**Sandy:** The recovery program was oversubscribed, and **HUD and other federal agencies cited DCA's approach as a promising practice** in 2016 guidance issued to ensure that individuals and communities affected by disaster do not experience discrimination.

**Ida:** Having identified communities with a low survey response rate and multiple language needs, ICF developed digital toolkits in English, Spanish, and Portuguese for non-profits, religious organizations, and local governments to promote application to programs, resulting in an **increase in program participation** and over 2,400 views.

## Relevance to DRM

By building on this successful work and leveraging new data and communications platforms, we will save DRM time and money in creating a tailored communications plan, materials, and on-the-ground engagement support. With this structure, eligible residents and communities will be able to understand the benefits and requirements of available programs, **allowing DRM to deliver assistance quickly and compliantly to those who need it most.**





## 2.2.2 Program/Project Management and Operations

### DRM's Objectives Achieved with the ICF Team

DRM receives proven systems, reporting, and support staff who can help other state agencies, local subrecipients, developers, and applicants get the assistance they need from streamlined programs and projects, without unnecessary barriers to participation.

### Approach and Level of Effort

The ICF Team will deliver the full-time, part-time, and targeted level of project management and grants administration staff, meeting DRM's needs of the moment. Through the six professional Staff Classifications, we are prepared to lead, support, provide guidance, perform financial and performance data analysis and forecasting, and serve on the ground, working hand-in-hand with DRM, other state agencies, subrecipients and applicants to deliver and operationalize any and all federal or state funding appointed to DRM.



In the table that follows, we summarize some of the key roles that will be performed by the different Staff Classifications, based on DRM TO needs. **We remain prepared to ebb, flow, and surge in any of these roles, resulting in cost-effective, equitable, and compliant program operations.**

People	Estimated Percentage of Level of Effort by	Approach and Nature of the Work
Scott Ledford		
Lead project manager – various, depending on project, program, and funding source		Vendor Requested Advantage to Competitors



People	Estimated Percentage of Level of Effort by	Approach and Nature of the Work
Various		
Various		Vendor Requested Advantage to Competitors
Various		
Various		



## Tools and Processes



The ICF Team will leverage and adapt the existing tools we've created to date with DRM to fill gaps, depending on programmatic and project needs, resulting in **cost-effective, streamlined operations** that are well-coordinated across DRM, ICF Team, other state agencies, and subrecipients, as applicable.

The ability to leverage existing tools and systems will be of importance for compliance with ARPA funding by the U.S. Treasury. These programs share grant management controls and operational requirements; having existing systems and resources to capture information, provide reporting, and **ensure compliance** will allow DRM to meet ARPA funding requirements and easily adapt for other federal or state sources. Some of the sample tools and the benefits provided are included in the table below.

Sample Tool	Benefit to DRM
Vendor Requested Advantage to Competitors	Program and project files tell the story to auditors, present clear requirements, and reduce errors for new staff on new programs, resulting in compliant, expedited and streamlined grant administration.
	Expenditures are cost-reasonable, supported, documented, and eligible. Applicants and subrecipients save time and frustration because they know what they must do to be compliant, move forward in the program, and get paid.
	DRM and the ICF Team have the tools to drive program progress, track status, report out on successes and challenges, identify bottlenecks that require operational adjustments, and adjust level of effort or program policies and procedures to move projects through the workflows.

## 2.2.3 Compliance

### DRM's Objectives Achieved with the ICF Team

DRM knows that all programs are designed and implemented in compliance with applicable federal and state laws and regulations. Compliance is built into all components of programs from Day 1, and files are audit-ready and customized to the variety of regulations specific to each funding source, including cross-cutting federal regulations.



## Approach and Level of Effort




With ICF, DRM has a **partner who delivers compliance**. As we have done over the past 10 years, ICF will make specific staffing assignments based on areas of expertise for each TO to ensure that DRM has the relevant staff to support all areas of grant compliance. Drawing on our knowledge of federal reporting and regulatory requirements, and by collecting necessary data up front, we will build workflows with checks and controls to integrate compliance throughout DRM's programs. The table that follows presents a summary of our staff and their roles.

People	Estimated Percentage of Level of Effort by Staff Classification	Approach and Nature of the Work
Scott Ledford		
Gabe Munoz Steve Sherman		
Dan Narber Marianne Holstein Kristen Richmond Various		

Vendor Requested Advantage to Competitors

People	Estimated Percentage of Level of Effort by Staff Classification	Approach and Nature of the Work
Various		<p style="color: red; text-align: center;">Vendor Requested Advantage to Competitors</p>
Various		
Various		

Below is a sample of some of our **federal cross-cutting SMEs** who are prepared to help DRM apply complex federal requirements to their programs, as applicable, across a variety of federal funding sources:

	<p><b>Dan Narber, DBRA and NJ Prevailing Wages:</b> Dan Narber served as a CDBG state program DBRA specialist for decades and will bring his practical hands-on experience to DRM. With his cross-cutting knowledge, Mr. Narber will support DRM, ensuring that all federal funding, including ARPA, CDBG-DR, and FEMA programs that trigger DBRA are implemented compliantly with validated wage decisions; reviewing weekly payrolls; enforcing restitution payments; and maintaining audit-ready files.</p>
	<p><b>Marianne Holstein, URA:</b> Marianne Holstein brings over a decade of experience in interpreting and navigating the complex URA. With a tenants' rights focus, Ms. Holstein will ensure that all relocations include the necessary notifications, calculations of benefits, and transparent procedures to comply with the URA. As she has with other grantees, Ms. Holstein will develop a URA compliance checklist to allow for internal reviews and audit-ready files.</p>
	<p><b>Kris Richmond, Lead-Safe Housing:</b> Kris Richmond has 25 years of professional experience with HUD housing programs and is proficient in HUD's Lead Safe Housing regulations. Ms. Richmond can offer TA and Training in this area while also supporting DRM in applying the program thresholds for lead-safe compliance to ensure that all programs are designed with the correct level of lead-safety completed and documented.</p>





**Steven Sherman, Environmental:** Steven Sherman is an expert in navigating NEPA regulations along with specific funding source rules, forms, and policies. He is prepared to support DRM in overall environmental program management; preparation of ERRs on behalf of DRM; and oversight, guidance, training, and quality assurance/quality control (QA/QC) review services to subrecipients. Mr. Sherman will lead a team that includes field staff, SMEs, geographic information systems (GIS), and QA/QC functions.



ICF continues to support DRM in environmental review compliance. From comprehensive environmental support during Superstorm Sandy recovery, where ICF developed core and surge teams (over 70 staff) to review environmental documents to meet a 24-hour turnaround time. ICF consistently met this goal, even during peaks of up to 500 reviews per week. In the first year, ICF reviewed more than 6,500 environmental documents. Most recently, ICF expedited project-specific Tier IIs for the Home Affordable Refinance Program (HARP) after another vendor did not complete the reviews in a timely manner.



## Tools and Processes

The ICF Team will work in partnership with DRM to develop strong **internal controls, auditing, and monitoring** practices. The team will conduct project and subrecipient monitoring with DRM, taking a TA approach to ensure projects and programs are compliant, while recommending corrective actions or best practice improvements when needed.

We will design all programs with the required reporting in mind – making it easy and efficient to generate and **submit reports to funding agencies**. For example, with experts in HUD's Disaster Recovery Grant Reporting (DRGR) System, our team will work with DRM to ensure that programs are set up to be easily entered into DRGR, and that all DRGR reporting requirements such as beneficiary data to support the selected national objective are integrated into the program implementation. By designing programs with reporting needs from the onset, report generation can be standardized and automated, reserving valuable grant funding for the desired outcome.



The ICF Team will work with DRM to develop strong programmatic and fiscal file management and monitoring plans, tools, and templates and ensure they are followed. The team will bring the appropriate level of oversight honed by years of experience with state and federal funding programs. Our compliance approach will assess, mitigate, and, when possible, eliminate practices that expose DRM to risk. To develop strong compliance practices, the team will draw from all applicable state and federal rules and applicable legal and charter documents, such as:

- HUD Community Planning and Development (CPD) monitoring checklists
- Funding agreements such as a HUD-DCA grant agreement
- Federal funding program documents such as CDBG-DR Action Plans and all applicable amendments
- Vendor contracts
- Subrecipient and developer agreements

**HOMEOWNER ASSISTANCE PROGRAM**  
APPLICANT DOCUMENT CHECKLIST  
\*The Homeowner Assistance Program application period closed on December 31, 2019.\*

**VALID PHOTO I.D. FOR APPLICANT**

- Driver License
- State/Government issued I.D.
- Passport

**INCOME INFORMATION FOR ALL ADULT HOUSEHOLD MEMBERS (18+)**

- Latest tax return (IRS form 1040 signed and acknowledged) OR
- Salary/Wage last 3 months of pay stubs OR signed statement from employer stating wage and frequency of payment
- Benefic: social security or disability statement, TANF, pension or annuity - current letter of benefits should include benefit amount

**PROOF OF OWNERSHIP (1 of the following)**

- Warranty deed
- Property tax records that records that show deed history and payment on the land and structure)
- Two sample title
- 99 year leasehold interest in lease
- Life estate/deed
- Court order/affidavit/consent
- Proof of mortgage
- Act of Donation

**PROOF OF PRIMARY RESIDENCY/OCCUPANCY (1 of the following)**

- Homestead Tax Exemption from the 2017 tax records OR
- Documentation from the month preceding or the month of the event for which the homeowner is applying for assistance. The applicant or co-applicant's name and address must match the information on the application.
- Utility bill (electric, phone, water, etc.)
- Voter registration card
- Credit card statement
- Bank account statement
- Homeowners insurance policy (declaration page)

**PROOF OF CHILD SUPPORT PAYMENT FOR ALL ADULT HOUSEHOLD MEMBERS (18+)**

- Documentation of current child support payments
- Documentation of a payment plan

**DISASTER ASSISTANCE PREVIOUSLY RECEIVED**

If a homeowner received Harvey-related assistance for damage from the storm from any source he/she should provide documentation and information about the amount received, homeowner name, damaged residence address, and the use of those funds.

Typical sources include:

- FEMA Award Letter
- SBA Award Letter
- Insurance (obtain a copy of the Claim Summary outlining structural payments (i.e. contents)
- Any other sources of funds or assistance provided to repair the home

**LISTA DE VERIFICACIÓN DEL PROGRAMA DE ASISTENCIA PARA PROPIETARIOS DE VIVIENDAS**  
\*El período de solicitudes del Programa de Asistencia para Propietarios se cerró el 31 de Diciembre de 2019.\*

**IDENTIFICACIÓN VÁLIDA CON FOTO PARA EL SOLICITANTE**

- Tarjeta de conducir
- Identificación emitida por el gobierno estatal/federal
- Pasaporte

**INFORMACIÓN DE INGRESOS PARA TODOS LOS MIEMBROS ADULTOS DEL HOGAR (18+)**

- Declaración de impuestos anual reciente (formulario 1040 del IRS firmado y presentado) O
- Salarios (últimos 3 meses de recibos de nómina) O declaración firmada por el empleador que indique el salario y la frecuencia del pago.
- Beneficios: seguridad social o discapacidad, jubilación, TANF, pensión o anualidad - la carta actual de beneficios debe indicar el monto del beneficio.

**PRUEBA DE PROPIEDAD (1 de los siguientes)**

- Registro de impuestos de propiedad (deben tener comprobante de pago / registros de impuestos)
- Escritura con garantía
- Título de posesión/documento
- Contrato de arrendamiento por 99 años como arrendatario
- Documento judicial / testimonio
- Orden judicial / declaración jurada / acuerdo
- Prueba de hipoteca
- Acta de donación

**PRUEBA DE RESIDENCIA PRIMARIA / OCUPACIÓN (1 de los siguientes)**

- Exención de impuestos para viviendas familiares ("homestead") O
- Documentación del mes anterior o del mes del evento para el cual el propietario está solicitando asistencia.

El nombre y la dirección del solicitante o co-solicitante deben coincidir con la información en la solicitud.

- Registro de impuestos de 2017 que demuestren la conexión "homestead" para la propiedad de la solicitud
- Factura de servicios públicos (electricidad, teléfono, agua, etc.)
- Tarjeta de registro de votantes
- Estado de cuenta de la tarjeta de crédito
- Póliza de seguro de vivienda (página de declaración)

Todos los registros deben ser del mes anterior o del mes del evento para el cual el propietario solicita asistencia y debe coincidir con el nombre y la dirección de la propiedad indicada en la solicitud.

**PRUEBA DE PAGO DE MANUTENCIÓN INFANTIL LOS MIEMBROS ADULTOS DEL HOGAR (18+)**

- Documentación de pagos o planes de manutención infantil
- Documentación de un plan de pago

**ASISTENCIA POR DESASTRES RECIBIDA ANTERIORMENTE**

Si un propietario de vivienda recibió asistencia relacionada con Harvey por daños causados por la tormenta de cualquier fuente, debe proporcionar documentación o información sobre la cantidad recibida, el nombre del propietario, la dirección de la casa dañada y el uso de esos fondos.

Las fuentes típicas incluyen:

- Carta de documentación de FEMA
- Carta de garantía de la SBA
- Seguro (obtener una copia del resumen de reclamaciones que describe los pagos de estructura y los de contenido)
- Cualquier otra fuente de fondos o asistencia provista para reparar la casa.

Si se encuentran en una situación similar, es posible que se le solicite cobertura de seguro contra inundaciones, incluso si no se pagaron las inundaciones.

**PRUEBA DE IMPUESTOS DE PROPIEDAD (si corresponde)**

- Documentación de los pagos actuales del impuesto de propiedad O
- Documentación de un plan de pago.

**DOCUMENTACIÓN DE LA UNIDAD DE VIVIENDA FABRICADA**

- Prueba de propiedad estructural (ejemplo)
- Declaración de propiedad

**LOS SIGUIENTES DOCUMENTOS TAMBIÉN PUEDEN SER NECESARIOS PARA PARTICIPAR EN EL PROGRAMA:**

- Prueba de seguridad de información actual (verificada en la zona de inundación)
- Prueba de elegibilidad si corresponde

Los servicios de traducción están disponibles previa solicitud. Después de presentar su solicitud inicial, un representante de vivienda le informará sobre cualquier documentación adicional requerida.

**¿PREGUNTAS?**  
Correo electrónico: [info@recovery.texas.gov](mailto:info@recovery.texas.gov)  
Lláme al 1-844-883-8837  
[www.recovery.texas.gov/help](http://www.recovery.texas.gov/help)

Texas General Land Office • George F. Bock, Comisionado • [commiss@texas.gov](mailto:commiss@texas.gov) • 1-800-803-8837

Using these resources, our team will generate plans and tools, such as the checklists we produced with Texas General Land Office (GLO.) These sample checklists show how our file compliance management can be outward facing, allowing applicants or subrecipient's to know what is expected of them and set them up for success, and internal to allow for sample auditing and seamless transition from ICF to DRM staff, with clear notes and file requirements to support both efficient program management and audit-ready files.

ICF will not only continue the strong partnership of compliance for environmental reviews, but we will continue to bring you best practices. The environmental team you work with have not only been working in New Jersey for years on CDBG-DR infrastructure and buyout projects, but they've gleaned national best practices by navigating environmental

challenges on urban and rural infrastructure and buyout projects in Puerto Rico, Florida, Oregon, and Tulsa County.

Our team is particularly focus on achieving the federal Justice 40 goals, along with New Jersey’s nation-leading Environmental Justice Law through the NEPA Process. ICF is ready to provide any of these NEPA associated services through a lens of equity and belonging:

Services Offered	
<ul style="list-style-type: none"> <li>• Executive Order 12898 (1994) – Address EJ under NEPA*</li> <li>• Prepare Community Impact Assessment</li> <li>• Analysis of impacts to minority and low-income populations</li> </ul>	<ul style="list-style-type: none"> <li>• Data collection, analysis, and mapping</li> <li>• Identification, planning and evaluation of community enhancement alternatives</li> <li>• Public Outreach and engagement</li> <li>• NEPA training</li> </ul>

For ARPA-funded programs, the U.S. Treasury has released various guidance documents on compliance and reporting requirements and best practices. The State and Local Fiscal Recovery Funds (SFRF) is also guided by the final rule issued by the U.S. Treasury in 2022, which provides detail on eligible uses and restrictions. With 268 awards under the SFRF program, compliance information is spread across multiple sources for these programs, our compliance staff will consolidate and streamline requirements. We know it is of key importance to the U.S. Treasury that funding is used on eligible activities. Eligibility and justification must be documented for any use of this funding, just as we have ensured for the DRM CDBG-DR programs in the past. Requirements also include compliance with many cross-cutting federal requirements, such as 2 CFR 200, on which we have actively provided support for current DRM programs.





## 2.2.4 Policy Team

### DRM's Objectives Achieved with the ICF Team

DRM is empowered to design and operate impactful and technical programs in a cost-effective, compliant, and equitable manner, meeting the needs of its communities in the face of disasters and climate change. New Jersey residents benefit from meaningful recovery and safer, more resilient communities, achieved sooner, with clear and easy to follow policies generated by a team of policy experts.

### Approach and Level of Effort

Just as we have done in support of **14 state, territory, tribal, and local ARPA programs** that provided loans, grants, and forbearance for small businesses and consumers, especially in low-income and underserved communities; for **15 state and local HUD CDBG-DR/MIT/CV grantees** delivering housing, infrastructure, planning, public service, and economic development programs in the past 5 years; for **10+ FEMA mitigation projects and 21 successful FEMA BRIC applications**; and for **thousands of state and local climate adaptation projects**, we are prepared to provide cost-effective, equity-driven, compliant, and exceptionally qualified policy experts and support staff who can help DRM use their funds to achieve their vision for a more resilient New Jersey.



**Expertise.** ICF will continue to offer DRM **cost-effective consultation** to ensure that programs are designed and implemented in a compliant and equitable manner. We can be cost-effective and save DRM time, frustration, and cost as DRM expands beyond CDBG-DR programs, because we are not starting from scratch and have already demonstrated our investment and commitment to New Jersey's future.

Our recent work with DRM on its **Resilient Communities Program** highlights our ability to adapt to changing needs and innovate. We supported DRM in creating a competitive infrastructure grant program aimed at awarding

#### Leveraging Local Experience to Help DRM Design Impactful ARPA Policies

In support of North Miami's ARPA programs, ICF met collectively and separately with city departments and city council to identify community needs and implement actions that address the emergency, along with negative economic impacts, payment for essential employees, reduction in city revenue, and investments in water, sewer, and broadband infrastructure. We will bring this national expertise to DRM to help design and implement compliant ARPA projects and programs that incorporate local perspectives.




funds for protective infrastructure through an application process designed to build technical expertise in federal infrastructure grant programs. We worked closely with DRM to design a grant-making process that pushed local level applicants to adopt qualifications for the FEMA Building Resilient Infrastructure and Communities (BRIC) grant competition and its recognized best practices. We challenged communities to incorporate climate change projections, participatory planning, and cost-effectiveness analysis, to develop green and nature-based solutions to reduce hazard risks. ICF addressed DRM's needs for clear and consistent policy, provided training to applicants, ongoing technical assistance from program design through application selection, and grant agreement execution. We are developing detailed workflows and supplemental resources for DRM and subrecipients to follow to ensure project implementation is quick, compliant, and effective. The result will be a safer, more resilient New Jersey, as well as local level leaders that are able to draw on new knowledge and skills to plan and build for a changing environment.

 **Equity.** Over decades of supporting grantees with designing and implementing disaster recovery and mitigation programs, ICF has developed **equitable strategies that prioritize a community's most vulnerable populations.** Our standard practice is to partner with experts in the field of community outreach who have intimate knowledge of the communities our clients serve; for example our partnership with Diversity Marketing and Communications. We use detailed project and consultation tracking systems to ensure we are meeting each need presented by the scope and regularly communicate efforts and accomplishments to our clients. We are experts in research and analysis of community demographics and use these analyses to inform planning and program design and create resources for staff training. ICF is proud of our past work rooted in equity, and we are motivated by the nation-leading work that New Jersey is undertaking in this area. In-line with Governor Murphy's landmark environmental justice law, ICF is committed to supporting both federal Justice 40 and State legislation in this area. Our team shares New Jersey's values in the pursuit of environmental justice, and will work to ensure that federally funded projects and programs are grounded in benefits to disadvantaged communities and improving quality of life.

#### **ICF Will Deploy Tested Equity Approaches**

ICF partnered with the California Department of Housing and Community Development (CA HCD) and Equity First Consulting to create an equity and belonging toolkit. The toolkit aims to assist CA HCD in fulfilling its mission with a focus on equity, prioritizing the voices and autonomy of communities affected by systemic disparities, an approach that we will integrate into all aspects of our work with DRM.

 **Communication.** We use a **tailored and compliant communication approach** that results in clearly and concisely written deliverables and training. Our experts have honed presentation and training skills to effectively communicate technical information to DRM staff and leadership, resulting in audiences who understand program and compliance requirements. Further, Diversity Marketing and Communications has demonstrated expertise in diverse marketing strategies and is prepared to support onsite outreach and engagement activities, including preparing local officials and supporting public hearings, paid media campaigns, and other locally based communications efforts, ensuring that funding benefits those who need it most.



### **Power in Partnership**

ICF enhanced DRM's outreach by creating a **Data-Driven Disaster Recovery Outreach Strategy**, utilizing demographic data to target and engage underserved New Jersey communities effectively, leading to broader program awareness and increased participation.



DIVISION OF  
Disaster Recovery  
& Mitigation



ICF will work closely with DRM to draft and finalize policies, procedures, workflows, and supplemental documents during the management and operational phase. Leslie Leager, our Policy Project Manager will lead policy TOs, supported by various SMEs and policy-area PMs with experience working on the relevant funding streams and guiding federal, state, and local level clients in navigating program implementation. Staff working on policy can be assigned, as needed, and are equipped to manage scopes of work by leading task development, developing and running policy development schedules, drafting policy memos and research, and overseeing policy development teams with DRM, other state agencies, and other partners.

In the table that follows, we summarize the expertise of some of our identified policy experts who will be dedicated to DRM. As DRM expands on its vision and priorities for other funding sources, we will bring in and dedicate additional policy experts and consultants. Each offers unique perspectives and specializations that will inform DRM's policies to ensure they remain in compliance, reach communities most in need, and are cost effective.





Name	Staff Classification	Expertise
Leslie Leager		
Chris Narducci		
Kelli Reddick		
Carrie Kronberg		

Vendor Requested Advantage to Competitors



Name	Staff	Expertise
Jim Klingler	<div></div>	
James Warta		
Jamie Genevie		

Vendor Requested Advantage to Competitors



Name	Staff	Expertise
Calvin Johnson		
Melissa Walker		
Jennifer Siegel		

Vendor Requested Advantage to Competitors



## Tools and Processes

Our approach to supporting DRM and other clients with policies is focused on standardization and predictability. We will draft an approach for DRM to review and refine that lays out the anticipated policy deliverables, logistics for developing the deliverables (number of reviews and who performs the reviews), major policy points and questions, detailed schedule, and timeline for completion.

At all stages, we will build from DRM or other grantees' existing resources, templates, and models – saving time, money, and energy. The following is a list and description of tools we anticipate building on and adapting to DRM's needs, depending on the assignment.



### Power in Partnership

ICF worked with DRM to revise its subrecipient monitoring policy. Once created, ICF developed a high-level workflow for staff that became the basis for SOP. We can quickly adapt these documents for other subrecipient programs, saving DRM time and money.



DIVISION OF  
Disaster Recovery  
& Mitigation



Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information

## 2.2.5 Reporting

### DRM's Objectives Achieved with the ICF Team

DRM continues to receive timely and comprehensive reporting for grant funding, encapsulating progress, milestones, achievements, risks, and the status of all activities outlined within the project's scope of work. Consistent with the reporting model that ICF and DRM have honed over the past decade, reports will ensure transparency and accountability in project management and resource allocation.

### Approach and Level of Effort

By continuing to work with ICF, DRM knows monthly reporting will be seamless. Our team currently delivers monthly reports via email to the SCM using DRM approved templates. The ICF Team will continue to collaborate with DRM to finalize the reporting expectations in order to submit reports **by the 5<sup>th</sup> of each month** and include all requested components. Our team worked with DCA to establish monthly reports that have stood the test of time, while evolving to meet DRM's changing needs. Some TOs are sufficiently managed by monthly reports, while others have needed more frequent information sharing. Our team evolves our reporting process to meet DRM's TO specific needs. We will continue this work with DRM by building on what has already been working for years and can readily accommodate any additional reporting needs DRM identifies. Regular reporting will be tailored to the needs of DRM, but can include:



ICF supported New Jersey State and Local Fiscal Recovery Fund (SLFRF) recipients in maintaining appropriate documentation for SLFRF expenses, accurate policies and procedures, and compliant reporting for U.S. Treasury requirements.



### Financial Performance Report and Expense Monitoring Updates (Monthly):

- Breakdown of expenditures against budget allocations
- Identification of cost variances and explanations for deviations
- Analysis of cost-saving measures implemented
- Forecasting of future budget needs based on project progress




### Task Tracking Report (Weekly to weave into quarterly performance reports [QPRs]):

- Overview of tasks completed, in progress, and pending
- Milestone achievements and delays if any
- Resource utilization and efficiency metrics
- Risk assessment related to task completion

### Augmented Staff Performance Report (Monthly):


- Summary of staff augmentation activities undertaken
- Evaluation of staff performance and productivity
- Training and development initiatives for augmented staff
- Identification of any staffing challenges and proposed solutions

 **Regular and compliant internal reporting**, including any weekly and monthly status and performance reports, will be tailored to easily inform reports for submission to federal agencies. For ARPA SFRF and Capital Projects Fund (CPF) funds, we will prepare project and expenditure reports and recovery plan performance reports.



The ICF Team will provide DRM with **immediate cost-effective results**, because of our existing current access to DRM systems, an existing SharePoint site that can be customized by TO, and existing procedures we've used with DRM on which we can build. In addition, our billing and finance staff already have account access in SIROMS to submit ICF invoices, and our program team already have experience working closely with our existing SCM to deliver timely and compliant reports.

The table that follows provides a summary of our staff and their roles.

People	Estimated Percentage of Level of Effort by	Approach and Nature of the Work
Scott Ledford		
Daina Ruback		

Vendor Requested Advantage to Competitors



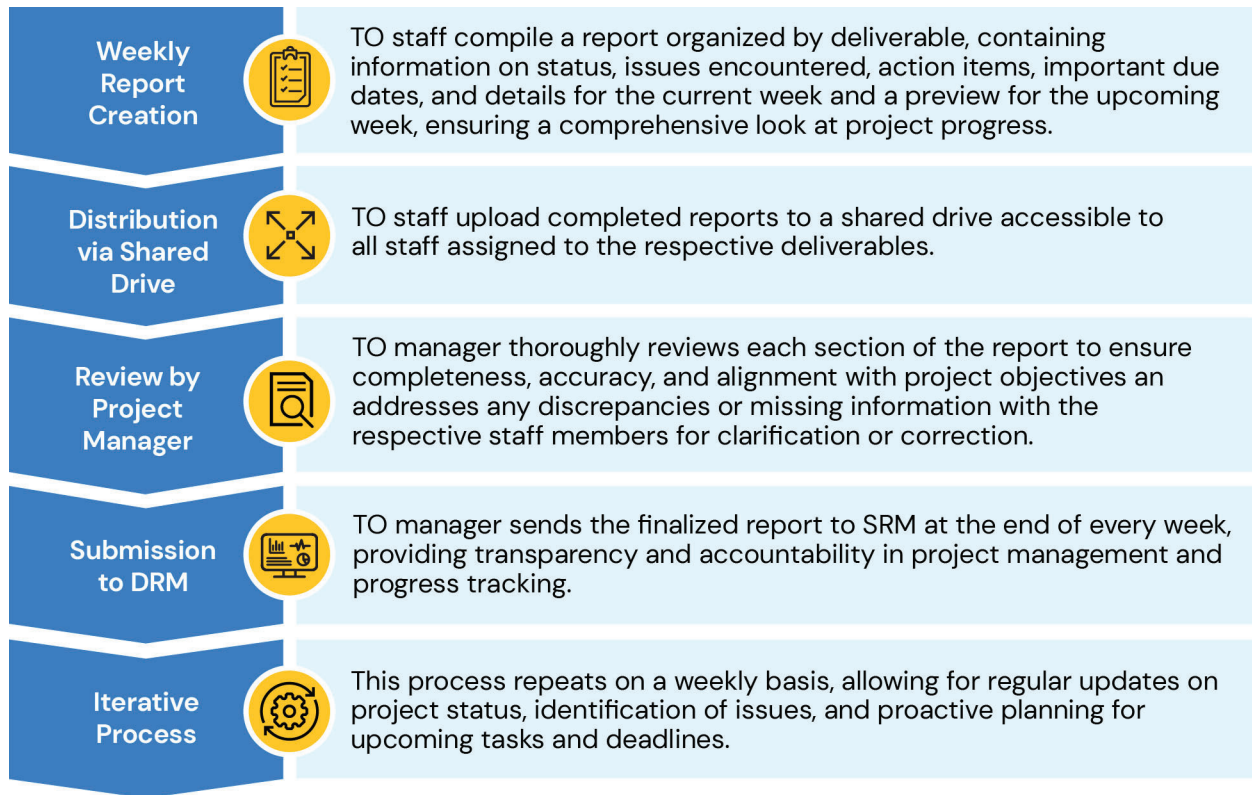


People	Estimated Percentage of Level of Effort by Staff Classification	Approach and Nature of the Work
Various	<div>Vendor Requested Advantage to Competitors</div>	
Joshua Prommel		
Various		
Various		
Various		

## Tools and Processes

Led by reporting manager Daina Ruback, we will develop reports to meet DRM's needs and customize them by TO. Our team has developed a proven process for collecting data, developing collaborative reports, conducting quality review, and submitting to DRM. We will develop reporting with the state or federal reporting program in mind. The ICF Team can develop reporting in line with the funding source, knowing that programs such as Sandy CDBG-DR, Ida CDBG-DR, ARPA (State Fiscal Recovery Fund and Capital Projects Fund), and FEMA HMGP will have unique reporting requirements. We will continue using the following proven process for program reporting for all our TOs with DRM:

**The ICF Team’s reporting process results in transparent status updates and ensures deliverables are on time.**



ICF knows the importance of designing programs with the reporting requirements in mind. As we worked with DRM to build out the business requirements of SIROMS, we continue that work in identifying a reporting framework tailored to accommodate specific programmatic needs, including incorporating a designated section for action items and integrating elements required for QPRs within the DRGR system.

ICF currently offers support for QPRs in New Jersey and Lee County, Florida. By incorporating the necessary items for QPRs into our weekly reports and aligning them with the monthly reporting systems, we have streamlined the reporting process, creating a centralized hub for all reporting requirements. This method ensures consistency in information delivery across various platforms and simplifies access to reporting resources



ICF worked closely with DCA to provide subject matter expertise in CDBG-DR program requirements and system fields to align with HUD reporting rules in the original development and ongoing improvement of SIROMS.



for stakeholders. Being flexible and focused on consistent improvement, ICF will bring to DRM any best practices or insights our team gains by supporting multiple clients in the performance of similarly required reporting.

## 2.3 Contract Management

Our goal is to ensure that DRM has the right level of information, communications, and in-person and remote meetings to understand successes and risks during project work and determine whether the ICF Team is meeting all contractual requirements.

The DRM-ICF Team’s 11-year history of contract management working across 11 TOs, 35 programs, two presidentially declared disasters, a global pandemic, and at all stages of the program lifecycle will provide the foundation for ensuring satisfactory contract completion per the required schedule, exemplary contractual deliverables, and the most appropriate and cost-effective staff and support to achieve DRM’s programmatic and project goals. We will scale our level of effort required for contract management to correlate with the demands of the day and the nature of the work included in each TO, including working remotely with scheduled onsite meetings for lower effort TOs as well as onsite alongside DRM leadership and the SCM for higher effort TOs. A summary of our roles is presented in the following table.

People	Estimated Percentage of Level of Effort by	Approach and Nature of the Work
<div> <div>Scott Ledford</div> <div>Various – TO Leads</div> </div>	<div>Vendor Requested Advantage to Competitors</div>	
<div> <div>Various</div> </div>		
<div> <div>Various</div> </div>		

## 2.4 Contract Schedule

To ensure we meet all contractual and TO requirements for any task and subtask included in an assigned scope of work, the ICF Team will use the following contract scheduling and control methodologies:

- ✓ **Ensure transparency through reports and regular communications** so DRM knows if the ICF Team’s projects and programs are on schedule, behind, or exceeding delivery expectations.
- ✓ **Quantify deliverables on a clear schedule, with associated costs**, eliminating misunderstandings and differences of expectations.
- ✓ **Establish critical path and dependencies**, so operations are set up for success, avoiding delivery fire drills or unnecessary delays.
- ✓ **Create space and time for reviews and corrections to TOs and contractual expectations**, to ensure we remain cost effective and meet evolving and unanticipated needs.
- ✓ **Establish clear deliverables acceptance criteria**, so DRM can review the ICF Team’s work and ensure they’re receiving the deliverables they need.
- ✓ **Identify and address risks quickly**, so DRM leadership and the SCM are never surprised.
- ✓ **Plan for transitions across program phases** and/or as DRM, state and local capacity expands, reducing costs without compromising continued operations.

The contract schedule that follows includes the elements of the scope of work in the RFP and some of the sample anticipated deliverables that could come out of each of the elements of the scope of work. We have provided a one-year schedule in this sample, which we will adjust as some TOs or subtasks or tasks contained in the TOs, may be shorter or longer, depending on the nature and level of work included in the TO.





	Week 1-3	Month 1-6	Month 7-12	Sample Deliverable Items and Timeline Contingencies
Vendor Requested Advantage to Competitors				





	Week 1-3	Month 1-6	Month 7-12	Sample Deliverable Items and Timeline Contingencies
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Vendor Requested Advantage to Competitors				
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	Week 1-3	Month 1-6	Month 7-12	Sample Deliverable Items and Timeline Contingencies
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Vendor Requested Advantage to Competitors



The schedule below outlines the grant schedule by funding source, including the key deadlines and time frames for completing the major SOW areas included in this RFP. This schedule ensures funds are fully obligated and expended compliantly, and in line with the federal funding closeout requirements, understanding that some funding sources – like CDBG-DR funds – may be more flexible with closeout deadlines than others. DRM has already undertaken Program/Project Development and Implementation efforts for these funding sources, and we are prepared to carry those grants through operations to closeout and/or help DRM re-program or amend existing programs to meet their recovery, resilience and community development goals.

#### Overall Schedule by Grant Funding Source

Vendor Requested Advantage to Competitors

## 2.5 Mobilization Plan

### 2.5.1 Timetable

Fully staffed and available to continue supporting DRM, ICF offers significant savings and efficiencies for DRM:

- Uninterrupted progress and collaboration. Our team is already set up in SIROMS, and we have a SharePoint site where DRM staff currently have access to review and collaborate with ICF.
- No DRM staff time is spent bringing a contractor up to speed. Our team already understands DRM's financial management, invoicing, and reporting procedures.
- We built policies built from firsthand knowledge of DRM. We supported the development of many of DRM's current SOPs, and we assisted in the build-out of SIROMS to create efficiencies with reporting approaches and preferences.

The contract schedule presented previously is focused on identified TOs and associated deliverables. With an understanding that each TO will require a unique and customized mobilization plan (as noted in the Program/Project Development and Implementation section), the following contract mobilization plan is focused on the first 4 weeks from date of notification of award of a contract.

	Date of Notification of Award	Week 1	Week 2	Week 3	Week 4
Contract execution					
Confirmation of personnel needs and assignments					
Equipment-ready team					
Leadership kickoff and operations startup					
Final staff assignments with DRM based on TO needs					
Onsite staff meeting at DRM for training and access for DRM systems					

Upon notification of the contract award, ICF will immediately establish timekeeping and staff assignments in accordance with the contract needs. All ICF Team members have ready-to-use technology and access to the DRM specific SharePoint site. As noted in the

contract mobilization plan, the director and relevant PMs will make travel arrangements to meet with DRM for onsite onboarding.

## 2.5.2 Plan for the Deployment and Use of Management, Supervisory, or Other Key Personnel

ICF leadership, including the director and identified PMs, will arrive at DRM offices no later than 1 week after notification of contract award and plan to be onsite with DRM for 1 to 3 weeks, as needed. Working alongside DRM staff, we will identify priorities for TOs, make staffing assignments based on TOs, and confirm access to systems. With our existing team already operating in concert with DRM's systems, we will be able to respond to new TOs faster than any other provider.

If DRM identifies immediate TOs during this initial leadership onboarding, ICF will identify the right staff for the TO in collaboration with DRM and mobilize staff across all Staff Classifications who are required for accomplishing the initial TOs. That staff will join the leadership teams in weeks 3–4 (as needed) to kick off the first TO under the contract.

Once the ICF Team is fully onboarded, depending on the nature of the work, they will either return to remote work or remain onsite to provide the greatest value to DRM. The team, including all Staff Classifications identified in specific TOs, will continue to be available to attend onsite meetings, trainings, and events, as requested.

ICF understands DRM is a high-capacity grantee, and we have worked closely with the agency to support them in achieving this status. The ICF Team's role is to partner with DRM and see where they may lack capacity and need additional staffing to fill in gaps without being duplicative so the projects can move forward seamlessly and cost effectively, allowing more funding to flow down to projects and programs.

As TOs are identified, ICF leadership will collaborate with DRM to deploy the required expertise to efficiently manage and implement individual and/or multiple task orders. Deployment will vary by TO and each TO specific mobilization plan will outline the identified



When DCA needed assistance with its Resilient Communities Program (RCP), ICF worked with DCA to fill staff positions, developed applications, and conducted application reviews, and is currently writing the subrecipient manual for the RCP program.



staff who will be needed on-site at DRM to complete the deliverables of the TO, and which staff can serve DRM cost-effectively through remote work.

For each TO, the identified PM will meet with DRM including the larger NJ management staff weekly to provide TO status updates. As the team hits its stride, meeting schedules can be adjusted to biweekly meetings with the larger NJ management staff, and smaller weekly meetings with each program's staff to stay closely coordinated on project progress. The team will provide all reports mentioned in Section 2.2.5 to support ongoing TO management.

### 2.5.3 Plan for Recruitment of Personnel

Since 2013, ICF and its subcontractors have provided more than 180 personnel to fill positions at DCA's headquarters office, remote positions, and nine Housing Recovery Centers. Positions vary in complexity, including executive PMs, administrative assistants, application intake counselors, damage assessors, energy design experts, organizational effectiveness consultants, contract specialists, and language translation experts. ICF's relevant and current experience working with DRM allows for consistency of a core team.

With our existing team of hundreds of HUD CDBG-DR, FEMA, U.S. Treasury, and other federal funding grant managers; financial specialists; and compliance, operational, and implementation specialists and experts, the ICF Team is able to ebb and flow in terms of our support to meet DRM's needs and objectives. Our team is also available to assist in training any new staff – including new DRM staff, other state agency staff, or subrecipient or other vendor staff – on DRM's programs, procedures, and compliance requirements to continue to build state and local capacity.

During the TO development process, we will share resumes and proposed staff to DRM to confirm the staff meet DRM's expectations, ensuring each person is assigned to the right Staff Classification and qualified to complete their role. During the TO process, we will also identify whether we need to recruit and bring in new staff.

We have shown DRM over the past 11 years that in addition to being able to provide immediate support for existing staff, we are able to quickly conduct independent recruiting to fulfill specific DRM needs. As we identify and plan for upcoming assignments, the director and TO lead PM will initiate job requisitions with ICF's and/or with Atrium's recruiting team so they can start recruiting candidates, focusing on specific geographic areas, required



In response to both Sandy and Ida, ICF increased staff support to provide implementation assistance to DRM's housing team, assisting with participant queries, eligibility assessments, and preventing duplication of benefits.





skillsets, and other recruiting priorities or requirements – such as helping DRM meet their Section 3 goals. With the volume of work ICF has in the Northeast, and with Atrium based in New Jersey, both companies maintain a steady pipeline of grants management and case management personnel who can be brought in to surge capacity.

## 2.6 Organizational Experience and Professional Staff Qualifications

ICF's longstanding partnership with the State of New Jersey is a testament to our ability to adapt and evolve with the state's needs. Our initial work in disaster recovery with DCA following Superstorm Sandy laid the groundwork for a relationship built on trust and results. This foundation was crucial as we stepped in to provide critical support during Hurricane Ida, showcasing our agility and expertise in managing crises.

As DRM faced the challenge of transitioning to a sustainable entity post-Sandy funding, ICF supported the development of an organizational strategic plan. Our People, Process, and Program Performance (P4) team, along with SMEs from across ICF, engaged with DRM leadership to explore funding and strategic opportunities across various sectors toward ensuring DRM's resilience in the face of this change.



### The ICF Team is Ready to Deploy and Deliver Needed Support—Just Like We Demonstrated After Superstorm Sandy

As requested by DRM, we are ready to provide any and all levels of program development and implementation support within 10 business days after TO kick off, just like we did after Superstorm Sandy:

- **Cost effective capacity:** We were onsite the day before the contract was signed and within 1 week, we developed a staffing plan and a series of job titles and descriptions for state and staff augmentation hiring.
- **Consistent compliance:** Within 1 month after Sandy, several ICF senior staff were actively serving as acting deputy directors for the Sandy Recovery Division to manage key departments and build in front-end compliance until DCA replacements could be hired and trained.
- **Equitable and expedited implementation:** We improved file acceptance rate and the accuracy of daily reports within 1 month of TO execution.



Furthermore, ICF played a pivotal role in supporting the Governor’s Office of Disaster Recovery, enhancing the use of ARPA funds for the State and Local Fiscal Recovery Fund. Our rapid organizational assessment for the DRM CFO’s office has led to significant improvements in organizational effectiveness and staff development.

Our expertise extends beyond disaster recovery. For example, for the City of Philadelphia, ICF’s climate vulnerability assessment has been integral to incorporating climate resilience into urban infrastructure planning. Our collaboration with regional utilities on energy efficiency programs further demonstrates our comprehensive capabilities. ICF is a nationally-recognized industry leader in climate solutions through such daily applications as ENERGY STAR and integrating considerations of climate risk and opportunity into areas identified by the Task Force on Climate-related Financial Disclosure, including governance, strategy, risk management, and metrics and targets.

With a dedicated office in Newark, NJ, ICF’s multidisciplinary teams are committed to continuing our work with DRM, ready to provide additional knowledge, expertise, and personnel as needed. Our history with New Jersey reflects our ability to respond to immediate crises and to contribute to long-term, sustainable initiatives that prepare communities for the future.

### 2.6.1 ICF Experience

The following project descriptions highlight our team’s extensive experience, encompassing ongoing and active projects. For a detailed list of our successfully completed contracts that align in size and scope, please refer to the table in **Section 2.10**.



In partnership with DRM, ICF conducted a rapid organizational assessment for DRM’s Office of the Chief Financial Officer (CFO), identifying opportunities to enhance organizational effectiveness, process performance, and staff development.



Texas General Land Office (GLO), 2018–Present		
<b>Project Name</b>	CDBG-MIT/DR Grant Administration and Management Services	
<b>Client Reference</b>	<b>Name:</b> Ginger Mills	<b>Telephone:</b> [Redacted] Requested Personal Identifying Information
	<b>Title:</b> Texas GLO Attorney/Director of Legal Services—Community Development and Revitalization	<b>Email:</b> [Redacted] Requested Personal Identifying Information

Since 2018, GLO has received a total of **\$10 billion** for its CDBG-DR/MIT programs, each with a particular focus on housing and infrastructure recovery, resilience, and mitigation. GLO hired ICF to provide grant administration and management services for two separate contracts, fulfilling specific needs of GLO in terms of project development, management, compliance, policy, and reporting, and ensuring that all work occurs through a lens of equity and fairness.

**For the \$4.3 billion MIT grant**, ICF is providing **grant management, project management, and financial management and training and TA services** necessary to facilitate housing, infrastructure, hazard mitigation, community planning, and other activities administered by GLO.

Our grant managers ensure that project documentation is designed and maintained in accordance with **compliance requirements** for all funding sources and provide training and TA to GLO, subrecipients, and vendors as needed on topics such as DBRA, URA, and Section 3 of the Housing and Development Act.

Our financial services team also assists GLO with **establishing, maintaining, and improving financial processes** to ensure programmatic success. We create an array of tools to streamline these processes and provide training on their use. ICF assists GLO and subrecipients in developing SOPs, workflows, processes, checklists, and templates to **ensure overall program compliance** with all applicable uniform administrative requirements, cost principles, and audit requirements.

**For the \$5.7 billion CDBG-DR grant**, we are helping GLO expand its grant administrator capacity by **building processes**, such as **financial management and information systems**, to manage state-run and subrecipient/grantee programs that span housing, infrastructure, mitigation, and planning. We are accomplishing this by **creating replicable systems, tools, training, and SOPs** that all parties (e.g., vendors, subcontractors, staff) use to make the project run more efficiently.



## TEXAS GLO



Task 1: Program/Project Development and Implementation



Task 2: Program/Project Management and Operations



Task 3: Compliance



Task 4: Policy



Task 5: Reporting



**STAFF WITH EXPERIENCE ON THIS PROJECT WHO WILL SUPPORT NJ:**

Onye Ibeh  
Chris Narducci  
Sarah Achaoui  
Lauren Nichols  
Kristen Supik  
Natasha Smith

## New Jersey Department of Environmental Protection (NJDEP), 2014–2019

### Project Name

Program Manager for Environmental and Historic Preservation Reviews—  
Superstorm Sandy

### Client Reference

**Name:** Kim McEvoy  
**Title:** Environmental Team Lead

**Telephone:** [Redacted] Requested Personal Identifying Information  
**Email:** [Redacted] Requested Personal Identifying Information

As part of ICF’s support for New Jersey’s Superstorm Sandy recovery, we worked with NJDEP to manage environmental compliance associated with HUD disaster relief funds, assisting NJDEP in establishing and implementing a successful program that HUD praised as “high quality” during a monitoring visit.

Our fully dedicated, NJ-based team relied on support from other ICF offices, including those with expertise in HUD environmental regulations, CDBG–DR grants, IT systems, management processes, and accounting. A group of six contractors prepared 24 CFR Part 58 Environmental Record Reviews; ICF experts ensured that these documents were technically accurate and supported authorization of HUD funds. Among our key accomplishments for this project are the following:

- Developed formalized procedures in a protocol document covering the entire environmental management program
- Established an IT system using Office 365 to enable management and reporting functions for more than 12,000 environmental reviews, TOs, invoices, and program records
- Prepared comprehensive guidance documents for use by all six review contractors and ICF and NJDEP’s quality assurance teams
- Developed core and surge teams of more than 70 staff to review environmental documents to meet a 24-hour turnaround time, even during peaks of up to 500 reviews per week. In the first year, ICF reviewed more than 6,500 environmental documents.
- Established a reporting team to provide daily status update to NJDEP and the recovery program, including DCA and the Governor’s Office. Over time the frequency of reporting was reduced to once or twice weekly.



### NJ DEP



Task 1: Program/Project Development and Implementation



Task 2: Program/Project Management and Operations



Task 3: Compliance



Task 4: Policy



Task 5: Reporting



### STAFF WITH EXPERIENCE ON THIS PROJECT WHO WILL SUPPORT NJ:

Scott Ledford  
Robert Greene  
Steven Sherman





**California Department of Housing and Community Development (HCD), 2021–Present**

**Project Name**

Community Development Block Grant—Coronavirus Relief (CDBG–CV)  
Consulting and Staffing Services

**Client Reference**

**Name:** Felicity Gasser  
**Title:** HCD Federal Branch Chief

**Phone:** [REDACTED] Vendor Requested Personal Identifying Information

**Email:** [REDACTED] Vendor Requested Personal Identifying Information

In partnership with HCD, ICF is adeptly utilizing CARES Act funds to administer HUD’s CDBG–CV and Emergency Solutions Grants (ESG)–CV programs, directly addressing the surge in homelessness due to the pandemic and advancing equitable outcomes. ICF’s role extends to offering staff augmentation, project management, and subject matter expertise to California’s HCD state staff, as well as to a vast network of local and tribal governments and nonprofits throughout the state, all within the stringent timelines set by federal mandate.

Central to ICF’s approach is ensuring that access to funding is as easy as possible, particularly for marginalized populations. Additionally, ICF provides HCD grantees and staff with TA to deploy, track, reconcile, and monitor federal funds and to manage complex grant-funded activities in compliance with HUD regulations. To this end, ICF is providing capacity building for CDBG–CV subrecipients

through training and TA, including TA to grantees, program operators, and service provider partners, including TA to new and nontraditional service providers. We are providing them with training tools (in areas such as best practices, outcomes to drive data-driven decision-making processes, and federal reporting requirements) to implement what has been learned. We are ensuring that HCD has a library of tools, guides, and resources. Among the templates are those with options for different service models, such as a subrecipient agreement, a marketing plan, a limited English proficiency plan and language access plan, and a Section 504 of the Rehabilitation Act plan.

Recently, ICF supported an effort to generate an equity and belonging toolkit. This toolkit is an appendix to the state’s CDBG grant management manual and identifies strategies and best practices for integrating equitable approaches into *all* CDBG compliance areas. Developing the toolkit required a strong foundation in CDBG, and CDBG–DR regulations and compliance, along with a common goal of expanding equity and improving program design by centering those closest to CDBG–DR needs.



**CDBG–CV CONSULTING  
AND STAFFING SERVICES**



Task 1: Program/Project  
Development and Implementation



Task 2: Program/Project  
Management and Operations



Task 3: Compliance



Task 4: Policy



Task 5: Reporting



**STAFF WITH EXPERIENCE ON  
THIS PROJECT WHO WILL  
SUPPORT NJ:**

Ann Schmid  
Lauren Pollick  
Lauren Nichols  
Leslie Leager  
Patrick Stokes  
Steven Sherman



## Oregon Housing and Community Services (OHCS), 2023–Present

**Project Name** CDBG–DR Program Management Services

**Client Reference** **Name:** Chelsea Catto  
**Title:** Chief Policy Officer, DRR

**Phone:** Vendor Requested Personal Identifying Information

**Email:** Vendor Requested Personal Identifying Information

After working with ICF on a successful TA and capacity building contract, OHCS hired ICF to help implement and manage the full suite of CDBG–DR and state recovery and mitigation programs, including its directly implemented housing programs and subrecipient–implemented **infrastructure, planning, economic revitalization, and public services programs**, such as **housing counseling** and **workforce development**.

With our support, OHCS staff are laying the foundation for overall grants management of \$422 million in CDBG–DR funds. We are helping manage and maintain DRGR; creating its financial management SOPs, subrecipient management manual, and program policies and procedures; and creating its monitoring and compliance manual and procedures for each of its programs.

ICF supports OHCS staff with local, developer, and regional grants management for its housing, public services, infrastructure, small business, and planning programs, tailoring approaches to meet challenges and opportunities faced by rural areas (such as Lane County) and more diverse urban areas (such as Jackson County).

We also help those communities leverage other state and federal disaster recovery assistance, such as those from the Oregon Department of Environmental Quality (DEQ), FEMA, and the Small Business Administration (SBA).

We provide project-level case management and applicant, construction management, and environmental review support staff for Oregon’s impacted **homeowners**, renters, and first-time homebuyers, setting up or partnering with local partners who will establish intake centers.

We are working side by side with the state’s system of record developer to build out its subrecipient, financial, and homeowner grants management systems, ensuring that project files meet HUD compliance and program requirements and users can easily track project status. Our team also helps OHCS staff complete Action Plan Amendments, draft emails, and write data-informed memorandums and waiver requests to HUD. We are setting up the state’s monitoring and compliance SOPs, ensuring overall compliance with all requirements.



### OREGON HOUSING AND COMMUNITY SERVICES



Task 1: Program/Project  
Development and  
Implementation



Task 2: Program/Project  
Management and Operations



Task 3: Compliance



Task 4: Policy



Task 5: Reporting



### STAFF WITH EXPERIENCE ON THIS PROJECT WHO WILL SUPPORT NJ:

Ann Schmid  
Leslie Bean  
Onye Ibeh  
David Kevorkian  
Leslie Leager  
Gabe Munoz  
Lauren Nichols  
Catherine Nunez–Dune  
Lauren Pollick  
Sarah Achaoui  
Robert Greene  
Dan Narber



Tulsa County, Oklahoma, 2022–Present			
<b>Project Name</b>	Tulsa County Voluntary Acquisition (subcontractor to Meshek & Associates)		
<b>Client Reference</b>	<b>Name:</b>	Requested Personal Identifying Information	
	<b>Phone:</b>	Requested Personal Identifying Information	
	<b>Title:</b>	Requested Personal Identifying Information	
	<b>Email:</b>	Requested Personal Identifying Information	

After the devastating 2019 Arkansas River floods, Tulsa County faced severe flooding. In response, the State of Oklahoma allocated \$14.7 million in CDBG–DR funding from HUD. As part of its Action Plan, Tulsa County launched a voluntary buyout program to assist affected residents in relocating out of the 100–year floodplain, floodway, or Disaster Recovery Reform Act (DRRA). ICF, working as a subcontractor to a local engineering firm, provided expertise to the program and provided almost 60 homeowners with buyout acquisition and relocation assistance services.

ICF was also able to leverage this CDBG–DR funding with an application for FEMA’s Flood Mitigation Assistance program. ICF’s team has been able to navigate the requirements of these federal buyout programs to help create a local program that treats all applicants equitably while ensuring compliance and reporting based on the funding source. ICF continues to be actively involved in developing eligible program guidelines, intake applications, procurement, establishing workflows and system of record processing, completing federal reporting requirements, and providing ongoing TA and support to ensure federal compliance.



## TULSA GLO



Task 1: Program/Project Development and Implementation



Task 2: Program/Project Management and Operations



Task 3: Compliance



Task 4: Policy



Task 5: Reporting



STAFF WITH EXPERIENCE ON THIS PROJECT WHO WILL SUPPORT NJ:

Ann Schmid  
Natasha Smith  
Robert Greene





Nevada Housing Division (NHD), 2023–Present		
<b>Project Title</b>	Home Means Nevada Initiative (HMNI), State and Local Fiscal Recovery Funds (SLFRF)	
<b>Client Reference</b>	<b>Name:</b> Christine Hess	<b>Phone:</b> [Redacted] Vendor Requested Personal Identifying Information
	<b>Title:</b> Chief Financial Officer, Nevada Housing Division	<b>Email:</b> [Redacted] Vendor Requested Personal Identifying Information

ICF provides grant management services for NHD’s HMNI Program, funded with ARPA and SLFRF. The Nevada Legislature set aside \$500 million of the state’s allocation to address regional crises of housing affordability and homelessness. ICF **advises NHD on program decisions and manages day-to-day compliance** for roughly 50 HMNI agreements supporting affordable housing development, land acquisition, down-payment assistance, and home repair and rehabilitation. The ICF Team holds an onboarding call with each subrecipient upon execution of their agreement; reviews, conducts necessary follow-up; recommends approval of subrecipient draw requests; and **provides compliance guidance and responses to regulatory questions on SLFRF and federal cross-cutting requirements.**

ICF created quarterly and project completion reporting forms, which ICF collects and reviews, then updates each project’s risk profile accordingly. ICF **flags and discusses necessary policy determinations** for NHD’s **program implementation** and **drafts proposed policy memoranda** for NHD signoff to document decisions. ICF also develops and delivers training as needed to subrecipients and NHD staff; for instance, ICF trained subrecipients on NHD’s approach and required documentation to ensure strong employment practices required by SLFRF.



## HMNI



Task 1: Program/Project Development and Implementation



Task 2: Program/Project Management and Operations



Task 3: Compliance



Task 4: Policy



Task 5: Reporting



**STAFF WITH EXPERIENCE ON THIS PROJECT WHO WILL SUPPORT NJ:**

Carrie Kronberg  
Sarah Achaoui  
Kristen Supik

## 2.7 Location

The resultant Contract will be administered from ICF’s corporate headquarters, located at 1902 Reston Metro Plaza, Reston, VA 20190. Your point of contact for this contract is Cara Small, Senior Manager, Contracts, who can be contacted at [Redacted] Vendor Requested Personal Identifying Information



## 2.8 Organizational Chart and Staff Qualifications

The organizational chart that follows includes the ICF Team's key personnel who are responsible for managing and supervising work assigned by DRM. These key personnel are supported by staff who are prepared to be fully or partially dedicated to DRM, their agency partners, and/or subrecipients, as assigned via TO. Beyond those represented here, our team is supported by 257 HUD, 287 FEMA, 2,000+ climate change, 400+ transportation, 800+ energy efficiency, and dozens of ARPA project managers, directors, SMEs, consultants, associate staff, and administrative support staff who are prepared to provide additional support and expertise, as needed to fulfill TOs.

Vendor Requested Advantage to Competitors

## 2.8.1 ICF Team Internal Staff Qualifications Equated to RFP Professional Staff Classifications

To consistently assign ICF Team staff to the professional Staff Classifications included in attachment of the procurement, we have equated DCA's Staff Classifications with the corresponding ICF job category and relevant years of experience (for ICF and subcontractor staff) in the table that follows. We will use this experience and expertise guide to determine the value and placement of existing and additional personnel assigned to work on TOs. The guide will allow us to quickly and consistently staff multiple TOs concurrently, ensuring people are assigned to the right job category and DRM receives appropriately staffed, cost-effective services.

DCA Professional Staff Classification	ICF Team Job Category Comparable	Years of Relevant Experience
Director	Senior Director, Vice President	15+
Project Manager	Senior Manager, Director	10+
Subject Matter Expert	Lead Specialist, Director, Senior Director, Vice President	12+ in specialized or technical area
Consultant	Manager, Specialist	5+
Associate Staff	Analyst, Case Manager	3+
Administrative Support Staff	Research Assistant, Junior Analyst, Coordinator	1+

## 2.8.2 Staff Experience Table

In the table below, we have highlighted how each of the staff included in the organizational chart above, map to DRM's professional staff classifications, their areas of responsibility and expertise, their years of relevant experience, the funding source(s) with which they have experience, and the experience they have carrying out the tasks contained in this RFP.





Staff/Education	Staff Classification/Project Role	Years of Relevant Exp.	Funding Sources (CDBG, ARPA, HOME, FEMA, Other State or Federal Funds)	Task				
				1	2	3	4	5
Scott Ledford*, MPAff	<div>Vendor Requested Advantage to Competitors</div>							
Daina Rubak*, MA								
Gabe Munoz*, JD								
Leslie Leager*, MS								
Chris Narducci								
Jennifer Siegel*, MUPP								
Robert Greene								
Melissa Walker*								
Ann Schmid								
Onye Ibeh, MPA								
Leslie Bean, PMP								
Jamie Genevie, AICP								
Heather Dillashaw								
Jason Hawkins, JD								
Tori Puryear*, PMP, CSM								
Susan Cohen*, MBA (Diversity Marketing)								
David Kevorkian, CFE								
Steven Sherman*								
Kelli Reddick, MS, CFM								
Carrie Kronberg*								
Dan Narber								
Marianne Holstein								
Kristen Richmond, MBA								
Lauren Nichols								
Edward "Ned" Fernandez*, MSP, CFM								



Staff/Education	Staff Classification/Project Role	Years of Relevant Exp.	Funding Sources (CDBG, ARPA, HOME, FEMA, Other State or Federal Funds)	Task				
				1	2	3	4	5
James Warta*, MSA Mike Junelll Calvin Johnson, MPA Craig Schultz, MBA Andrea Gazley Kristen Supik Kathleen Jacob Erica Gauthier Lauren Pollick, MS Natasha Smith Joshua Prommel Pauline Armstrong Sarah Achaoui	Vendor Requested Advantage to Competitors							
Laura Febbi* (Diversity Marketing)								
Lisa Roland								
Patrick Stokes								
Kristen Brennan								
Gwen Roberts*, MBA								
Wanda Williams								
Isabell Bonke								
Catherine Nunez–Dune*, MS–DRLS								
Abigail Cannella								

**Legend of Tasks:**

**Task 1:** Program/Project Development and Implementation

**Task 2:** Program/Project Management and Operations

**Task 3:** Compliance

**Task 4:** Policy

**Task 5:** Reporting

\* Resume Included w/ Proposal



## 2.9 Resumes

Detailed resumes for the key management and supervisory personnel are located in **Appendix A**, as well as sample resumes for each of the Staff Classifications, demonstrating the knowledge, ability, and experience relevant to those roles. Actual staff supporting each task order will depend on the nature, scope, and requirements of the TO.

## 2.10 Experience with Contracts of Similar Size/Scope

At ICF, we understand that each project is unique, yet they all share the common threads of rigorous compliance, innovative problem-solving, and a commitment to equitable and sustainable outcomes. Our experience spans a diverse range of initiatives, from disaster recovery and infrastructure development to economic revitalization and community planning. The following is a comprehensive showcase of our successfully completed projects that mirror the multifaceted requirements of the DCA project, with projects of similar scope and size. This table is designed to provide a clear and structured overview of our capabilities, demonstrating our proven track record in delivering complex programs with precision and excellence.

The projects listed in this matrix are a testament to our adaptability and expertise. They illustrate our ability to navigate federal regulations to ensure compliance, manage policy shifts, and implement programs that make a lasting impact on communities. We have met and exceeded expectations in areas such as grant administration, environmental compliance, financial management, TA, and reporting.





Project   Client	Period of Performance   Funding Source	References	Size and Scope	Tasks				
				1	2	3	4	5
Superstorm Sandy Grant Management and Staff Augmentation   New Jersey DCA	<b>PoP:</b> 2012–Present; 4 of 11 TOs currently active; 7 completed <b>Funding Source:</b> CDBG–DR, CDBG–NDR	Sam Viavattine, Director, Disaster Recovery and Mitigation	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
		[REDACTED]						
		Vera Ricciardi, Chief Financial Officer						
Program Implementation   Florida Department of Commerce	<b>PoP:</b> 2020–2023 <b>Funding Source:</b> CDBG–MIT	Lecia Behenna, Office of Long–Term Resiliency Bureau Chief						
		[REDACTED]						
		Garnet Nevels, Deputy Bureau Chief						
Community Compass TA   HUD	<b>PoP:</b> Several recompetes over the course of 35 years <b>Funding Source:</b> Advise grantees funded by CDBG–DR, HOME–ARP, CDBG, and more	Jen Hylton Carpenter, Assistant Director of Policy, Office of Disaster Recovery (ODR), HUD,						
		[REDACTED]						
		Olivia Healey, Community Planning and Development Specialist, Policy Division, Office of Disaster Recovery (ODR), HUD,						



Project   Client	Period of Performance   Funding Source	References	Size and Scope	Tasks				
				1	2	3	4	5
Office of Risk Management, Multiple disasters   State of Louisiana	<b>PoP:</b> 2005–2025 <b>Funding Source:</b> FEMA	Melissa Harris, State Risk Director						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Sherry Price, Office of Risk Management, State Risk Administrator, Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
Program Manager for Environmental and Historic Preservation Reviews—Superstorm Sandy   NJDEP	<b>PoP:</b> 2014–2019 <b>Funding Source:</b> CDBG–DR	Kim McEvoy, Watershed and Land Management Program						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Nicholas Horiates, Ethics Liaison Officer, Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
Sandy Recovery—CDBG–DR Project Management Support Services   New York State Governor’s Office of Storm Recovery	<b>PoP:</b> 2020–2021 <b>Funding Source:</b> CDBG–DR	Debra Herlica, Director of Investigations and Litigation/Senior Counsel						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Wataru Nakai, Former Assistant Director of Recapture Operations and Systems, Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						



Project   Client	Period of Performance   Funding Source	References	Size and Scope	Tasks				
				1	2	3	4	5
Wildfire Recovery Technical Assistance   State of Oregon Housing and Community Services Department (OHCS)	<b>PoP:</b> 2021-2023 <b>Funding Source:</b> CDBG-DR, FEMA PA, FEMA BRIC Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information	Ryan Flynn, Director, Recovery and Resilience, Oregon Housing & Community Services	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
		Chelsea Catto, Chief Policy Officer – Disaster Recovery and Resilience, Oregon Housing & Community Services Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
Resilient NJ Municipal Assistance Program (Diversity, subcontractor to Dewberry Engineers)   Township of Ocean, NJ	<b>PoP:</b> 2022-2023 <b>Funding Source:</b> NOAA through NJ Coastal Management Program Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information	Diane Ambrosio, Municipal Clerk 609.693.3302 clerk@twpoceannj.gov Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Project Manager Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
Virgin Islands CDBG-DR Housing Initiatives (JMB Preservation)   Virgin Islands Housing Finance Agency	<b>PoP:</b> 2021-2023 <b>Funding Source:</b> CDBG-DR Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information	Sr. Housing Program Mgr. Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Public and Affordable Housing Mgr. Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						



Project   Client	Period of Performance   Funding Source	References	Size and Scope	Tasks				
				1	2	3	4	5
ReNew New Jersey Stronger Project, Newark (Atrium)   New Jersey DCA	<b>PoP:</b> 2013–2023 <b>Funding Source:</b> CDBG–DR	George Demand, Operations Manager, Division of Disaster Recovery and Mitigation, Department of Community Affairs, reNew Jersey Stronger						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						
		Vendor Requested Advantage to Competitors, Vendor Requested Personal Identifying Information						

**Legend of Tasks:**

**Task 1:** Program/Project Development and Implementation

**Task 2:** Program/Project Management and Operations

**Task 3:** Compliance

**Task 4:** Policy

**Task 5:** Reporting

## 2.11 Financial Capability of the Bidder

ICF has the financial capacity, working capital, and other resources to perform the contract without assistance from any outside source. ICF International, Inc., and its corporate affiliates (both domestic and international), serve government, major corporations, and multilateral institutions from a global network of 55 regional offices throughout the United States and 15 offices outside the United States, resulting in revenues of \$1.96 billion in 2023. The collective affiliates shared financial strength is demonstrated by both its net income of \$82.6 million and its favorable cash flow by the generation of \$152 million in cash from operations, which shows ICF International has been on a consistent growth trajectory, doubling in size every 5 years for the last 2 decades. ICF International's consolidated revenues and profitability, combined with the size of its staff inclusive of corporate affiliates (approximately 9,000) and its many offices worldwide, ensure that whatever resources are needed to field a well-qualified staff and procure the latest technologies to support its customers are available to the bidding entity. Our SEC Form 10-K for 2022 and 2023 and additional financial reporting may be accessed electronically at [Financials | Investor Relations | ICF International Inc.](#)

### 2.11.1 Period of Performance

ICF's proposal is based on a period of performance of four (4) years. We understand the contract may be extended up to two (2) years.

### 2.11.2 Validity

ICF's proposal remains valid for a period of 120 days after the bid solicitation-specified date of submission of August 2, 2024. ICF retains the right to review its submission and extend its offer or revise its proposal based on the most current information known at the end of the 120-day period.

### 2.11.3 Invoicing and Payment

ICF will invoice monthly based upon hours worked. Payment is due within 30 days from receipt of ICF's invoice.





## 2.11.4 Remittance

<b>Payee</b>		ICF Incorporated, L.L.C.
<b>Account Name</b>		ICF Consulting Group, Inc.
<b>Bank Name</b>		<div>Vendor Requested</div>
<b>Bank Address</b>		
<b>Domestic EFT</b>	<b>ABA Number</b>	
	<b>Account Number</b>	
<b>Payment by Check</b>	<b>Standard</b>	
	<b>Overnight</b>	

## 2.11.5 Company Information

<b>DUNS Number:</b>	07-264-8579
<b>CAGE Code:</b>	5M571
<b>Federal Tax Identification Number:</b>	U.S.A. 47:1A-1, N.J.S.A. 1A-1.1 Personal identifying information
<b>Size Status:</b>	Large Business

# 3 State-Supplied Price Sheet

Please find the State-Supplied Price Sheet as a separate attachment to our Technical Quote.



# Appendix A: Resumes



## Key Personnel Resumes



## Scott Ledford, MPAff

**Director, Program/Project Development,  
Implementation, Management, and Operations**

Scott Ledford has more than 25 years of experience leading projects and teams, designing and implementing programs, and developing and delivering training and technical assistance. His experience includes design, development, and leadership of large- and small-scale programs, with expertise in housing, community and economic development, real estate finance, policy and process analysis, leadership and organizational development, and regulatory compliance.

### Education

- MPAff, The University of Texas at Austin, 1998
- BArch, Virginia Tech, 1994

### Employment History

- ICF. Senior Director. 1998–Present
- Sterling Development. Development Originator. 2003–2004
- City of Austin. Development Specialist. 1997–1998
- UT–Austin. Program Advisor. 1996–1997
- Green Mountain College. Complex Coordinator. 1994–1996

### RELEVANT EXPERIENCE

**Sandy & Ida Recovery, New Jersey Department of Community Affairs (DCA), Trenton, NJ, 2013–Present**

*Reference: Samuel Viavattine, Deputy Commissioner  
101 S Broad St, Trenton, NJ 08625, 609.633.7308*

**Program Director.** Mr. Ledford has served as the program director since 2020 and an SME prior to being the director. He coordinates with DCA leadership to maintain ongoing activities, close out activities, and address emergent needs including after Hurricane Ida impacted the state in 2021.

**Environmental Review Compliance Program, New Jersey Department of Environmental Protection (DEP), Trenton, NJ, 2014–2015**

*Reference: Nicholas Horiates, Ethics Liaison Officer  
401 E State St, Trenton NJ 08625, 609.633.0347*

**Program Director.** Mr. Ledford served as the initial ICF program director, leading the deployment, ramp-up, and stabilization of the team delivering NJ DEP’s Community Development Block Grant – Disaster Recovery (CDBG-DR) Environmental Review Compliance Program. He selected and stood up office facilities, ensured project and team compliance with both CDBG-DR and Environmental Review requirements, and guided the creation of new information-management requirements, systems, and staffing.

**Broadband Initiatives Program, U.S. Department of Agriculture, Washington, DC, 2009–2013**

*Reference: Laurel Leverrier, Assistant Administrator  
1400 Independence Ave. SW, Washington, DC 20250, 202.720.9556*

**Project Director.** Mr. Ledford was the ICF policy director and then project director for the \$2.7-billion Program, working directly with federal agency leadership to interpret and apply the newly authorized American Recovery and Reinvestment Act (ARRA) broadband statutes with existing USDA broadband regulations and programs.



## Daina Ruback, MA

### Project Manager, Operations and Reporting

With more than 15 years of experience, Daina Ruback has successfully overseen numerous multi-million-dollar projects from inception through closeout. As a U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) and CDBG – Disaster Recovery (CDBG-DR) subject matter expert, she is recognized for her expertise in federal grants management, and she brings experience driving large-scale program budgets and cultivating strong client relationships.

#### Education

- MA, International Political Economy and Development, Fordham University, 2017
- BS, Business Management, Babson College, 2008

#### Employment History

- ICF. Senior Disaster Recovery Policy Manager. 2024–Present
- Tidal Basin. Director. 2020–2024
- NYC OMB. Unit Head. 2017–2020
- Aspen Institute. Program Associate. 2012–2015
- Women’s Enterprise Development Center. Spanish Program Specialist. 2011–2012
- United States Peace Corps. Small Business Educator. 2009–2011

#### RELEVANT EXPERIENCE

##### [Tropical Storm Ida CDBG-DR Staff Augmentation, New Jersey Department of Community Affairs, Trenton, NJ, 2024–Present](#)

*Reference: Samuel Viavattine, Deputy Commissioner*  
101 S Broad St. Trenton, NJ 08625, 609.633.7308  
*Senior Disaster Recovery Policy Manager.* Ms. Ruback provides project program design, launch, and implementation support to state staff.

##### [CDBG-Mitigation \(MIT\) Action Plan and Program Administration Tools, West Virginia Community Advancement and Development, Remote, 2020–2021.](#)

*Reference: Jennifer Ferrell, Community Advancement*  
1900 Kanawha Blvd E, Charleston, WV 25305, 800.982.3386  
*Project Manager.* Ms. Ruback oversaw development of West Virginia’s \$106-million CDBG-MIT Action Plan, including program design, stakeholder engagement, budget development, and capacity assessment. She created program guidelines and application and administrative materials for the implementation of the CDBG-MIT programs.

##### [Hurricane Sandy CDBG-DR Program, New York City Office of Management and Budget \(NYC OMB\), New York, NY, 2017–2020](#)

*Reference: Julie Freeman, Senior Assistant Director*  
255 Greenwich St, New York, NY 10007, 212.788.5800

*Unit Head.* Ms. Ruback oversaw a \$3-billion resiliency and housing recovery grant portfolio for the Hurricane Sandy CDBG-DR program; responsibilities included project design and implementation, policy development, tracking progress against grant milestones, compliance, and reporting.



## Gabriel Muñoz, JD

### Project Manager, Compliance

Gabriel Muñoz's has 11 years of experience in disaster recovery and mitigation, including working for the New Jersey Department of Community Affairs (DCA) following Superstorm Sandy. Since then, Mr. Muñoz has gained experience in the administration and implementation of several Community Development Block Grant – Disaster Recovery (CDBG-DR) and Mitigation (CDBG-MIT) programs. Throughout his career, he has worked on the implementation of housing recovery, reimbursement, and buyout programs. Tasks have included compliance management; communication with federal, state, and local stakeholders; development of policies and procedures, system of record design and user acceptance testing; and subject matter expertise on real estate closings and tenants protected under the Uniform Relocation Assistance and Real Property Acquisition Act (URA).

### RELEVANT EXPERIENCE

#### Disaster Recovery and Mitigation, DCA, Trenton, NJ, 2023–Present

*Reference: Parth Sampath, SIROMS Project Manager  
101 S Broad St, Trenton, NJ 08608, 609.913.4268*

*Various.* Mr. Muñoz has provided a range of support to DCA, including reviewing business functional requirements documents for SIROMS (system of record) buildout and meeting with internal stakeholders to develop program forms and standard operating procedures (SOPs).

#### Red Line Extension Project, Chicago Transit Authority (CTA), Chicago, IL, 2023–Present

*Reference: Melody Carvajal, Outreach Specialist/Real Estate Services Analyst  
125 S Wacker Dr, Chicago, IL 60606, 312.780.7746*

*Residential Relocation Team Lead.* Mr. Muñoz has worked closely with ICF's partners to manage residential claims and eligibility notifications for individuals displaced by the CTA Red Line Extension project.

#### Strategic Buyout Program, North Carolina Office of Recovery and Resiliency (NCORR), Durham, North Carolina, 2020–Present

*Reference: Alex Crosland, Buyout Program Manager  
P.O. Box 110465, Durham, NC 27709, 984.303.6723*

*Process Subject Matter Expert.* Mr. Muñoz has worked closely with NCORR to develop more than 15 SOPs with accompanying job aides, outreach documents, and training presentations for its buyout and URA teams.

### Education

- JD, Hofstra University, 2012
- BBA, College of William & Mary, 2009

### Employment History

- ICF. Disaster Recovery Manager. 2019–Present
- New York City Department of Environmental Protection. Agency Attorney II. 2017–2019
- APTIM. Compliance Manager. 2015–2017.
- NJ DCA. Housing Advisor. 2013–2015.
- Baker Sanders, LLC. Attorney. 2012–2013.





## Leslie Leager, MS

### Project Manager, Policy and Implementation

Leslie Leager has more than 15 years of experience working with Community Development Block Grant (CDBG) and Community Development Block Grant – Disaster Recovery (CDBG-DR) programs. She is currently working on the implementation for New Jersey’s 2021 CDBG-DR programs, Kentucky’s 2021 and 2022 CDBG-DR programs, and Oregon’s Planning, Infrastructure, and Economic Revitalization (PIER) program. In her role as disaster recovery subject matter expert (SME), she provided technical assistance and capacity building to seven states as they developed their action plans and determined program needs. She also served as community development division administrator for the State of Iowa, providing regulatory, compliance, and financial policy oversight.

#### Education

- MS, Drake University, 2008

#### Employment History

- ICF. Director, Disaster Management. 2022–Present
- Cloudburst Group. SME. 2021
- Iowa Economic Development Authority (EDA). Coordinator, Community Development Division. 2010–2020
- Iowa Department of Natural Resources. Manager, Records Program. 2008–2010
- Iowa EDA. Manager, CDBG Grants. 2010–2020

#### RELEVANT EXPERIENCE

##### Storm Recovery, State of Oregon, Salem, OR, 2023–Present

*Reference: Julie Lovrien, Grant Manager*

725 Summer St NE, Salem, OR 97301, 503.559.0298

*Program Policy Lead.* Ms. Leager provides policy guidance and program implementation for Oregon’s PIER program. She assists in developing a subrecipient grant manual and providing subrecipient training and program design and implementation.

##### Storm Recovery, State of New Jersey, Trenton, NJ, 2022–Present

*Reference: Samuel Viavattine, Deputy Commissioner*

101 S Broad St, Trenton, NJ 08625, 609.633.7308

*Project Manager.* Ms. Leager provides regulatory guidance and implementation support for New Jersey’s CDBG-DR 2021 storm recovery efforts. She coordinated the drafting of the public action plan and amendments and U.S. Department of Housing and Urban Development (HUD) certifications and program policies and provides monitoring assistance, regulatory interpretation, and staff augmentation support.

##### Storm Recovery, Commonwealth of Kentucky, Frankfort, KY, 2022–Present

*Reference: Jennifer Peters, Branch Manager*

100 Airport Rd, Frankfort, KY 40601, 502.892.3469

*Project Manager.* Ms. Leager manages Kentucky’s CDBG-DR 2021 and 2022 storm recovery efforts. She coordinated the drafting of public action plans, HUD certifications; the development of program policies, program application, and review material; CDBG-DR subrecipient training; and the development of the CDBG-DR subrecipient manual.



## Sample Resumes per Staff Classification



## Jennifer Siegel, MUPP

### Project Manager, Affordable Housing Development

Jennifer Siegel is a housing practitioner with extensive experience in affordable housing underwriting, development, and preservation, program implementation, and technical assistance. She has expertise with financing sources including the Community Development Block Grant (CDBG) program, the HOME Investment Partnerships Program, the Low-Income Housing Tax Credit (LIHTC), and U.S. Department of Agriculture (USDA) Rural Development.

#### Education

- MUPP, University of Illinois Chicago, 2002
- BA, Speech Communication, University of Illinois Urbana-Champaign, 1988

#### Employment History

- ICF. Affordable Housing Development Project Manager. 2023–Present
- City and County of Denver. Lead Housing Preservation Officer. 2018–2023
- Accion. Community Lending Officer. 2016–2018
- Rural Community Assistance Corporation. Rural Development Specialist. 2008–2018
- Aurora Housing Corporation. Housing Developer. 2004–2008

#### RELEVANT EXPERIENCE

##### New Jersey Smart Move Program, Department of Community Affairs, Trenton, NJ, 2023–Present

*Reference: James Mooney, Resilient Program Manager*  
101 South Broad St, Trenton, NJ 08625, 609.913.4257  
*Project Implementation Consultant.* Implementing the Smart Move Program on behalf of the State of New Jersey, Ms. Siegel develops application scoring criteria and underwriting templates. She provides guidance for the creation of grant and loan agreements and closing documents.

##### Neighborhood and Community Services, City of Bowling Green, Bowling Green, KY, 2023–Present

*Reference: Brent Childers, Director*  
707 W Main Ave, Bowling Green, KY 42102, 270.393.3000  
*Project Development Consultant.* Ms. Siegel evaluates and scores American Rescue Plan Act (ARPA) funding applications for multifamily projects.

##### Department of Local Government, State of Kentucky, Frankfort, KY, 2024–Present

*Reference: Travis Weber, Branch Manager*  
100 Airport Road, Frankfort, KY 40601, 502.892.3185  
*Project Development Consultant.* Ms. Siegel creates new application templates for multifamily funding applications. She develops the Single-Family New Construction Policy and Procedure manual for the use of CDBG–Disaster Recovery (DR) funds. She underwrites multifamily funding applications, makes recommendations for awards and provides guidance on loan structuring.



## Melissa Walker

### Project Manager, Communications

Melissa Walker has 24 years of experience developing and implementing strategic communications campaigns for public and private sector clients. She has extensive experience in communications planning and execution in the areas of public health, housing recovery, homeland security, and emergency preparedness and response. She has developed communications and media response models for natural and biological disasters that have been adopted on a national scale.

#### Education

- BBA, Business Administration, Millsaps College, 2000

#### Employment History

- ICF. Director of Communications. 2006–Present
- Louisiana Department of Health and Hospitals. Public Information Officer. 2001–2006

#### RELEVANT EXPERIENCE

##### Disaster Recovery Program, Oregon Housing and Community Services, Salem, OR, 2022–Present

*Reference: Neil Barrett, Interim Chief of External Affairs*  
725 Summer St NE, Salem, OR 97301, 971.599.0395

*Applicant Communications Director.* Ms. Walker leads the development and implementation of marketing and communications initiatives for all Community

Development Block Grant – Disaster Recovery (CDBG–DR) programs—which includes equitable outreach and engagement to increase awareness of and application to recovery programs, explanation of operational information for applicants, and coordination of messaging for the client’s network of nonprofit subrecipients throughout the disaster areas.

##### Disaster Recovery Program, North Carolina Office of Recovery and Resiliency, Morrisville, NC, 2019–Present

*Reference: Bridget Munger, Communications Director*  
200 Park Offices Dr, Morrisville, NC 27560, 984.212.1052

*Lead for Applicant Communications Services.* Ms. Walker is responsible for the development of program communication strategies and messaging for the state’s disaster recovery programs from Hurricanes Matthew and Florence. She has led ICF teams in the development of comprehensive media plans that integrate paid, earned, and owned media strategies to promote the launch of the state’s cornerstone housing recovery program.

##### Division of Disaster Recovery and Mitigation, New Jersey Department of Community Affairs (DCA), Trenton, NJ 2013–2017 & 2022–Present

*Reference: Lisa Ryan, Communications Manager*  
P.O. Box 800, Trenton, NJ 08625, 609.913.4267

*Strategic Communications Task Lead.* Ms. Walker is responsible for implementing equitable outreach and engagement initiatives for Superstorm Sandy and Hurricane Ida recovery programs. For more than 10 years, Ms. Walker has worked with DCA to advance the recovery of low to moderate income (LMI) and limited English proficiency (LEP) populations through multi-modal communications tactics.



## Tori Puryear, PMP, CSM

### Project Manager, Organizational Management

Tori Puryear has a decade of demonstrated success in supporting government agencies, organizations, and teams in improving organizational effectiveness in fast-paced and intense environments. She specializes in project management, process improvement, and change management. She is a highly resourceful and creative problem-solver with a talent for collaborating with internal/external stakeholders to achieve set objectives.

#### Education

- BA, Economics/Business, Randolph-Macon College, 2014

#### Employment History

- ICF. Senior Manager, Change Management. 2022–Present
- ICF Next. Communications Program Manager. 2021–2022
- Summit Consulting, LLC. Senior Consultant. 2014–2021

#### RELEVANT EXPERIENCE

**IRS Inflation Reduction Act, Human Resource Information Technology Transformation (IHRITT), U.S. Department of Treasury, Washington, DC, 2023–Present**

*Reference: Dawn Malan, IHRITT Program Director*

*2484 S Washington Blvd, Ogden, UT 84401, 801.620.4087*

**Project Manager.** Ms. Puryear leads a team that supports IHRITT through engaging with human capital office customers to understand challenges in their current processes; suggest areas for modernization, transformation, and improvement; and adopt updated systems and processes that address their challenges.

**New Jersey Department of Community Affairs (DCA), Division of Disaster Recovery and Mitigation (DDRM), Trenton, NJ, 2023–Present**

*Reference: Vera Ricciardi, Chief Financial Officer*

*PO Box 800, Trenton, NJ 08625, 609.633.7308*

**Project Manager.** Ms. Puryear advises DDRM on methods for improving organizational effectiveness and employee engagement. She is currently leading a team creating a comprehensive orientation for more efficient onboarding and consolidation of resources for current and onboarding DDRM employees.

**Oregon Department of Forestry (ODF), Salem, OR, 2023–Present**

*Reference: Ron Zilli, Deputy Division Chief*

*2600 State St, Salem, OR 97310, 503.945.7200*

**Project Manager.** Ms. Puryear serves as an advisor for ODF in various organizational effectiveness initiatives, including facilitating quarterly planning sprints to identify necessary level of budget and resources needed to complete projects, and identifying and training on effective tools for project managers to use for day-to-day management.





## Steven Sherman

### Project Manager, Environmental Review

Steven Sherman brings 10 years of environmental review experience in U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) programs. Mr. Sherman has managed large-scale CDBG-Disaster Recovery (DR) environmental processes and understands the process flows needed to efficiently deliver environmentally compliant reviews.

#### Education

- BA, Geography, Millersville University, 2011

#### Employment History

- ICF. Senior Environmental Planner. 2020–Present
- Tetra Tech. Environmental Planner. 2018–2020
- ICF. Environmental Planner. 2014–2018

#### RELEVANT EXPERIENCE

##### CDBG-DR Environmental Reviews, New Jersey Department of Community Affairs (DCA), Trenton, NJ, 2022–Present

*Reference: Nicholas Smith–Herman, Program Specialist*  
101 S. Broad St., PO Box 823 Trenton, NJ 08625, 609.913.4243  
*Environmental Project Manager.* Mr. Sherman managed the development of 12 county-wide Tier 1 environmental assessments (EAs) for state housing recovery programs as well as the development of various guidance documents. He is now leading the development and review of Tier 2 applications.

##### CDBG-DR Environmental Reviews, Government Land Office (GLO), Austin, TX, 2021–2022

*Reference: Tommy Mobley, Environmental Protection Specialist*  
1700 N Congress Ave, Austin, TX 78701, 512.475.3401

*Environmental Review Lead.* Mr. Sherman managed site-specific Tier 2 applications. He stood up the environmental process by developing templates and guidance documents and providing oversight to the contractor preparing the environmental reviews. Steven also advised GLO on how to optimize performance and maintain HUD compliance on CDBG-DR Housing and Infrastructure Programs.

##### CDBG-DR Environmental Reviews, New Jersey Department of Environmental Protection (DEP), Trenton, NJ, 2014–2018

*Reference: Kim McEvoy, Program Specialist*  
501 E State St, Trenton, NJ 08625, 609.789.2526

*Environmental Review Lead.* Mr. Sherman provided program management services supporting Superstorm Sandy recovery efforts funded through CDBG-DR. He advised DEP on all aspects of CDBG-DR environmental compliance, including the appropriate level of environmental review for grant applications and provided expert guidance. He also reviewed and managed thousands of Tier 2s, EAs and CESTs (categorically excluded, subject to the federal laws and authorities referenced at 24 CFR 58.5).





## Susan Cohen, MBA

### Project Manager, Communications (Diversity Marketing and Communications)

Susan Cohen has 35+ years of experience developing and executing strategic marketing programs, including innovative approaches to creative and messaging development that combines the principles of behavioral science with plain language guidelines and best practices in cultural adaptation and accessibility.

#### Education

- MBA, Finance, New York University, 1988
- BA, European History, University of Pennsylvania, 1983

#### Employment History

- Diversity Marketing and Communications. Managing Partner, Director of Client Services. 2004–present

#### RELEVANT EXPERIENCE

**Housing Program Implementation Strategy Advisor (under subcontract to ICF), New Jersey Department of Community Affairs, Trenton, NJ 2014–2023**

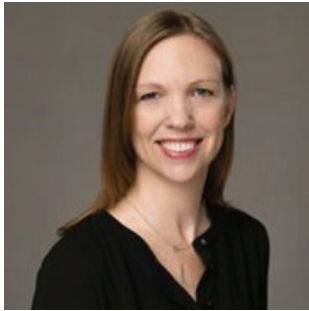
*Reference: Lisa Ryan, Strategic Director  
PO Box 800, Trenton, NJ 08625, 609.913.4267*

*Project Director.* Ms. Cohen developed the marketing plan that was approved by the U.S. Department of Housing and Urban Development (HUD) to serve as the roadmap to engage low-income and limited English proficiency residents who had not been served by previous outreach efforts. Leading a team of more than 100 partner organizations, Ms. Cohen and her team promoted new Community Development Block Grant – Disaster Recovery (CDBG-DR programs) to more than 270,000 residents through door-to-door canvassing, tabling at community programs, distributing digital toolkits to partner organizations, and other methods.

**Tompkins County Resiliency and Recovery Plan, New York Department of Planning and Sustainability, Ithaca, NY 2021–2022**

*Reference: Scott Doyle, Associate Planner  
953 Danby Road, Ithaca, NY 14850, 607.274.3769*

*Project Director.* Ms. Cohen led public outreach and involvement to support the planning process for the county’s first comprehensive resiliency and recovery plan. Under her direction, the team coordinated a public meeting and developed a communications playbook that incorporates key messages and the county’s visual identity.



## Carrie Kronberg, MArch

### Subject Matter Expert, American Rescue Plan Act

Carrie Kronberg is a community development director with more than 15 years of experience in state and local government and U.S. Department of Housing and Urban Development (HUD) technical assistance. She spent 9 years at the Colorado Department of Local Affairs managing the state's federal and state housing programs. While working in Colorado, she incorporated changes to accommodate the 2013 HOME Investment Partnerships Program (HOME) Final Rule, spearheaded the modernization of all housing program written agreements, led initial design of Colorado's National Housing Trust Fund Program, and helped launch Colorado's \$300+ million Community Development Block Grant – Disaster Recovery (CDBG-DR) program. At ICF, Ms. Kronberg leads ICF's work with the HUD Office of Affordable Housing Programs as well as with state and local governments implementing federally funded affordable housing programs.

#### Education

- MArch, University of Colorado, Denver, 2008
- MUD, University of Colorado, Denver, 2009
- BA, Urban Studies and Planning, University of California, San Diego, 2001

#### Employment History

- ICF. Director, Community Development. 2020–Present
- Colorado Department of Local Affairs. Consultant, Housing and Policy Program. 2020
- Sonoma County Community Development Commission. Assistant Executive Director. 2019–2020
- Colorado Department of Local Affairs. Director, Housing Policy. 2011–2019
- Sonoma County Community Development Commission. Assistant, Affordable Housing. 2003–2005

#### RELEVANT EXPERIENCE

##### HOME– ARPA Technical Assistance (TA), HUD, Nationwide, 2021–Present

*Reference: Melissa White, Grant Technical Manager*  
451 7<sup>th</sup> St, SW, Washington, DC 20410, 202.402.6622

*Client Lead, TA Provider.* Ms. Kronberg oversees the quality and timeliness of all ICF TA products and HUD-sponsored training HUD for HOME–ARP participating jurisdictions.

##### HOME–ARP Allocation Plan and TA, Nevada Housing Division (NHD), Statewide, NV, 2022–Present

*Reference: Chelsea Heath, State & Federal Grants Manager* 1830 E College Pkwy, Carson City, NV 89706, 775.687.2226

*Client Lead, TA Provider, and Trainer.* Ms. Kronberg leads ICF's work with NHD to launch its HOME–ARP program, including developing the HOME–ARP Allocation Plan and supporting implementation with application review and TA.

##### Home Means Nevada Initiative, NHD, Statewide, NV, 2023–Present

*Reference: Christine Hess, CFO*

1830 E College Pkwy, Carson City, NV 89706, 775.687.2249

*Client Lead, TA Provider, and Trainer.* Ms. Kronberg leads ICF's collaboration with NHD to implement its \$500-million investment of ARPA state and local fiscal recovery funds in affordable housing production and preservation.



## Edward “Ned” Fernandez, MSP, CFM

### Subject Matter Expert, FEMA Mitigation

Edward “Ned” Fernandez leads ICF’s Strategic Resilience Practice, specializing in state and local programmatic support, planning, and funding services. Mr. Fernandez currently serves as ICF’s project manager for the Florida Division of Emergency Management and the Florida Department of Environmental Protection. He has led several key state-level program management initiatives as project manager and technical lead. His work includes developing standard operating procedures for state-administered federal pass-through grant programs, developing guidance, and implementing agency initiatives.

### RELEVANT EXPERIENCE

#### Wind Resilience Project, Richmond University Medical Center, Staten Island, NY, 2013–Present

*Reference: Brian Moody, Senior Vice President*

355 Bard Avenue, Staten Island, NY 10310, 718.818.2409

*Project Manager.* Mr. Fernandez developed an awarded \$44.3-million Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program application for a campus-wide wind retrofit project at the Richmond University Medical Center following Superstorm Sandy.

#### Resilient Florida, Department of Environmental Protection, Tallahassee, FL, 2022–Present

*Reference: Frank McColm, President*

12851 Manchester Rd, St. Louis, MO 63131, 386.530.0095

*Subject Matter Expert.* Mr. Fernandez provides ongoing program management support to the program leadership and grant managers responsible for administering planning projects, regional resilience projects, and resilience/adaptation projects across Florida.

#### Community Rating System (CRS)–Community Assistance Visit (CAV) Initiative, Floodplain Management Office, Tallahassee, FL, 2014–2018

*Reference: Steve Martin, CFM State NFIP Coordinator (Retired)*

555 Shumard Oak Blvd, Tallahassee, FL 32399, 850.413.9969

*Project Manager, Subject Matter Expert.* Mr. Fernandez facilitated Community Assistance Visits, evaluating the efficacy of local floodplain management policies and the enforcement methods of participating communities in the National Flood Insurance Program (NFIP).

### Education

- MSP, Urban and Regional Planning, Florida State University, 2011
- BS, Political Science, Florida State University, 2007
- BS, Social Sciences, Florida State University, 2007

### Employment History

- ICF. Vice President. 2021–Present
- Arcadis. Principal Management Consultant, Senior Management Consultant, Management Consultant. 2010–2021
- Morris–Depew Associates. Planner. 2009–2010



## James Warta, MSA

### Subject Matter Expert, Broadband

Jim Warta has worked with utilities (gas, electric, telecom, renewables, broadband) for more than 25 years in government, public and regulatory affairs, consulting, and public relations capacities. His work has spanned 35 states, working closely with state regulatory agencies and nongovernmental organizations in preparing grant applications and lobbying for laws advancing broadband development. During his employment at KPMG, TVG, and other national telecommunication/broadband companies, Mr. Warta developed strong relationships with industry leaders, served as a subject matter expert (SME) on industry panels, and helped shape current broadband programming and legislation.

#### Education

- MSA, Central Michigan University, 1990
- BS, Economics, Southwestern Oklahoma State University, 1987

#### Employment History

- Consolidated Communications. Director. 2021–2023
- Windstream. Grants Principal. 2021
- TVG. Principal. 2002–2021
- KPMG. Manager. 1999–2002
- Contel/GTE/Verizon. Senior Manager. 1987–1999

#### RELEVANT EXPERIENCE

##### Consolidated Communications, Mattoon, IL, 2021–2023

*Reference: Steve Samara, President PATEL*

*30 N Third St, Harrisburg, PA 17112, 717.580.1193*

*Director, Legislative and Regulatory.* Mr. Warta worked closely with government officials, ensuring compliance with regulatory aspects. He assisted in secured broadband grants, assisted in project design, implemented projects, and reviewed evaluation mechanisms to ensure successful program execution.

##### Windstream, Little Rock, AR, 2021–2021

*Reference: Paul Jarvis, Director*

*4005 Rodney Parham Rd, Little Rock, AR 72212, 501.351.0655*

*Grants Principal.* Mr. Warta was the company representative on several local, state, and federal grants. To secure funding, he researched, prepared, and submitted grant applications for local, state, and federal opportunities.

##### TVG, Philadelphia, PA 2002–2021

*Reference: John Cutillo, Principal*

*5 Keldon Court, Glenmore, PA 19343, 484.798.2327*

*Principal.* Mr. Warta led TVG with his expertise in government, public, and regulatory affairs while operating within state and federal governments. He oversaw grant submissions, worked with government officials to design costing and financial strategies, and addressed all other regulatory issues.



## Laura Febbi

### Consultant, Communications (Diversity Marketing and Communications)

Laura Febbi is a seasoned project manager, with 20+ years of experience leading integrated marketing programs for government agencies, higher education institutions, and regulated organizations. She has a proven track record of coordinating multi-disciplinary teams with maximum efficiency, accuracy, organization, and attention to detail to achieve mission objectives on time and on budget.

#### Education

- BA, Communications, Seton Hall University, 2000

#### Employment History

- Diversity Marketing and Communications. Account Director, Account Executive. 2013–present
- Winning Strategies Public Relations. Public Relations Specialist. 2001–2013

#### RELEVANT EXPERIENCE

##### Housing Program Implementation Strategy Advisor (under subcontract to ICF), New Jersey Department of Community Affairs, Trenton, NJ 2014–2023

*Reference: Lisa Ryan, Strategic Director*

*PO Box 800, Trenton, NJ, 08625, 609.913.4267*

**Project Manager.** Ms. Febbi directed 100 partner organizations to promote new Community Development Block Grant – Disaster Recovery (CDBG–DR) resources to 50,000+ households through door-to-door canvassing, participation in community events and digital distribution of materials through government offices, places of worship, and social service agencies. She oversaw development of advertisements in all limited English proficiency languages, including Arabic, Chinese, French Creole, Gujarati, Italian, Korean, Polish, Portuguese, Spanish, Tagalog, and Vietnamese. Under her management, applications for homeowner and rental assistance programs exceeded all expectations, allowing the state to direct funds to populations still in need of recovery assistance.

##### COVID-19 Vaccine Public Awareness Campaign (under subcontract to Princeton Partners), New Jersey Department of Health, Trenton, NJ 2021–2023

*Reference: Jeff Chesebro, President*

*189 Wall Street, Princeton, NJ 08540, 607.751.1164*

**Project Manager.** Ms. Febbi coordinated statewide public outreach to community-based organizations, municipal agencies, non-governmental organizations, unions, and other stakeholders to promote availability of the COVID-19 vaccine. Activities included planning and execution for paid media campaigns, development of collateral materials and adaptation for Spanish-speaking audiences, and coordination of public outreach initiatives.





## Gweneth Roberts, MBA

### Associate Staff

Gweneth Roberts has 2 years of experience in eligibility review, duplication of benefits (DOB) review, and training. For the New Jersey Department of Community Affairs (DCA), she managed applicant information review, outreach for several hundred applications, and data entry into SIROMS (system of record) to ensure accuracy and compliance during the intake process. For Oregon Housing and Community Services (OHCS), she is completing duplication of benefits reviews for applicants. She has facilitated in-service training, professional development workshops, and behavior modification classroom management presentations.

### Education

- MBA, Applied Accounting, American Intercontinental University, 2003
- BS, Education, Southeastern University, 2002

### Employment History

- ICF. Eligibility/DOB Specialist. 2022–Present
- Night Auditors of America. Night Auditor. 2017–2022
- Orange County Public Schools, FL. Intensive Reading Teacher. 2014–2018
- Seminole County Public Schools, FL. Tutor. 2018
- USVI Public Schools. Special Education Teacher. 2006–2012
- Orange County Public Schools, FL. Special Education Teacher. 2002–2005

### RELEVANT EXPERIENCE

#### [Housing Assistance and Recovery Program, DCA, Trenton, NJ, 2023–2024](#)

*Reference: Lindsey Maldanis, Community Affairs  
101 S Broad St, Trenton, NJ 08608, 609.913.4532*

*Eligibility Specialist.* Ms. Roberts assisted the citizens of New Jersey in recovering from Hurricane Ida by collaborating closely with DCA’s program manager and other program representatives from DCA and ICF on eligibility issues.

#### [Skills for Today Program, HUD, St. Thomas, U.S. Virgin Islands \(USVI\), 2022–2023](#)

*Reference: Gemma Wenner, Training and Development Manager  
P.O. Box 11910, St. Thomas, VI 00801, 675.636.0908*

*Case Manager.* Ms. Roberts assisted this job training program in its efforts to help Virgin Islanders get the skills and experience needed for a career in industries such as construction, healthcare, hospitality, or informational technology. She worked closely with the project manager and other project professionals to engage participants in their training and employment choices.





## Catherine Nuñez-Dune, MS-DRLS

### Administrative Support Staff

Catherine Nuñez-Dune is part of ICF's Disaster Management Division, helping implement policies and programs promoting resilience and recovery post-disaster. She assists in the management of grants, tracking, financials, and administrative tasks to ensure data accuracy, and supports project delivery. Previously, she served as a research assistant at the Consortium for Equitable Disaster Resilience (CEDR), where she coordinated programs, conducted community outreach, and presented scholarly work at prestigious events like the Tulane School of Social Work Disaster Resilience Academy Summer Institute and New York City Climate Week.

### Education

- MS-DRLS, Tulane University, 2023
- BA, University of Vermont, 2021

### Employment History

- ICF. Disaster Coordinator. 2024–Present
- CEDR. Research Assistant. 2022–2023
- Autism Spectrums Therapy. Behavior Technician. 2021–2022

### RELEVANT EXPERIENCE

Homeowner Assistance and Reconstruction Program, Oregon Housing and Community Services, Salem, OR, 2024–Present

*Reference: Chelsea Catto, Chief Policy Officer, 725 Summer St NE, Salem, OR 97301, 503.949.3063*

*Disaster Recovery Coordinator.* Ms. Nuñez-Dune is involved with tracking and analyzing homeowner applications and case processes for a project anticipates helping more than 1,000 homeowners recover from 2020 wildfires through the Community Development Block Grant – Disaster Recovery (CDBG-DR) funded program.

*Intermediate Housing Assistance Program, Oregon Housing and Community Services, Salem, OR, 2024–Present*

*Reference: Shaniqua Freeman, Senior Disaster Recovery Policy Manager 980 9th St, Sacramento, CA 95814, 916.737.3000*

*Disaster Recovery Coordinator.* Ms. Nuñez-Dune creates key documents such as the standard operating procedures (SOPs) manual and assists management with program support and program design efforts.

*CEDR, Tulane University, New Orleans, LA, 2022–2023*

*Reference: Timothy Davidson, Program Coordinator 127 Elk Pl., New Orleans, LA 70112, 307.250.2503*

*Research Assistant.* Ms. Nuñez-Dune provided thematic analysis, literary review, technological assistance, and community concept mapping regarding populations recovering from Hurricane Ida in southeast Louisiana.



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### Disaster Management

ICF is a global consulting services company, but we are not your typical consultants. We help clients navigate change and better prepare for the future.

Our team helps communities prepare for, respond to, and recover from natural disasters. As an established leader, we bring deep on-the-ground experience from nearly every major natural disaster in recent U.S. history. Over the last two decades, we've successfully supported recovery efforts in New Jersey, New York, Georgia, Louisiana, Puerto Rico, Texas, and more, often exceeding project requirements. From over 25 years of partnership with HUD and FEMA to our many state and local partners, we are well-known and trusted for our ability to process hundreds of thousands of applications and assist grantees in awarding over \$12 billion to affected property owners over the years. Learn more at [icf.com/work/disaster-management](https://www.icf.com/work/disaster-management).

### About ICF

ICF (NASDAQ:ICFI) is a global consulting services company with approximately 9,000 full-time and part-time employees, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future.

**Bid Solicitation #23DPP00814****State-Supplied Price Sheet****T3140 Program Implementation and Strategy Advisor - DCA****BIDDER NAME:**

ICF Incorporated, L.L.C.

Refer to Bid Solicitation Section 3.26, *State-Supplied Price Sheet Instructions* for Bidder Instructions. The Bidder must record its pricing in the highlighted cells.

Price Line	Professional Staff Classification	Unit	Contract Year 1	Contract Year 2	Contract Year 3	Contract Year 4
1	<b>Director</b> - All-Inclusive Hourly Rate Per Each Title Holder (Bid Solicitation Section 4.2)	Hour	\$199.99	\$207.00	\$215.00	\$223.00
2	<b>Project Manager</b> - All-Inclusive Hourly Rate Per Each Title Holder (Bid Solicitation Section 4.2)	Hour	\$179.00	\$186.00	\$193.00	\$200.00
3	<b>Subject Matter Expert</b> - All-Inclusive Hourly Rate Per Each Title Holder (Bid Solicitation Section 4.2)	Hour	\$243.00	\$252.00	\$261.00	\$271.00
4	<b>Consultant</b> - All-Inclusive Hourly Rate Per Each Title Holder (Bid Solicitation Section 4.2)	Hour	\$130.00	\$135.00	\$140.00	\$145.00
5	<b>Associate Staff</b> - All-Inclusive Hourly Rate Per Each Title Holder (Bid Solicitation Section 4.2)	Hour	\$99.00	\$103.00	\$107.00	\$111.00
6	<b>Administrative Support Staff</b> - All-Inclusive Hourly Rate Per Each Title Holder (Bid Solicitation Section 4.2)	Hour	\$69.00	\$72.00	\$75.00	\$78.00

Refer to Bid Solicitation Section 9 *Glossary* for a definition of "All-Inclusive Hourly Rate".