

City of Albuquerque
RFP-2020-059-DFA-IC

COVID-19 Cost Recovery Services

Technical Proposal

July 28, 2020

Provided to:

Iris Cordova
Assistant Procurement Officer
Department of Finance and Administrative
Services, Purchasing Division
Post Office Box 1293
Albuquerque, New Mexico 87103

Provided by:

Guidehouse Inc.
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Partner
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Taxpayer Identification Number (TIN): 36-4094854
Data Universal Numbering System (DUNS): 022582428
Commercial and Government Entity (CAGE) Code: 1HLR9

guidehouse.com

This proposal includes data that shall not be disclosed outside the City of Albuquerque and shall not be duplicated, used, or disclosed in-whole or in-part for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this Contractor as a result of, or in connection with, the submission of this data, the City of Albuquerque shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit Albuquerque's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in all pages/sheets herein.

This proposal does not constitute a contract to perform services. Final acceptance of this engagement by Guidehouse is contingent upon successful completion of Guidehouse's acceptance procedures. Any engagement arising out of this proposal will be subject to the execution of our formal engagement contract, including our standard terms and conditions and fees and billing rates established therein.



Cover Letter

July 28, 2020

Iris Cordova
Assistant Procurement Officer
Department of Finance and Administrative Services, Purchasing Division
Post Office Box 1293
Albuquerque, New Mexico 87103

Subject: Technical Proposal | COVID-19 Cost Recovery Services

Dear Ms. Cordova:

On behalf of Guidehouse Inc. ("Guidehouse"), we appreciate the opportunity to present our qualifications to the City of Albuquerque to provide disaster recovery management services as detailed in *Request for Proposals (RFP) for COVID-19 Cost Recovery Services*.

We have direct and related experience supporting COVID-19 response efforts: Guidehouse is already providing similar COVID-19 related services in Cook and DuPage Counties in IL; Detroit, and Oakland and Wayne Counties in MI; Harris, Travis, and Tarrant Counties in Texas; the State of Massachusetts; the State of Vermont; the State of South Carolina; and over 40 healthcare systems around the country. To maximize our state and local government clients' ability to respond during this constantly evolving and unprecedented public health challenge, we have aligned all Guidehouse teams working on COVID-19 disaster response as well as economic recovery around the country. The Guidehouse team working for you, in addition to their extensive personal qualifications and experience, will have access to detailed analysis, best practices, and lessons learned from our COVID-19 response and recovery teams around the country.

We have broad disaster recovery expertise: Guidehouse has been specializing in assisting states and localities with disaster response and recovery since long before the recent COVID-19 crisis. Our subject matter specialists bring deep experience and knowledge through our work with FEMA, CDBG-DR, and several other grant funding sources in Harris County (Texas), Louisiana, Colorado, New York, the City of Joplin (Missouri), and New Jersey. Our team is well versed in federal recovery programs' governing regulations and policies and can provide recommendations for best practices in all phases of the disaster recovery program life cycle. We will not only advise the City on best practices for existing regulations and policies, but also keep the City aware of changes and updates to relevant regulations that are issued at federal, state, and county levels.

We will tailor our solutions to meet your specific needs: There is no "one size fits all" approach to disaster recovery, and we will bring you a unique, catered solution that addresses your specific needs. Programs must comply with applicable federal regulations, including the

Stafford Act, Code of Federal Regulations (CFR), the FEMA Public Assistance Policy and Procedures Guide, Coronavirus Aid, Relief, and Economic Security (CARES) Act, and more. The City of Albuquerque is looking for a partner who understands the processes throughout the life cycle of disaster response and recovery and can help you navigate this constantly evolving COVID-19 recovery landscape.

In this proposal, Guidehouse details a variety of services to help the City of Albuquerque address these and other challenges. We appreciate the opportunity to help you in these unsettled and unsettling times. If you have any questions about our proposal, please contact Chris O'Brien at (773) 909-4360 or Gaurav Menon at (267) 879-9730.

Sincerely,

Chris O'Brien



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1.0 Executive Summary

Our understanding

The impacts of COVID-19 are unprecedented. For the first time in history, all 50 states are under a major disaster declaration. The unique nature of the COVID-19 disaster has resulted in a confusing array of federal funding opportunities, a constantly changing policy landscape, and challenging working conditions as critical staff work from kitchen tables around the country. As the situation evolves, understanding and appropriately responding to guidance from various federal and state sources of aid becomes critical for municipalities and states.

We are acutely aware that the COVID-19 pandemic we find ourselves in now is unlike any other crisis we have seen. This is not just a hurricane that has impacted one geographic area or a financial crash that is somewhat predictable in its cyclical nature. This is the crisis of our lives, and no one can tell us with certainty how long this will last or how exactly to plan a long-term response.

During a crisis, money, supplies, people, and other resources need to be effectively marshaled to help our communities respond and recover. During these stressful times, no one wants to look back and realize that finite government resources were misused or misspent, or that a community missed an opportunity for additional outside funding. We know how important it is to get resources out, but also how critically important structure and organization are to your recovery and response efforts.

In order to maximize Albuquerque's COVID-19 pandemic disaster response and economic recovery as well as ensure access to state and federal funding streams, the City of Albuquerque ("City") seeks professional consulting and grants management services. The selected vendor will support the City and its COVID-19 Cost Recovery and Planning Task Force as it continues to refine its funding strategy based on current sources of available funding and identified expenses. As the City has taken initial steps to develop grant management strategies, including identification of expenses against eligible grants, creation of expense justifications, and an assessment of existing procurement and other supporting documentation, your team now needs a partner that understands this progress and what it will take to continue this momentum. Guidehouse is that partner.

Our approach

We have aligned the tasks in the RFP to four focus areas: ***strategy, management & implementation, monitoring & compliance***, and ***guidance & technical assistance***. Our detailed approach is in section 5, but we have highlighted the impact, method, and outcome for each task area below.

FOCUS AREA 1 – STRATEGY

- (3.2.2) Assist the City in developing and implementing strategies and plans for the use and coordination of COVID-19 funds available from federal, state and other sources

<ul style="list-style-type: none"> • (3.2.8) Provide strategic advice and guidance on how best to use COVID-19 funds in conjunction with other City funding sources 	
Intent	Thorough and big picture-focused comprehensive recovery plan
Method <i>How will we accomplish this goal?</i>	<ul style="list-style-type: none"> • Use Guidehouse COVID-19 Command Center information to identify existing and future funding sources • Map projects and needs to funding sources and assess eligibility requirements • Use existing methodology to rank and prioritize projects for current and future funding
Impact <i>What will the outcome achieve?</i>	<ul style="list-style-type: none"> • A strategic project plan that maximizes current funding while positioning projects for future funding • An engaged stakeholder group that participates in developing projects • A unified approach to recovery that binds the public, private, and not-for profit sectors together

FOCUS AREA 2 – MANAGEMENT & IMPLEMENTATION

<ul style="list-style-type: none"> • (3.2.1) Assist the City in developing appropriate accounting policies and procedures for use of COVID-19 funds available from federal, state and other sources 	
Intent	Transparent and compliant cost tracking
Method <i>How will we accomplish this goal?</i>	<ul style="list-style-type: none"> • Assess current expenditure / labor tracking mechanisms and benchmark with best practices • Create cross-cutting regulatory matrix for multiple funding sources • Develop protocol for the expenditure and payment reconciliation for multiple sources • Support overall coordination of benefits and documentation management, as needed • Leverage “exemplary practice” procurement guide to incorporate in the City’s processes, as needed
Impact <i>What will the outcome achieve?</i>	<ul style="list-style-type: none"> • A stable, compliant expenditure and payment tracking mechanism • An efficient program management system to manage progress tracking and enable decision making • A best-in-class compliance and procurement policies
(3.2.3) Assist the City in implementing the recommendations from the Initial COVID-19 Cost Recovery Program Assessment	
Intent	Provide a control framework to prevent, detect, and mitigate the risks of fraud, waste and abuse
Method <i>How will we accomplish this goal?</i>	<ul style="list-style-type: none"> • Leverage the work performed from the Initial COVID-19 Cost Recovery Program Assessment to develop a plan to implement the recommendations in a timely and efficient manner • Work with stakeholders to support the implementation of recommendations

Impact <i>What will the outcome achieve?</i>	<ul style="list-style-type: none"> • An established control framework to prevent against the de-obligation of funds received • An effective governance process in place to support recovery
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FOCUS AREA 3 – MONITORING & COMPLIANCE

- (3.2.4) Perform audits and provide assurance for cost accounting activities on a regular basis for compliance with COVID-19 accounting policies and procedures

Intent	Efficient grants management that is focused on eligibility and compliance
Method <i>How will we accomplish this goal?</i>	<ul style="list-style-type: none"> • Perform a comprehensive forensic review of costs designated by the City as eligible for reimbursement from the Coronavirus Relief Fund (CRF) and other funding • Leverage an “exemplary practice” compliance process to apply across multiple grants • Develop and implement a risk-based monitoring approach
Impact <i>What will the outcome achieve?</i>	<ul style="list-style-type: none"> • Level of pre-audit certification for compliance with federal regulations and guidance • Compliant, yet efficient grants management and flow of funds • Swift corrective action on any compliance concerns

FOCUS AREA 4 – GUIDANCE / TECHNICAL ASSISTANCE

- (3.2.5) Actively search for and share guidance documentation and interpretations of such guidance as it becomes available from COVID-19 funding entities
- (3.2.6) Actively search for and share plans and practices from other US cities with regard to the used of COVID-19 funds available from federal, state and other sources
- (3.2.7) Respond to questions from the City and provide formal opinions regarding the eligibility of specific City expenses to be covered by COVID-19 funds available from federal, state and other sources

Intent	Real-time advisory support and guidance for City employees and stakeholders
Method <i>How will we accomplish this goal?</i>	<ul style="list-style-type: none"> • Use the Guidehouse COVID-19 Command Center to provide policy and regulatory updates • Provide interpretation of guidance on CRF, FEMA, and other funding sources • Provide stakeholders with technical assistance and advice on key topics such as procurement, eligibility, tracking, and reporting • Establish lines of communication with multiple federal and state agencies to represent City, as needed • Institute internal communication protocol and chain-of-command structure • Identify policy and regulatory concerns and develop necessary waivers and justifications

	<ul style="list-style-type: none"> • Provide researched and succinct written or oral presentations for public/other hearings • Imbed closeout requirements in initial strategic recovery plan
Impact <i>What will the outcome achieve?</i>	<ul style="list-style-type: none"> • Real-time policy and regulatory guidance and interpretation • A defined channel of clear communication between the City and funding agencies and stakeholders • Policy position papers and regulatory waivers that further the City's needs • Thoughtful and simplified written and oral presentations in public settings • "Closeout on Day 1" mindset

Why Guidehouse

A long history of helping our clients in a time of crisis

Our company's roots are based in over 120 years of experience in accounting and auditing for government institutions. Formerly part of PricewaterhouseCoopers (PwC), Guidehouse is proud of our track record of successful service to government agencies across the U.S. and our reputation for delivering exceptional results and building trust with our clients during some of their most trying times. Most of us have spent our entire careers ensuring that there is transparency and trust built into the way that governments spend taxpayer dollars, and we believe that our work is critical to helping instill faith in our democratic institutions.

Our team has also spent the last few decades helping cities and states respond to and recover from a number of crises, including many catastrophic natural disasters. We have become specialists in assisting states and localities including Harris County (Texas), Cook County (Illinois), Louisiana, Detroit (Michigan), Massachusetts, the State of New York, the City of Joplin (Missouri), the State of Vermont, the State of South Carolina, and the State of New Jersey.

We believe that through our combined experience responding to financial crashes, terrorist attacks, and natural disasters, we have the right experience and skills to help Albuquerque organize and respond. Our subject matter specialists bring deep experience and knowledge through our work with several grant funding sources including FEMA PA, FEMA, HM, HUD CDBG-DR, FHWA, SSBG, and others. Time and time again, we have rolled up our sleeves to help local government leaders set up their programmatic disaster recovery services, long-term recovery planning, and regulatory compliance and grant management. We strongly believe that we are the right team to help ensure that you manage your response in order to help Albuquerque recover and prosper in the future.

Providing a broad set of services to help manage the COVID-19 Response

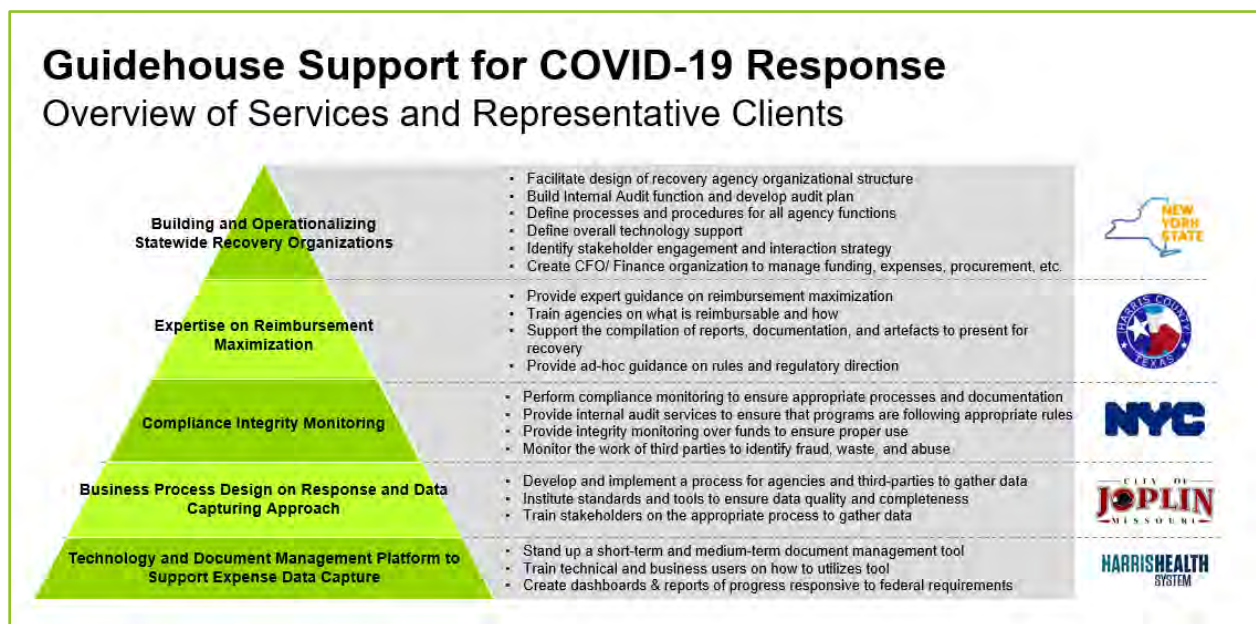
Our team has all the skills we believe the City needs in order to respond to the COVID-19 pandemic. Over the past few months, as the COVID-19 pandemic has been spreading across our country, we have jumped in to help our clients with disaster response and recovery efforts. This disaster is like no other due to the size and scope of the crisis. Additionally, all of our clients are

grappling with managing eligibility and compliance requirements from several federal funding streams, including the Coronavirus Relief Fund, which is new to everyone.

Our firsthand experience and knowledge of other entities' approach to COVID-19 response and recovery will bring a huge benefit to the City of Albuquerque. To best leverage knowledge sharing in real-time and to bring leading practices to our clients, Guidehouse has established a **COVID-19 Command Center** which links our disaster recovery team members from COVID-19 response projects around the country. The Command Center supports state and municipal governments with tracking, summarizing, and creating training as new guidance is issued by FEMA and other federal and state funding sources. Highlights of the Guidehouse COVID-19 Command Center include:

- Access to a team of specialists with expertise and strong relationships in federal government agencies (FEMA, HHS, HUD, CDC), state and local agencies, the healthcare industry, disaster recovery, and emergency operations;
- Active tracking of programs, guidance, and policies issued under the CARES Act and their applicability to state and local governments;
- Centralized repository of resources to deploy on federal grants related projects (e.g., tools, templates, reference guides); and
- Constant knowledge sharing of lessons learned from on-the-ground activities and decision making from state and local governments across the country.

An overview of our services is listed below:



A dedicated team of subject matter experts

We can provide the City of Albuquerque with the resources you need over this long recovery period to help you face challenges. Within our response we have selected a few individuals who we believe are the right resources to help you now, but it is important to note that our firm has access to just about any skill or experience level you could need in the future. No one can accurately predict how this pandemic will play out, and we believe that we are the right partner for you because of our broad access to people with deep expertise as well as our collaborative and flexible approach. Within Guidehouse's 7,000+ professionals around the world, you can tap into experts such as public health professionals, supply chain management experts, auditors, financial advisors, crisis communication experts, and more. We are prepared to serve you and provide resources and experts who can help you with your current needs, but we are also ready to assist you with whatever else might come your way in the future. Ask any of our client references: we can quickly adapt and respond to what you need.

A partner you can rely on. A partner you can trust.

When you call our references, we also want you to ask them about what it is like working with us. We are not only knowledgeable and skilled, but we pride ourselves on being incredibly collaborative, supportive, and professional during what are incredibly difficult times. Our team has been helping governments around the world recover from disasters, and we believe we can be a steady and trusted hand at the side of the City of Albuquerque. Through hurricanes, terrorist attacks, tornadoes, and now COVID-19, our firm has helped clients like New York State, Massachusetts, Houston, and Chicago as they recover from unprecedented disasters and restore the faith that governments can respond with efficiency and integrity. We are here to support you and make sure you are successful. This is a time like no other, and it is imperative that the City of Albuquerque has a trusted partner who can help your team navigate through these ever-evolving circumstances to maximize federal funding support to get it into the hands of those that need it most. We are that partner to help the City recover and become stronger than ever before.

2.0 Offeror Identification

Guidehouse is a national leader in advisory services consulting to the public sector with a strong history of supporting U.S. government agencies for more than 120 years. Headquartered in Washington, D.C., Guidehouse has more than 7,000 professionals in over 50 locations worldwide. On October 11, 2019, Guidehouse LLP completed its previously announced acquisition of Navigant Consulting Inc. Our combined company has unmatched experience in highly regulated industries across both the commercial and government sectors, with a focus on supporting client needs in the industries of National Security, Healthcare, Financial Services, Energy, and Aerospace & Defense.

We are proud of our track record of successful service to government agencies across the U.S. and our reputation for delivering exceptional results and building trust with our clients. We received the 2014 Malcolm Baldrige National Quality Award, presented annually by the President of the United States to organizations that demonstrate performance excellence through innovation, improvement, and visionary leadership. Guidehouse is the only professional services firm to achieve this recognition, and it is a testament to our commitment to quality service.



Our Organization Structure

Applicant business information

NAME	GUIDEHOUSE INC.
NATURE OF ORGANIZATION	Guidehouse Inc. is a Delaware Corporation
ADDRESS	333 S Hope St #1125, Los Angeles, CA 90071
TELEPHONE NUMBER	(703) 409-7112
WEBSITE ADDRESS	www.guidehouse.com
FEDERAL TAXPAYER ID	36-4094854
PRIMARY CONTACT INFORMATION	Chris O'Brien, cobrien@guidehouse.com , (773) 909-4360

Guidehouse is a leader in helping cities and states assess their current processes and risks and implement enabling programs, processes, and technology. We have over 2,000 professionals dedicated to serving public sector clients, covering over 60 state, local, and federal U.S. government agencies. We have a discipline dedicated to Emergency Management and Disaster Recovery with clients including the Governor's Office of Storm Recovery in New York, Harris County in Texas, the Massachusetts Emergency Management Agency (MEMA), Puerto Rico, and Cook County in Illinois.

Our practice blends public sector depth and expertise with commercial leading practices. Our services cover strategy through execution for our clients' critical business and information technology needs, including organizational assessments, HR transformations, strategic planning, business process redesign, data analytics, and technology modernization. We work with senior officials all over the country to develop and implement innovative strategies that deliver lasting

results. State after state, city after city, we partner with driven leaders ready to achieve better performance and secure a brighter future for their communities.

Our team is also staffed by individuals who are specialists in disaster recovery and response, and federal regulations and guidelines regarding reimbursement. This team will be staffing this engagement and will be bringing to bear everything they have learned through their years supporting FEMA, HUD, HHS, and numerous other state and local jurisdictions with disaster recovery projects following most major natural disasters in the recent past.

As mentioned above, Guidehouse is fully capable of completing this work utilizing the resources within our own firm, but we truly and strongly believe that we are better, and our clients are better served when we bring in outside perspectives to challenge us and provide alternative points of view. We have chosen to partner with Nan McKay to execute the scope of services requested by the City of Albuquerque. Our project team includes a mix of technically specialized firms in areas such as grants management, housing, disaster recovery, accounting, and more. We have worked with Nan McKay on several other engagements successfully and are excited to bring their expertise to the table.

Our Teaming Partner



Nan McKay & Associates, Inc.

NMA brings a wealth of housing related grants management skills, deep CDBG-DR program design and implementation experience, and most recently, COVID-19 response experience. NMA has been a leader for over 37 years in providing professional services to public agencies, state, and local jurisdictions. NMA is well known for its ability to interpret / apply the various regulations for housing and redevelopment programs, including CDBG, CDBG-DR, NSP, HOME, ESG, HOPWA, and ARRA. As a WBE and Section 3 Business Concern, we leverage our workforce with diverse experiences to collaboratively develop solutions and seize opportunities. Through our role as a trusted advisor, we are committed to helping reinvent how organizations serve their communities. NMA's focus on customer service, efficient and effective solutions, and intelligent operations allows our clients to best serve their communities.

Pay Equity Form

Per the requirements included on the RFP procurement site, we have submitted the Pay Equity Form in separate attachment.

Statement of Compliance

In accordance with RFP Section 2.1.1, Guidehouse confirms we will comply with all applicable laws stated therein.

Statement of Agreement and Exemptions

Submission of this proposal is not an indication of Guidehouse's willingness to be bound by all of the terms presented in the City of Albuquerque (the "City") Request for Proposal for COVID-19 Cost Recovery Services (the "RFP"). This proposal in response to the City's RFP does not

constitute a contract to perform services and cannot be used to award a unilateral agreement. Final acceptance of this engagement by Guidehouse is contingent upon successful completion of Guidehouse's acceptance procedures. Any engagement arising out of this proposal will be subject to negotiation of a mutually satisfactory vendor contract including modifications to certain RFP terms and conditions, and including our standard terms and conditions and fees and billing rates established therein.

Given our past history of successfully negotiating mutually agreeable terms with the City, we do not anticipate any difficulty in reaching a contractual agreement that will enable us to provide the professional services which you are requesting, while protecting the interests of both parties.

Guidehouse respectfully requests to leverage the previously negotiated Terms and Conditions between Guidehouse and the City (re: CCN: 202000925) in any resultant contract:

6. Indemnity. The Contractor agrees to defend, indemnify and hold harmless the City and its officials, agents and employees from and against any and all claims, actions, suits or proceedings of any kind brought against said parties because of any injury or damage received or sustained by any person, persons or property to the extent arising out of or resulting from the negligent acts, errors, omissions, and performance by the Contractor under this Agreement ~~or by reason of any asserted act or omission, neglect or misconduct of the Contractor or Contractor's agents or employees or any subcontractor or its agents or employees.~~ The indemnity required hereunder shall not be limited by reason of the specification of any particular insurance coverage in this Agreement.

7. Limitation of Liability. Except to the extent finally determined to be prohibited by law, each party's aggregate liability for all claims, losses, liabilities, or damages in connection with this agreement or its subject matter, whether as a result of breach of contract, tort (including negligence), or otherwise, regardless of the theory of liability asserted, is limited to no more than the total amount of fees under this agreement. In addition, neither party will be liable for any lost profits, consequential, indirect, punitive, exemplary, or special damages. Also, Contractor shall have no liability arising from or relating to any third-party hardware, software, information, or materials selected or supplied by the City. The City's liability shall be subject in all cases to the applicable immunities and limitations of the New Mexico Tort Claims Act, Sections 41-4-1 et seq., as amended.

18. Termination for Cause. If, through any cause, the Contractor shall fail to fulfill in a timely and proper manner its obligation under this Agreement or if the Contractor shall violate any of the covenants, agreements, or stipulations of this Agreement, the City shall issue the Contractor a Notice to Cure ("Notice") such violation. Within 10 business days from the date of Notice, Contractor must cure, at no additional cost, any violation associated with the Notice. If the Contractor is unable to cure such violation within the timeframe herein, the City thereupon have the right to terminate this Agreement by giving ~~five~~ ten (510) days written notice to the Contractor of such termination and specifying the effective date of such termination. In such event, all finished or unfinished documents, data, and reports prepared by the Contractor under this Agreement shall, at the option of the City, become its property, and the Contractor

shall be entitled to receive just and equitable compensation for any work satisfactorily completed hereunder. Notwithstanding the above, the Contractor shall not be relieved of liability to the City for damages sustained by the City by virtue of any breach of this Agreement by the Contractor, and the City may withhold any payments to the Contractor for the purposes of set-off until such time as the exact amount of damages due the City from the Contractor is determined.

Acknowledgement of Addenda

We acknowledge receipt of Addendum No. 1 and have signed the final page below.

telephone support to answer questions.

18. Does the City anticipate the consultant providing hands-on administrative support including the reviewing and compiling of supporting documentation?
- a. If so, does the City anticipate a member of management overseeing the work of the consultant?

Answer: No, the city does not anticipate using the consultant for these types of tasks.

19. Would the City require the consultants to work primarily on-site or primarily remotely?

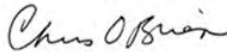
Answer: See answer to question #3.

20. What is the anticipate start date that the City would like the consulting services to commence?

Answer: September 2020 (sooner if possible).

Please incorporate the change in this Addendum into the original RFP document. Sign and return this Addendum with your RFP response. Failure to acknowledge an Addendum may result in your response being deemed non-responsive.

Acknowledged & Returned:



Signature

Chris O'Brien, Partner, Guidehouse Inc.

Printed Name Title Company

RFP-2020-059-DFA-IC "COVID-19 Cost Recovery Services"

Statement of Insurance

ACORD®		CERTIFICATE OF LIABILITY INSURANCE		DATE(MM/DD/YYYY) 07/14/2020		
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).						
PRODUCER AON Risk Services, Inc. of Washington, D.C. 2001 K Street NW Suite 625 N Washington DC 20006 USA		CONTACT NAME PHONE (A/C No. Ext): (866) 263-7122 FAX (A/C No.): (800) 363-0105 E-MAIL ADDRESS:		INSURER(S) AFFORDING COVERAGE		
INSURED Guidehouse, Inc. 1800 Tysons Boulevard, 7th Floor McLean VA 22102 USA		INSURER A: American Casualty Co. of Reading PA INSURER B: The Continental Insurance Company INSURER C: Valley Forge Insurance Co INSURER D: INSURER E: INSURER F:		NAIC # 20427 35289 20508		
COVERAGES		CERTIFICATE NUMBER: 570083041853		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.						
INS LTR	TYPE OF INSURANCE	ACORD REQ	SUBS WVD	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS shown as requested
C	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			6057010444	05/01/2020 05/01/2021	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$1,000,000 PRODUCTS - COMPOP AGG \$1,000,000
C	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS X HIRE AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			6057010430	05/01/2020 05/01/2021	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION					EACH OCCURRENCE AGGREGATE
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER / MEMBER (Mandatory in NH) FIVE DESCRIPTIONS OF OPERATIONS BELOW	Y/N N	N/A	6057010461 (AOS) 6072069738 (CA)	05/01/2020 05/01/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-CA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Certificate Holder is included as Additional Insured in accordance with the policy provisions of the General Liability coverage & Business Auto Coverage policy.						
CERTIFICATE HOLDER		CANCELLATION				
City of Albuquerque PO Box 470 Albuquerque NM 87103 USA		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 Inc. of Washington D.C.</i>				

Holder Identifier :

Certificate No : 570083041853



3.0 Experience

3.1 Current Experience

The Guidehouse guiding principle – building trust in society by solving complex problems – defines who we are and is particularly relevant as we prepare for this disaster recovery response. We take our guiding principle to heart every day as we work side-by-side with our clients, particularly in the area of FEMA PA, CDBG-DR, Federal Highway Administration (FHWA), and other disaster recovery programs. Our staff is knowledgeable on the current provisions related to recovery programs found in the Stafford Act, 44 CFR, and 2 CFR, and keeps abreast of changes to relevant policies, such as the Disaster Recovery Reform Act of 2018 and the recently enacted CARES Act. Our teams have supported public sector entities involved in the delivery of large and complex disaster recovery and resilience programs for over a decade, with a focus on long-term recovery strategies. Our firm is engaged and already at the front-line of this crisis in areas across the country.



What truly differentiates Guidehouse's approach to disaster recovery is that it is embedded within our broader suite of capabilities. This enables us to provide a wide range of specialized services and to bring on the right people at the right time, whatever your needs. Whether you need grant writing, policy analysis, robust data analytics, project management, risk management, business process improvement, stakeholder engagement, or other support while building and executing on your disaster recovery programs, we have team members with both public and private sector experience in these areas. Additionally, because we have experience working at both the state and federal level – including with FEMA, HUD, and various state emergency management agencies – we understand the complex disaster recovery landscape, and how to avoid common pitfalls and challenges within this environment.


As described above, Guidehouse has disaster recovery experience with states and municipalities throughout the country, including a Command Center specializing in the COVID-19 disaster recovery process. With resources from Boston to California, we have the deep bench needed for both a quick and sustained response. Guidehouse's depth and breadth of knowledge for this engagement is extensive and our team of experienced professionals understands the nuances of this work. Few firms can match the number and quality of specialized resources we bring to this contract.


How Guidehouse has provided support during COVID-19

During the COVID-19 pandemic, Guidehouse has already differentiated itself as a leader in disaster response and recovery. Our teams are deployed and supporting several state agencies,

including the Massachusetts Emergency Management Agency (MEMA), Harris County Office of Management and Budget, and Harris Health System. This firsthand experience and knowledge of other states' and cities' approach to COVID-19 response and recovery will bring a huge benefit to the City of Albuquerque. Through our COVID-19 Command Center, our team will leverage state-to-state knowledge sharing in real-time to aid and enrich the City's response and recovery process.


Guidehouse is currently supporting the following COVID-19 projects:

City of Albuquerque, New Mexico, COVID-19 Disaster Response Services <i>COVID-19 Disaster Response Services</i>	
<p>Scope of Work</p> 	<p>Guidehouse was engaged to perform an Initial Program Assessment ("Assessment") of the City of Albuquerque's ("City") immediate COVID-19 needs and recovery efforts to date. The Assessment sought to determine whether the City's current and anticipated COVID-19 response efforts are reasonably designed to ensure that the City is properly allocating, tracking, and reporting expenses incurred and revenue lost to prepare claims for reimbursement through the various federal and state federal disaster funding and grant programs. Guidehouse's Assessment of the City's readiness to respond to the COVID-19 crisis primarily focused on the following key activities: performing a rapid assessment of recovery efforts to date; evaluating the City's strategy and approach for identifying and classifying expenditures; identifying compliance gaps relating to FEMA and other requirements; determining whether the City has an approach to help maximize available funds; and providing advice and guidance on the processes, organization, and project management associated with the recovery efforts.</p> <p>The team also supported the design of strategic recommendations to help the City prepare to transition from response to recovery. Guidehouse continued its strategic support by reviewing available federal funds for applicability to the City, advising on current Coronavirus Relief Fund (CRF) guidelines, and assessing eligibility of specific activities.</p>
Cook County's Department of Emergency Management and Regional Security (EMRS) <i>COVID-19 Response Services</i>	
<p>Scope of Work</p>	<p>Guidehouse is currently engaged by Cook County's Department of Emergency Management and Regional Security (EMRS) to provide management support for tracking the County's costs related to the COVID-19 response. Guidehouse has executed various tasks to assist the County in recouping expenses that are eligible for federal disaster</p>

	<p>funding. These tasks include the development of a cost tracking software platform, the gathering of supporting documentation, analysis of the County's emergency procurement guidelines, and coordination support for the County's interaction with relevant federal / state agencies. Additionally, Guidehouse has provided trainings, templates, and feedback on individual cost tracking activities within departments across the County. Guidehouse is also providing ongoing training on FEMA guidelines for the various municipalities and taxing districts within Cook County which are submitting separate applications for Public Assistance.</p>
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Massachusetts Emergency Management Agency (MEMA)


COVID-19 Response Services

<p>Scope of Work</p> 	<p>Guidehouse is engaged by MEMA to strategically position Massachusetts to maximize federal FEMA COVID-19 reimbursement by providing project management, technical assistance, and tracking and reporting support. The team is currently leading the establishment a Project Management Office to coordinate efforts among various stakeholders during the response phase. As part of this effort, Guidehouse will provide critical training and guidance specific to state agencies and subrecipients to ensure that all requirements are met to capitalize on all available funding sources.</p> <p>Additionally, Guidehouse will deliver a user-friendly data platform to upload, organize, and centrally store all documents and data that are audit ready, and provides a report dashboard for tracking and review. A team of disaster recovery experts are providing technical assistance to track and submit COVID-19 costs and program documentation, identify funding opportunities and potential funding sources, and perform data validation to ensure audit readiness. With the team's support, MEMA will be able to swiftly respond to the unprecedented disaster with confidence that the agency will maximize federal COVID-19 reimbursement.</p>
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Harris County Office of Management and Budget

COVID-19 Project Management Office (PMO) Services

<p>Scope of Work</p>	<p>Guidehouse is engaged by the Harris County Office of Management and Budget to provide strategy and technical assistance, program management, and additional services as needed in response to COVID-19. Guidehouse will support Harris County in developing strategies to</p>
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	<p>recover from the impact of COVID-19 and capturing costs / revenue losses to maximize available federal / state / other grant funding. The team will work to identify funding opportunities from grants allocated in H.R.748 (CARES Act) and other potential funding sources available to Harris County, and provide guidance on the eligibility, requirements, and application process. Additionally, Guidehouse will provide guidance on the allocation of expenses to the appropriate grants that will maximize the reimbursement received by the County.</p> <p>Guidehouse will also establish and operationalize a PMO to assist County Executive Leadership for the purposes of recovery from COVID-19. Key activities of this workstream include preparing reports and documentation to meet grant requirements, reporting on progression of grants and funding sources, and coordinating between County departments and agencies, including Harris Health as needed, when applying for grants and other sources to ensure funding is most effectively distributed to County departments and agencies. Ultimately, Guidehouse will deliver a recovery dashboard at the request of the County.</p>
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Harris Health System

COVID-19 Response Services

Scope of Work



Harris Health System engaged Guidehouse during the COVID-19 pandemic to provide project management and technical assistance focused on managing documentation and maximizing grant funding. Under the project management and technical assistance workstream, Guidehouse is providing documentation support, procurement support, appeals support, and coordination support between Harris Health System and relevant federal / state agencies. The Guidehouse team is also assisting with status reporting, project payment application / invoice reviews and reporting, and program closeout. Guidehouse will support Harris Health System in determining and maximizing grant and other funding available.

Additionally, Guidehouse is supporting program compliance. Tasks under this workstream include evaluating grant management risk areas, identifying priorities, implementing controls, and continually conducting compliance reviews of all COVID-19 related projects. This includes compliance pre-audits, Office of Inspector General audit support, and “look back” audits, as requested.

Wayne County and Oakland County in Michigan*Disaster Cost Recovery Services for COVID-19***Scope of Work**

Guidehouse was contracted by both the Counties of Wayne and Oakland in Michigan to support their COVID-19 disaster response. Guidehouse was engaged to provide project management, technical assistance, and tracking and reporting support for COVID-19 cost reimbursement. The Guidehouse team is strategically working with each County to maximize federal, state, and other COVID-19 reimbursements. The team provides grant management review, eligibility assistance, technical assistance, and reporting support for submitting applications and supporting documents that meet requirements for reimbursement from federal and state entities. Guidehouse has worked with both counties to support the identification of funding available for reopening of the counties to the public.

State of Vermont*COVID-19 Response Services***Scope of Work**

Guidehouse is currently supporting the State of Vermont (SoV) with its COVID-19 disaster response. The team is helping to align the State's use of Coronavirus Relief Funds (CRF) with U.S. Department of Treasury (Treasury) guidelines. This approach helps SoV maximize available funding distributed through the CARES Act. Guidehouse is providing expertise and guidance on the processes, organization, and project management associated with COVID-19 response and recovery. As part of this work, the team reviewed 7 SoV Signed Acts to ensure that the State's legislation and 84+ CRF appropriations are aligned with Treasury guidelines. The team helped identify any potential red flags associated with the use of CRF and provided remediation plans to maximize SoV's eligible use of funds. Guidehouse is also providing grant design assistance to State agencies and departments to ensure that SoV's grant programs are aligned with Treasury guidance and well-positioned to meet the urgent needs arising due to the public health emergency. This support is being offered to 40+ grant programs and is helping State agencies and departments maximize the eligible uses of CRF. The team is also supporting SoV in its documentation of CRF grants and in the reconciliation of allocated CRF with actual incurred expenses. The team is providing guidance on required documentation for CRF grantees that are subject to Single Audit. Guidehouse is also assisting SoV in designing, launching, and managing a CRF transparency website.

State of South Carolina***COVID-19 Grant Management Services*****Scope of Work**

Guidehouse is engaged by the State of South Carolina to support its COVID-19 response and recovery efforts. To maximize the State's allocation of funding, Guidehouse is identifying funding and eligibility requirements and developing strategies for the State's response using a current state assessment and prioritization evaluation based on funding. Our team is also establishing processes, policies, and procedures for the end-to-end grants management process which will serve as business requirements for a tech-enabled grants management platform that will lead to countless efficiencies for years to come. We are rapidly configuring, deploying, socializing, and iterating on a Salesforce solution to enable these processes. The system will facilitate the tracking, management, monitoring, and reporting of expenditures and disbursements. Finally, Guidehouse is concurrently supporting the State with grant administration, including instituting compliance and audit-readiness practices.

City of Detroit, Michigan***Disaster Cost Recovery Services for COVID-19*****Scope of Work**

Guidehouse was contracted by the City of Detroit to support their COVID-19 disaster cost recovery. This project supports the City of Detroit by strategically positioning one of the hardest hit cities in the United States to be able to maximize federal, state, and other COVID-19 reimbursements. Guidehouse provides project management, technical assistance, and tracking and reporting support in order to submit appropriate applications and supporting documents that meet requirements for reimbursements from federal and state entities. The Guidehouse team worked with the City agencies' CFOs to develop a financial model that identified COVID-19 related costs across 15 departments. This data is supporting grant applications and the City's forecast model that was used to make strategic decisions regarding fund allocation. The Guidehouse team is currently working with the City of Detroit to develop a financial model that captures all the City's current COVID-19 related spending and a financial model that will accurately forecast all future COVID-19 costs the City will incur through the end of 2020 and into early 2021. Guidehouse is also leading the coordination and submission of the documentation required for reimbursement to FEMA and various CARES Act program and future stimulus bills as they arise.

Our Team

We are committed to bringing a team that you can quickly develop a rapport of trust with, a team that will be easy to work with, and a team that will stand side-by-side with you until the successful conclusion of the program. We will be a partner that:

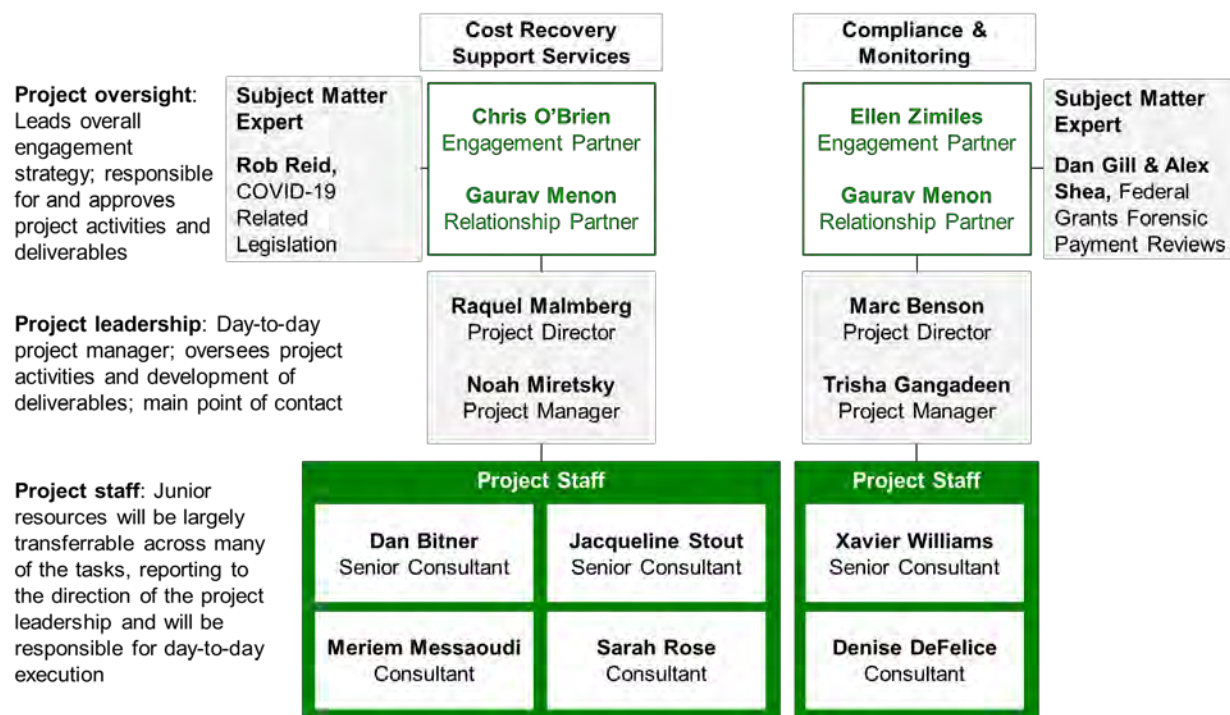
- Brings our global disaster recovery capabilities to the region,
- Understands and has experience in what it takes to run successful disaster and cost recovery programs, and
- Understands the City of Albuquerque's unique challenges presented during the COVID-19 pandemic

We have selected individuals for our team because of their expertise in disaster recovery needs assessments and federal and state grants management for disaster programs including FEMA PA, HUD CDBG-DR, FHWA/FTA, and COVID-19 legislation from eligibility determination to compliance monitoring. Our proposed team consists of two workgroups, one for strategy, implementation, and technical guidance services, and a second one for monitoring and compliance to maintain a level of independence between the two groups.

For our strategy, implementation, and technical guidance services, Chris O'Brien and Gaurav Menon will be responsible for the work product, and Rob Reid and Raquel Malmberg will provide technical guidance and oversight to the team. Noah Miretsky will provide direct project leadership on a day-to-day basis with the support of Senior Consultants Dan Bitner and Jacqueline Stout and Consultants Sarah Rose and Meriem Messaoudi.

Our Monitoring & Compliance workgroup will be led by Ellen Zimiles and Dan Gill. Trisha Gangadeen will provide direct project management with the support of Senior Consultant Xavier Williams and Consultant Denise DeFelice.

It is important to note that our leadership team is not just layers of redundant oversight but is comprised of people who are true "doers," who will roll up their sleeves and do the work with the team. We have provided some of our most seasoned and experienced professionals who can give the advice you need not only right now with COVID-19 but as the situation continues to evolve. Our organization chart is depicted below to note our two workstreams.



Our specialized team of professionals is committed to serving the City of Albuquerque in this important engagement. As detailed further in the table below and resume section located in the appendix, our resources bring extensive knowledge, experience and technical competence in dealing with state and federal codes and disaster recovery regulations. In addition to our core Guidehouse team, we have partnered with Nan McKay & Associates, Inc. to provide the City of Albuquerque with the right set of disaster recovery, technical, policy and financial experts who will help effectively plan and realize the opportunities that the recovery effort can offer.

Table 1. Our Team at a Glance

Team #1: Cost Recovery Support Services	
Name	Experience
Chris O'Brien <i>Engagement Partner</i>	Chris O'Brien is the State & Local Government lead for Guidehouse and has over 20 years of experience in government strategy, disaster response recovery, project management, business process reengineering, budgeting, and operational improvements. Through his leadership, Chris and his teams have supported governments such as New York State and Cook County in disaster recovery engagements. Prior to Guidehouse, Chris served as the Chief Information Officer for the City of Chicago.
Gaurav Menon <i>Relationship Partner</i>	Gaurav is leading our disaster recovery COVID-19 response across the nation. He is providing oversight and leadership for many COVID-19 engagements, including for Cook County in Illinois, multiple counties in Texas, the State of Massachusetts, and the cities of Detroit and Albuquerque. He is also overseeing response efforts for dozens of hospital systems across the nation.
Rob Reid <i>Subject Matter Expert</i>	Rob is a Director in Guidehouse's Advanced Solutions practice with significant experience with FEMA Public Assistance (PA), HUD Community Development Block Grant – Disaster Recovery (CDBG-DR), grants management, federal transportation, infrastructure, economic

	development, housing, capital asset, and commercial construction projects. Most recently, he has worked with dozens of applicants for FEMA Public Assistance during the COVID-19 response through the development and submission of Category B Project Worksheets. He has worked with FEMA PA and CDBG-DR personnel and grantees in planning, implementation, administration, and monitoring of recovery funds and has a background in construction project management, risk analysis, capital planning and budgeting, and value engineering.
Raquel Malmberg <i>Engagement Director</i> <i>Guidehouse</i>	Raquel has over 17 years of experience in government strategy, project management, new business process, budgeting, and operational improvements as both a government employee and consultant. Raquel runs the SLG Covid-19 Command Center and coordinates among all of our Covid-19 projects. For the past six years, Raquel has led project management, technology, compliance teams at the NYS Governor's Office of Storm Recovery.
Noah Miretsky <i>Project Manager</i>	Noah Miretsky specializes in business plan and operational improvement initiatives. He has experience leading large-scale implementation of enterprise risk management frameworks within Federal agencies, state and local government agencies, and the private sector. Most recently, Noah has served as Project Manager on the City of Albuquerque's initial phase of its COVID-19 disaster response, where he led the assessment of current disaster response activities and development of a plan to help the City maximize use of available Federal, State, and other funds or grants available to address the needs during this pandemic.
Jacqueline Stout (Nan McKay) <i>Senior Consultant</i>	Jacqueline has been providing extensive procurement support to ensure compliance with various federal funding sources, including FEMA, CDBG, CDBG-DR, and HOME. Most recently, Jacqueline supported the City of Albuquerque Rapid Assessment. Assistance with other clients has included assessing current County practices and making recommendations for new internal processes to ensure federal compliance, developing and writing the Harris County Federal Procurement Manual, creating forms and templates to establish uniformity across departments, providing training and compliance support to the Purchasing Office, providing technical assistance to internal User Departments, and providing subject matter expertise and recommendations on a variety of procurement-related topics on an as-needed basis.
Dan Bitner <i>Senior Consultant</i>	Dan is a Senior Consultant who has worked on a number of disaster recovery projects, where he brings experience reconciling financial data to consolidate key metrics for program oversight, compiling existing records, and cross-reference client financial information to identify and eliminate ambiguities and inconsistencies. Most recently, Dan has been providing COVID-19 support services to the Cook County Department of Emergency Management and Regional Security.
Sarah Rose <i>Consultant</i>	Sarah is currently a Consultant with Guidehouse and has 3+ years of experience in disaster recovery, specifically in CDBG-DR. Sarah managed \$120 million of disaster recovery HUD funds for the CDBG-DR Infrastructure grant program for the State of Colorado. She provided problem solving, innovative solutions, and strategic planning of the funds; analyzed project and financial data and used this information to create budget forecasts for large, multi-million-dollar projects.
Meriem Messaoudi <i>Consultant</i>	Meriem is a Consultant in Guidehouse's State and Local Government Advisory Practice and has experience in disaster recovery, project management, and compliance and reporting. Her recent project work includes supporting the NYS Governor's Office of Storm Recovery with disaster recovery services, where she worked to digitize, log, standardize, and review invoicing and budgeting for disaster recovery projects to enable critical compliance and reporting.
Team #2: Compliance & Monitoring	
Name	Experience
Ellen Zimiles <i>Engagement Partner</i>	Ellen Zimiles is the Financial Services & Compliance lead for Guidehouse and has over 30 years of experience in integrity monitorships, financial crime investigations and compliance. Ellen has led integrity monitorship teams supporting the recovery efforts of the 2001 World Trade Center attacks, Hurricane Sandy recovery efforts for the State of NJ and the City of New


	York. Prior to Guidehouse, Ellen served as the Former Assistant U.S. Attorney for the Southern District of New York and was Chief of the Asset Forfeiture Unit.
Daniel Gill <i>Subject Matter Expert</i>	Daniel Gill brings over 40 years of forensic accounting experience in support of numerous integrity monitorships and complex fraud investigations. His project work includes a strong focus on disaster recovery engagements, including his role as a Project Manager for Hurricane Sandy recovery efforts for the State of New Jersey. Daniel Gill is the Former FBI Supervisory Special Agent of New York FBI Asset Forfeiture Unit.
Alex Shea <i>Subject Matter Expert</i>	Alex Shea brings significant forensic accounting experience in support of numerous integrity monitorships and complex fraud investigations. His recent project experience includes serving as the project manager of the integrity monitorship for the construction of the New York Second Avenue Subway and Fulton Street Transit Center.
Marc Benson <i>Engagement Director</i>	Marc Benson specializes in forensic accounting and financial fraud investigations. He has managed and conducted numerous engagements on asset misappropriation, financial statement fraud, construction matters and regulatory compliance. As former Deputy Inspector General of the New York City Department of Investigation, Marc's public sector experience includes conducting investigations related to whistleblower claims, employee fraud, revenue reporting fraud, kickback schemes, vendor fraud, and construction contractor fraud at more than a dozen city agencies.
Trisha Gangadeen <i>Project Manager</i>	Trisha Gangadeen is a Managing Consultant in Guidehouse's Global Investigations & Compliance practice in New York with experience providing investigative, oversight, and monitoring services for disaster recovery projects. Trisha is a former Special Investigator for the New York City Department of Investigation where she worked on matters such as procurement fraud, bid rigging, record falsification, and government subsidy fraud.
Xavier Williams <i>Senior Consultant</i>	Xavier is a Senior Consultant in Guidehouse's Capital Projects & Infrastructure group in the Advanced Solutions services platform. As a certified Project Management Professional, Xavier has over four years of experience working in or with state and local governments providing services for a combination of high-profile and internal operations projects.
Denise DeFelice <i>Consultant</i>	Denise serves as a Consultant for Guidehouse's State and Local Government Consulting Practice. She focuses her efforts as a Management Consultant on supply chain management and disaster recovery support. She has supported the NYS Governor's Office of Storm Recovery as it created a financial management dashboard to manage its subrecipient activities. Before coming to Guidehouse, she worked with the Philadelphia Department of Public Health in data management.

3.2 Past Experience


Our long track record of disaster response and recovery

Prior to the COVID-19 pandemic, Guidehouse has had a long history of providing support to state and local governments to respond to and recover from disasters. Our team has been a trusted partner to agencies like the New York Governor's Office of Storm Recovery (GOSR), Harris County Office of Management and Budget, City of Joplin, and Puerto Rico Department of Economic Development and Commerce.


Our deep prior experience implementing federal disaster recovery programs includes:

New York Governor's Office of Storm Recovery (GOSR) <i>Superstorm Sandy Recovery Program Management</i>	
<p>Scope of Work</p>  <p>Governor's Office of Storm Recovery</p>	<p>Guidehouse has been a proud partner of GOSR for the past seven years and provides program management and integrity monitoring services in support of New York State's Superstorm Sandy recovery efforts. Following the devastation of Superstorm Sandy in October 2012, \$8B in federal funds were appropriated for the recovery of the State of New York and New York City. Initially, the State engaged Guidehouse to verify its estimates of storm damage for inclusion in the Federal Supplemental Funding request, however Guidehouse has since supported GOSR with numerous recovery activities.</p> <p>Services provided by Guidehouse to GOSR include Housing Program Quality Control reviews, Organizational Systems & Performance support, infrastructure project management and monitoring support, Construction Management oversight and monitoring, Single Family Housing organizational assessment, project management, operations, and close-out support, Single Family Housing applicant payment process development, Housing Program's Realignment PMO development, Single Family Quality Assurance/Quality Control reviews, Multi-Family Project Management, Buyout & Acquisition Program award calculation analytics support, HUD monitoring & audit preparation, program management support, FEMA PA match monitoring and business analysis, overall program monitoring & compliance, small business project management, data analytics on policy and systems implementations, business intelligence and dashboard development, internal audit risk process development, and Construction Management RFP Development.</p>
<p>Project Outcomes</p>	<p>Following the successful submission of the State's Federal Supplemental Funding request, Guidehouse helped stand up its newly created agency, GOSR. Our work across these diverse programs has helped our client to develop processes and procedures that maintained compliance with federal and state regulations, while prioritizing efficiency and customer service. As a result of our efforts, the State has been able to quickly and efficiently disburse federal funding to those New Yorkers most in need.</p>


Harris County Office of Management and Budget***Hurricane Harvey Disaster Recovery Program Management***

<p>Scope of Work</p> 	<p>Guidehouse was engaged with Harris County on several fronts to support Harris County following Hurricane Harvey. Harris County is the most populous county in the U.S. with over 4.5 million residents and over 1,700 square miles, making it larger in size and economy than many U.S. states. With the magnitude of unprecedented damage of Hurricane Harvey, Harris County contracted Guidehouse to provide overall grant administration, project management, and financial oversight for several federal and state agencies including but not limited to FEMA, FHWA, HUD, Texas Department of Emergency Management (TDEM), and the Texas General Land Office related to Hurricane Harvey relief.</p> <p>Services provided by Guidehouse to Harris County include strategic planning for the recovery grant program, program design and support for infrastructure revitalization programs, enhancements to procurement procedures and practices, implementation support of DR efforts, ongoing financial / grants management, reporting and monitoring, document review and management, data analytics, coordination among departments, and project closeout.</p>
<p>Project Outcomes</p>	<p>Guidehouse has helped Harris County achieve successful management and implementation of all aspects of the FEMA Grants Portal including answering Essential Elements of Information (EEI), uploading relevant documents, performing allowable maintenance on the portal, and other tasks. The team supported the development of FEMA HMGP applications including benefit-cost analysis. Additionally, Guidehouse helped design and implement support for community programs including housing, small business and economic development programs with elements of program administration, project management, and financial services necessary to the success of each. Lastly, the team created a streamlined system for program administration, project management, and strategic and compliance services that encompasses all of Harris County's recovery needs. With Guidehouse's support, Harris County was able to effectively respond to the disaster and successfully begin the journey to recover.</p>

Harris Health System***Hurricane Harvey Disaster Recovery Program Management***


<p>Scope of Work</p> 	<p>Guidehouse was engaged by Harris Health System (HHS) on several fronts to support HHS following Hurricane Harvey. Given the magnitude of unprecedented damage to the hospital district, HHS contracted Guidehouse to provide overall grant administration services, including project scope and cost formulation, documentation retention, progress tracking and reporting, and financial oversight for HHS's FEMA Public Assistance projects. Guidehouse also supported meetings with FEMA and TDEM stakeholders on a regular basis to accomplish key program tasks.</p>
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Project Outcomes	Guidehouse worked with HHS executives to identify needs in the hospital system and opportunities for additional funding in the CDBG-DR program. The team help manage all aspects of the FEMA Grants Portal including answering EEIs, uploading relevant documents, performing allowable maintenance on the portal, and other tasks. Guidehouse developed project narratives that document the extent of eligible damages, scope of repair, and eligible costs on a project-by-project basis. Additionally, the team facilitated the closeout process for completed projects, developed and submitted requests for time extension on projects with ongoing work, and facilitated the Interim Management Cost Program. With Guidehouse's support, HHS was able to maximize funding and better recover from Hurricane Harvey.
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City of Joplin, Missouri <i>EF-5 Tornado Recovery Program Management</i>	
Scope of Work 	<p>Guidehouse is currently retained as the project administrator and project manager for the City of Joplin's HUD CDBG-DR funds received following the Enhanced Fujita-5 (EF-5) strength tornado, which devastated the City on May 21, 2011. The tornado caused 161 fatalities, making it the deadliest single tornado on record in the U.S. According to the National Institute of Standards and Technology, it caused almost \$3 billion in damage, including damage to 553 business structures and nearly 7,500 residential structures.</p> <p>Guidehouse is providing grant management and life cycle program management support for Joplin's infrastructure and economic development projects that include the rebuilding of sanitary sewers, storm water drainage, roads, sidewalks, utilities, and streetscapes. The team also reviews the compliance of each project based on the CDBG-DR requirements, assists with the development of environmental assessments, and performs reviews of environmental documents related to the National Environmental Policy Act (NEPA). NEPA document reviews entail analyzing requirements to assess potential environmental hazards and risks, suggest mitigation measures for unavoidable impacts, and determine compliance with various state and federal agency requirements. Guidehouse is also assisting Joplin in establishing their records management procedures / processes.</p>
Project Outcomes	Guidehouse is effectively supporting the City of Joplin with FEMA PA / CDBG match resolution. The team was able to successfully manage recovery by maintaining an integrated master schedule (recognized "exemplary practice by HUD") that associates project completion dates with critical funding milestones. Additionally, the team developed a GIS-based project reporting dashboard that tracks financial information for all grant projects in the city. To prioritize recovery efforts, the team developed a risk-based compliance and monitoring plan that utilizes a weight-based risk ranking, determines the cadence for monitoring visits, and identifies the requirements for monitoring visits. Guidehouse also provided the City of Joplin with a Capital Plan and prioritization framework (recognized "exemplary practice by HUD"),

	Compliance Policy & Procedure manual (recognized “exemplary practice by HUD”), and standardized invoicing and project update tools and templates.
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Puerto Rico Department of Economic Development and Commerce *Recovery and Economic Development*

<p>Scope of Work</p> 	<p>The Puerto Rico Department of Economic Development and Commerce (Department) engaged Guidehouse following Hurricanes Irma and Maria for support on several initiatives. In the wake of the unprecedented destruction of the storms, Guidehouse is providing recovery planning support to the Department by meeting with a number of stakeholders, working to identify business areas and sectors that require immediate governmental engagement and assistance, and advising on and supporting initiatives that can lead to economic revitalization through public and private funding opportunities. Along with the promotion plan, at the Department’s request, Guidehouse is also providing support to the “Invest Puerto Rico” organization as its Board members from the public and private sectors build an organization that will seek to attract new investment to the Island to expand the economy and create jobs.</p>
<p>Project Outcomes</p>	<p>Guidehouse provided the Department with a macroeconomic and microeconomic policy analysis tool that uses artificial intelligence and deep learning algorithms to evaluate various economic scenarios that the Department can use to make policy and other decisions. To support this, the team developed a promotion plan through which Puerto Rico can work toward dispelling negative perceptions and emphasizing opportunities for investors to bring new businesses to Puerto Rico, grow the economy, and expand job opportunities. Lastly, Guidehouse provided organizational stand-up and support as the “Invest Puerto Rico” organization begins to deliver on its mission to increase foreign direct investment to Puerto Rico.</p>

In addition to some of these projects, we have provided support and services for government entities all around the country. A sample of our public sector clients is below.

Federal Government	State Government	Local Government
<ul style="list-style-type: none"> • Center for Disease Control • Department of Agriculture • Department of Defense • Department of Education • Department of Energy • Department of Health and Human Services • Dept. of Homeland Security • Dept. of Housing & Urban Dev. • Department of the Interior • Department of Justice • Department of State • Department of Transportation • Department of Treasury • Department of Veterans Affairs 	<ul style="list-style-type: none"> • State of Arkansas • State of California • State of Colorado • State of Florida • State of Illinois • State of Massachusetts • State of Michigan • State of Minnesota • State of New York • State of New Jersey • State of Ohio • State of Oklahoma • State of South Carolina • State of South Dakota 	<ul style="list-style-type: none"> • City of Albuquerque • City of Detroit • Detroit Land Bank Authority • City of Chicago, Chicago Public Schools and Chicago Transit Authority • City and County of Denver • City of Houston • City of Jersey City • City of Joplin • City & County of Los Angeles • City of New York • City of Philadelphia • City of Sacramento • City of Santa Monica

Federal Government	State Government	Local Government
<ul style="list-style-type: none"> • Executive Office of the President • Federal Emergency Management Agency • U.S. Intelligence Agencies 	<ul style="list-style-type: none"> • State of Texas • Commonwealth of Puerto Rico 	<ul style="list-style-type: none"> • City of San Jose • City of Seattle • Cook County, Illinois • Harris County, Texas • New York Transportation Authority

References

The following references will speak to our work experience supporting other jurisdictions successfully during turbulent and challenging times. They will attest to our ability to provide high-caliber, professional, and trustworthy support during these difficult times.

NYS Governor's Office of Storm Recovery <i>Superstorm Sandy Program Management</i>	
Year Completed	In Progress (2013 – Present)
Point of Contact	Emily Thompson
Address	25 Beaver Street, 5th Floor, New York, NY 10004
Email	Emily.Thompson@stormrecovery.ny.gov
Phone Number	(917) 679-5240
Key Vendor Personnel	Gaurav Menon, Anaita Kasad, Raquel Malmberg, Robert Reid, Angela Wu
Description of Work Performed	<p>Guidehouse has served as a trusted advisor to New York State since 2013, supporting efforts to rebuild more resilient homes, communities, and municipalities. In this capacity, we have supported virtually every department in the agency - housing, infrastructure, small business, administration, operations, and monitoring & compliance. Our teams have provided program management and integrity monitoring over the CDBG- DR funding disbursed to the State of New York through GOSR. We have also supported the State in program design, day-to-day operational support of programs, monitoring & compliance efforts, organizational assessments, technology evaluations, IT security tests, and procurement process design. An analytics team has provided data-driven recommendations and insights on deployment of disaster recovery funds. Our work across these diverse Programs has helped our client to develop processes and procedures that maintained compliance with Federal and State regulations, while prioritizing efficiency and customer service. As a result of our efforts, the State has been able to quickly and efficiently disburse federal funding to those New Yorkers most in need. Our team has recently begun to support GOSR's closeout planning effort.</p>

Harris County Office of Management and Budget <i>Hurricane Harvey Disaster Recovery Program Management</i>	
Year Completed	In Progress (2018 – Present)

Point of Contact	Shain Carrizal
Address	901 Bagby Street, Houston, TX 77002
Email	shain.carrizal@bmd.hctx.net
Phone Number	(713) 274-1166
Key Vendor Personnel	Gaurav Menon, Todd Hoffman, Brook Barbour, and Jen Hickey
Description of Work Performed	Guidehouse is supporting Harris County in developing strategies to recover from the impact of COVID-19 and capturing costs / revenue losses to maximize available federal / state / other grant funding. The team will work to identify funding opportunities from grants allocated in H.R.748 (CARES Act) and other potential funding sources and provide guidance on the eligibility, requirements, and application process. Additionally, Guidehouse will provide guidance on the allocation of expenses to the appropriate grants that will maximize the reimbursement received by the County. Guidehouse will also establish and operationalize a PMO to assist County Executive Leadership for the purposes of recovery from COVID-19. Key activities of this workstream include preparing reports and documentation to meet grant requirements, reporting on progression of grants and funding sources, and coordinating between County departments and agencies when applying for grants.

City of Joplin, Missouri <i>EF 5 Tornado Recovery Program Management</i>	
Year Completed	In Progress (2017 – Present)
Point of Contact	Troy Bolander
Address	602 S Main Street, Joplin, MO 64801
Email	tbolande@joplinmo.org
Phone Number	(417) 624-0820 x510
Key Vendor Personnel	Gaurav Menon and Dami Kehinde
Description of Work Performed	Guidehouse is currently retained as the project administrator and manager for the City of Joplin's HUD CDBG-DR funds received following the Enhanced Fujita-5 (EF-5) strength tornado, which devastated the City on May 21, 2011. Guidehouse is providing grant management and life cycle program management support for Joplin's infrastructure and economic development projects that include the rebuilding of sanitary sewers, storm water drainage, roads, sidewalks, utilities, and streetscapes. The team also reviews the compliance of each project based on the CDBG-DR requirements, assists with the development of environmental assessments, and performs reviews of environmental documents related to the National Environmental Policy Act requirements. The team was able to successfully manage recovery by maintaining an integrated master schedule (recognized "exemplary practice by HUD") that associates project completion dates with critical funding milestones. Guidehouse also provided the City of Joplin with a Capital Plan

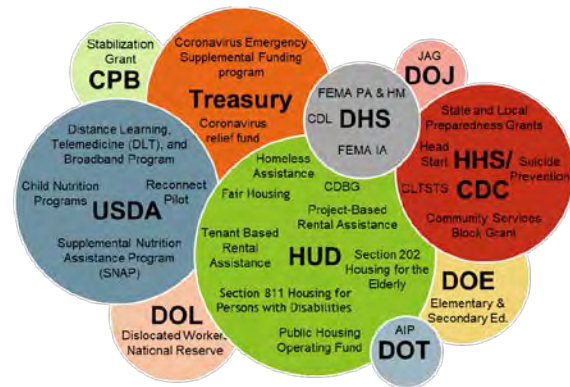
	and prioritization framework (recognized “exemplary practice by HUD”), Compliance Policy & Procedure manual (recognized “exemplary practice by HUD”), and standardized invoicing and project update tools and templates.
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4.0 Proposed Approach to Tasks

We understand that you want to continue the momentum of your initial federal funding activities and strategy through the COVID-19 Cost Recovery and Planning Task Force. We know that your priority is to work with the community, including local small business, to thoughtfully analyze and address the unmet needs this crisis has created, and to devise a strategy to develop projects that help your citizens and also help restart the economy in a safe way all while adjusting for the massive revenue shortfalls already showing up in the City's economic data. Yet, there is another priority and burden the City has to bear; ensuring that all aid available, in the form of federal, state, and local grants, as well as donations, are 1) identified and maximized, and 2) spent wisely, efficiently, and within compliance of a multitude of regulations and requirements.

The City took significant steps to address the COVID-19 pandemic early on. Its grant management team has played an instrumental role in managing the grants process, including fielding eligibility questions, conducting timesheet reviews, and establishing document management practices. Additionally, shortly after federal funds were received, the City requested an Initial Program Assessment (IPA) review to determine whether or not the City is properly allocating, tracking and reporting expenses incurred and revenues lost to prepare claims for reimbursement through applicable federal disaster funding and grant programs identified in HR748 (CARES Act) and began to formulate its federal funding strategy. By the end of the IPA, the City had established its COVID-19 Cost Recovery and Planning Task Force to help ensure continued refinement of its expense tracking and funding strategy.

We know that this crisis is stretching the ability of the City to both meet your obligations to protect your citizens and to ensure complete economic recovery and long-term resiliency. We understand that the City is looking for a partner to work with you in navigating the complex terrain that is federal grants to maximize the value you achieve for your citizens. Based on information provided in the RFP, as well as research that we have done, we know that there are many grants that can potentially come to the aid of the City as shown on the graphic to the right. This is not including grants that are available to community organizations and business directly. And there is potentially more to come from future grants. We know that managing a single grant is hard enough and coordinating over a dozen grants to maximize value while minimizing risk is going to place considerable demands on the City. We understand that as a partner, the City would want us to help focus on the following needs:



- **Grant Maximization:** Need to identify and access all available federal and state grants to help the City cover increased expenditures from COVID-19 and degradation of revenue

- **Coordination:** Need to make sure that the recovery activities are coordinated in a way to address the needs of the community
- **Eligibility:** Need to ensure all expenses related to the core recovery are captured in a form that makes them reimbursable by the federal government and other funders
- **Compliance:** Need to ensure that the City procurement process, payment procedures and fun accounting processes are designed and executed to defend against fraud, waste and abuse, is complying with the rules and regulations that will ensure costs are reimbursable and avoid fund de-obligation, and a loss of stakeholder and community confidence
- **Technical Assistance:** Need to support the City when interpreting federal regulations or creating opinions on the use of funds, especially in a constantly evolving situation

Managing, overseeing, and distributing disaster recovery funds can be a complex undertaking. Due to the nature of this pandemic, the City of Albuquerque will also have to comply with new, complicated, rapidly changing, and often vague federal requirements. With these constant changes and limited guidance, the City must maximize value for its citizens and at the same time minimize the potential for fraud, waste, and abuse – all within expedited timelines. Given these conditions, even the most straightforward requests run the risk of ineligibility and other compliance issues. The best way to help ensure that projects are eligible, and therefore that federal funds are distributed, expended, and reported correctly, is to establish a robust grant management program that lays the foundation for the effective use and expenditure of funds, and includes thorough policies and procedures for ongoing compliance monitoring throughout the life cycle of recovery.

We provide an overview of the intent, method, and impact of our services for each of the task areas identified in the RFP, as well as details on the key activities and deliverables in the sections below.

4.1 Focus Area 1: Strategy

FOCUS AREA 1 – STRATEGY	
<ul style="list-style-type: none"> • (3.2.2) Assist the City in developing and implementing strategies and plans for the use and coordination of COVID-19 funds available from federal, state and other sources • (3.2.8) Provide strategic advice and guidance on how best to use COVID-19 funds in conjunction with other City funding sources 	
Intent	Thorough and big picture-focused comprehensive recovery plan
Method <i>How will we accomplish this goal?</i>	<ul style="list-style-type: none"> • Use Guidehouse COVID-19 Command Center information to identify existing and future funding sources • Map projects and needs to funding sources and assess eligibility requirements • Use existing methodology to rank and prioritize projects for current and future funding
Impact	<ul style="list-style-type: none"> • A strategic project plan that maximizes current funding while positioning projects for future funding

<i>What will the outcome achieve?</i>	<ul style="list-style-type: none"> • An engaged stakeholder group that participates in developing projects • A unified approach to recovery that binds the public, private, and not-for profit sectors together
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Introduction

A thorough, transparent, and big picture-focused comprehensive recovery plan is the foundation and “North Star” of a successful recovery. To maximize the benefit of this recovery program for the current and future residents of Albuquerque, we will work in collaboration with City leadership, departments, and the communities and constituents your team serves to build on the comprehensive recovery plan that your team has started. Our goal is to focus on forward-thinking, objective, and sustainable solutions to support the City’s recovery needs.

As discussed above, Albuquerque has already taken important steps in its strategic recovery with the establishment of the COVID-19 Cost Recovery and Planning Task Force. Because the City received funds from several different federal agencies, there is an opportunity to look across departments to confirm that Albuquerque is maximizing the funds it receives. Through the Task Force, there is also an opportunity to create stronger coordination between all agencies receiving funding, from strategy through execution.

(3.2.2) Assist the City in developing and implementing strategies and plans for the use and coordination of COVID-19 funds available from federal, state and other sources

Activities

- Identify actual and projected expenses / lost revenue associated with the impact of COVID-19 on the City and assess the most appropriate federal funding source to capture the expenses
- Develop projection scenarios to help gain insight into necessary projected expenditures and budgetary needs throughout the fall of 2020 and into 2021
- Facilitate workshop sessions and surveys as necessary to gather input from stakeholders on additional needs and activities necessary to finalize the recovery strategy

Deliverables

- **Strategic recovery plans:** Coordinated plan to maximize reimbursement of federal funds and focus on the highest impact recovery activities
- **Actual and projected expenses:** Comprehensive, cross-departmental expense analysis that includes not only actual expenses but also projected expenses

(3.2.8) Provide strategic advice and guidance on how best to use COVID-19 funds in conjunction with other City funding sources

Activities

- Leverage the up-to-date policy information and subject matter expertise from the COVID-19 Command Center to ensure the City is “first in line” for additional available funding
- Several of the funding programs in the CARES Act cover the same expenditures and scopes of work, though with different terms and conditions. We will apply our understanding of the nuances and intricacies of the grants program to strategically identify and categorize expenses and revenue loss to the funding source that best suits the City’s needs, increases the amount of funding assistance received, and ensures response and recovery efforts are comprehensive and coordinated
- Identify the relevant funding opportunities to maximize funding assistance across the diverse portfolio of projects and/or initiatives, while at the same time avoiding duplication of benefits that results in a de-obligation of funds in the future

Deliverables

- **Assessment of future funding opportunities:** Plan that will ready the City for additional funding opportunities that are likely to be released; could include assessment of eligible activities and prioritized set of projects
- **Federal funding dashboard:** Progress report showing federal funds received and how much money has been allocated or obligated to each; assess if changes should be made based on eligibility criteria and spending progress

4.2 Focus Area 2: Management and Implementation

FOCUS AREA 2 – MANAGEMENT & IMPLEMENTATION	
<ul style="list-style-type: none"> • (3.2.1) Assist the City in developing appropriate accounting policies and procedures for use of COVID-19 funds available from federal, state and other sources 	
Intent	Transparent and compliant cost tracking
Method <i>How will we accomplish this goal?</i>	<ul style="list-style-type: none"> • Assess current expenditure / labor tracking mechanisms and benchmark with best practices • Create cross-cutting regulatory matrix for multiple funding sources • Develop protocol for the expenditure and payment reconciliation for multiple sources • Support overall coordination of benefits and documentation management, as needed • Leverage “exemplary practice” procurement guide to incorporate in the City’s processes, as needed
Impact <i>What will the outcome achieve?</i>	<ul style="list-style-type: none"> • A stable, compliant expenditure and payment tracking mechanism • An efficient program management system to manage progress tracking and enable decision making • A best-in-class compliance and procurement policies

(3.2.3) Assist the City in implementing the recommendations from the Initial COVID-19 Cost Recovery Program Assessment	
Intent	Provide a control framework to prevent, detect, and mitigate the risks of fraud, waste and abuse
Method <i>How will we accomplish this goal?</i>	<ul style="list-style-type: none"> • Leverage the work performed from the Initial COVID-19 Cost Recovery Program Assessment to develop a plan to implement the recommendations in a timely and efficient manner • Work with stakeholders to support the implementation of recommendations
Impact <i>What will the outcome achieve?</i>	<ul style="list-style-type: none"> • An established control framework to prevent against the de-obligation of funds received • An effective governance process in place to support recovery

Introduction

While there will be a bit of strategy throughout this process, the City is quickly moving into implementation, and our focus is setting your team up to implement several federal grant programs at once. We will support the implementation of cost tracking tools and templates at the program, project, expense, and accounting levels with transparency and compliance as guiding principles. We will work with the City to develop the scope, objectives, and governance structure to ensure appropriate accounting for the expenditures that the City would not have incurred *but for* COVID-19, and to estimate revenue impacts related to the COVID-19 pandemic. Additionally, we will look to advance the Initial Assessment work conducted recently to ensure the City is acting upon the recommendations.

(3.2.1) Assist the City in developing appropriate accounting policies and procedures for use of COVID-19 funds available from federal, state and other sources

Activities

- Create processes to acquire / capture all historical qualifying costs that would not have occurred but for COVID-19 to support funding requests related to all applicable federal grants
- Create policies and procedures to track go-forward costs the City would not have incurred but for COVID-19 to ensure qualifying costs are appropriately documented in accordance with necessary federal and state guidelines
- Help to establish a set of processes and systems that align with the City's expectations and ensure it is a system that effectively enables the City to obtain, analyze, and gather field documentation. This includes gathering relevant records in order to extract pertinent information necessary for submission, including timekeeping and staff assignments

- Update the City's cost tracking and accounting controls, processes, and tools, including amending or enhancing existing policies, procedures, and tools, if necessary.
- As needed, support the development of grant management policies, procedures, and checklists in a number of areas. This includes program development, eligibility reviews, records and document retention, monitoring and compliance, reporting, and closeout.

Deliverables

- **Grant accounting policies and procedures:** Create or update accounting policies to meet federal requirements, which may vary between the federal programs

(3.2.3) Assist the City in implementing the recommendations from the Initial COVID-19 Cost Recovery Program Assessment

Activities

- Prepare and submit an initial request for data and documents such as City administrative instructions, organizational charts, and policies and procedures related to procurement, accounting, and the COVID-19 response
- Identify and meet with key stakeholders and assist with planning to implement the recommendations. This plan will be informed by feedback provided by the stakeholders, relevant City laws and regulations, and budgetary considerations
- Prioritize and support the implementation of recommendations

Deliverables

- **Implementation plan:** A report, which will set forth our methodology and implementation plan, documents reviewed, interviews conducted, an assessment of the progress, success, a timeline with short- and long-term implementation milestones, any new risks identified during the implementation phase, and recommendations for next steps
- **Progress reports:** Report to track the status of implementation milestones, key performance indicators, risks and issues
- **Support with delivery:** Support the delivery of the recommendations, which may include updates to policies and procedures or a review of certain practices to confirm compliance with regulations

4.3 Focus Area 3: Monitoring and Compliance

FOCUS AREA 3 – MONITORING & COMPLIANCE	
<ul style="list-style-type: none"> • (3.2.4) Perform audits and provide assurance for cost accounting activities on a regular basis for compliance with COVID-19 accounting policies and procedures 	
Intent	Efficient grants management that is focused on eligibility and compliance

Method <i>How will we accomplish this goal?</i>	<ul style="list-style-type: none"> • Perform a comprehensive forensic review of costs designated by the City as eligible for reimbursement from the Coronavirus Relief Fund (CRF) and other funding • Leverage an “exemplary practice” compliance process to apply across multiple grants • Develop and implement a risk-based monitoring approach
Impact <i>What will the outcome achieve?</i>	<ul style="list-style-type: none"> • Level of pre-audit certification for compliance with federal regulations and guidance • Compliant, yet efficient grants management and flow of funds • Swift corrective action on any compliance concerns

Introduction

Our team has extensive experience establishing best-practice, risk-based monitoring and compliance programs. We will work with the City to identify risk evaluation criteria with which to assess each subrecipient and project; for example, project size or subrecipient experience managing federal funds. Once the evaluation criteria are identified, our team will establish risk scores for each criterion and evaluate each subrecipient and project to determine their overall risk. We then use those risk scores to establish a monitoring plan and schedule. Each monitoring plan is tailored to the specific risks of the subrecipient or project and is scheduled based on the overall risk score, with the highest risk projects being monitored first. This approach allows the City to identify concerns or findings early, provide custom-tailored technical assistance and training, and reduce the overall risk exposure to the City.

(3.2.4) Perform audits and provide assurance for cost accounting activities on a regular basis for compliance with COVID-19 accounting policies and procedures

Activities

- Prepare and submit an initial request for data and documents specifically in support of payments and transactions related to costs for goods and services designated by the City as eligible for reimbursement under the CARES Act, FEMA, and other programs. This request will include documents and records prepared through the entire life cycle of the transaction such as: City administrative instructions, procurement requests, vendor onboarding, vendor invoices and payments, payroll time sheets, general ledger, and related general and adjusting journal entries.
- Conduct preliminary review of payments designated as eligible for reimbursement and pursuant to the review develop a risk-based Payment Review sample
- Review and analyze the Payment Review sample to include mapping payments to: guidance for the appropriateness and consistency of the classification as an eligible cost, the procurement followed for the goods and/or services, the supporting documentation, and the accounting treatment

Deliverables

- **Regular updates:** Immediately notify the City of any evidence of misconduct, unethical, or criminal activity associated with the use of the federal funds
- **Activity reports:** Reports will provide the status of our forensic audit activities and any critical findings requiring expedited attention
- **Final reports:** Final reports, which will summarize our forensic audit methodology, the documents collected and reviewed, interviews conducted, the transactions and payments reviewed, analyses performed, transactions requiring additional documentation or adjustments to their accounting treatment, and potential non-compliance with eligibility for reimbursement. This report can also serve a dual purpose as the pre-compliance audit reflecting the management and use of the federal funds.

4.4 Focus Area 4: Guidance and Technical Assistance

FOCUS AREA 4 – GUIDANCE / TECHNICAL ASSISTANCE	
<ul style="list-style-type: none"> • (3.2.5) Actively search for and share guidance documentation and interpretations of such guidance as it becomes available from COVID-19 funding entities • (3.2.6) Actively search for and share plans and practices from other US cities with regard to the used of COVID-19 funds available from federal, state and other sources • (3.2.7) Respond to questions from the City and provide formal opinions regarding the eligibility of specific City expenses to be covered by COVID-19 funds available from federal, state and other sources 	
Intent	Real-time advisory support and guidance for City employees and stakeholders
Method <i>How will we accomplish this goal?</i>	<ul style="list-style-type: none"> • Use the Guidehouse COVID-19 Command Center to provide policy and regulatory updates • Provide interpretation of guidance on CRF, FEMA, and other funding sources • Provide stakeholders with technical assistance and advice on key topics such as procurement, eligibility, tracking, and reporting • Establish lines of communication with multiple federal and state agencies to represent City, as needed • Institute internal communication protocol and chain-of-command structure • Identify policy and regulatory concerns and develop necessary waivers and justifications • Provide researched and succinct written or oral presentations for public/other hearings • Imbed closeout requirements in initial strategic recovery plan
Impact <i>What will the outcome achieve?</i>	<ul style="list-style-type: none"> • Real-time policy and regulatory guidance and interpretation • A defined channel of clear communication between the City and funding agencies and stakeholders • Policy position papers and regulatory waivers that further the City's needs

- | | |
|--|--|
| | <ul style="list-style-type: none"> • Thoughtful and simplified written and oral presentations in public settings • “Closeout on Day 1” mindset |
|--|--|

Introduction

Ongoing technical assistance is key to the success of effective grant administration and program management and has been a critical component of Guidehouse’s disaster recovery services. Through our comprehensive guidance and trainings, SMEs, COVID-19 Command Center, and in-depth understanding of federal grant requirements, our goal is to equip the City with tools, templates, processes, and procedures to ensure long-term sustainability of a compliant grant management process. As needed, we can work with the City to create training material that includes customized worksheets, handouts, templates, and PowerPoint slides covering all aspects of grant administration, and deliver those trainings to relevant stakeholders as frequently as needed or requested.

(3.2.5) Actively search for and share guidance documentation and interpretations of such guidance as it becomes available from COVID-19 funding entities

Activities

- Actively track programs, guidance, and policies issued under the CARES Act rules, and applicability to state and local governments
- Leverage the COVID-19 Command Center to draft appeals and requests for additional information as needed to advocate for additional funding to be allocated to the City
- Provide guidance and justification around program and expense eligibility

Deliverables

- **COVID-19 federal funding guidance:** Provide written and oral guidance on COVID-19 funding regulations and eligibility restrictions to help the City manage its recovery process

(3.2.6) Actively search for and share plans and practices from other US cities with regard to the used of COVID-19 funds available from federal, state and other sources

Activities

- Utilize the COVID-19 Command Center to quickly gather information and feedback from other Guidehouse subject matter experts and our clients
- Research as needed how other cities, counties, and states are utilizing COVID-19 funds; recently Guidehouse compiled information on a host of small business and rental assistance programs to share with our clients.
- Facilitate discussions with our other clients regarding innovative program ideas or eligibility opinions

Deliverables

- **Best practices / innovative programs:** Based on our past and current experience, share information around programs being created nationally, including the structure of and restrictions on programs and the more innovative uses of federal funds
- **Forums for information sharing:** Through our work with other clients, provide a means to connect with other states and cities on their COVID-19 challenges, solutions, and questions

(3.2.7) Respond to questions from the City and provide formal opinions regarding the eligibility of specific City expenses to be covered by COVID-19 funds available from federal, state and other sources

Activities

- Support discussions with city stakeholders, federal agencies (as appropriate), and Guidehouse grant management subject matter specialists to explore options, risks, and benefits of certain activities and programs
- Provide guidance and justification around program and expense eligibility based on a number of different factors

Deliverables

- **Interpretation of guidance:** Provide guidance and alternative options for the City to consider as it assesses eligibility of its activities and programs

5.0 Management Summary

Guidehouse has assembled a specialized team of professionals committed to serving the City of Albuquerque in this important engagement. Our team consists of subject matter specialists who will work with the City to drive the strategy and implementation of this disaster recovery project and will be supplemented by a team of disaster recovery professionals to execute transactional tasks. Our team brings extensive knowledge, experience, and technical competence in dealing with state and federal codes and regulations.

Our capability to be successful comes from our ability to bring a cross-disciplinary team of experts to multi-faceted projects – combining strategic, technological, and operational considerations – in highly dynamic environments. We have selected individuals for our team based on their expertise in disaster cost recovery, audits and compliance, government accounting, and grants management. For the strategy, implementation, and technical guidance workgroups, Chris O'Brien and Gaurav Menon will oversee the work, and Raquel Malmberg and Noah Miretsky will provide direct project leadership on a day-to-day basis. The monitoring and compliance workgroups will be led by Ellen Zimiles and Dan Gill in order to maintain independence. We are confident in our partnership with Nan McKay & Associates, Inc., who has been a strong collaborator of ours for years and whose quality of work has met our standards time and time again.

We are committed to bringing a team that you can quickly develop a level of trust with, a team that will be easy to work with, and a team that will stand side-by-side with you until the successful conclusion of the program. We will be a partner that:

- Brings our global disaster recovery capabilities to the region;
- Understands what it will take to be successful in recovery, and;
- Has local roots and is invested in the community program.

As the overall Engagement Director, Raquel will be the direct line of authority for the Guidehouse Team and will be accountable for oversight of all tasks in each focus area, from strategy to guidance and technical assistance. Raquel and Noah will be your main and consistent points of contact and will be accessible and available whenever you need them. We have provided the City with some of our most seasoned and experienced professionals to provide you with the advice you need right now. Our team will support all activities in our approach and be fully dedicated and available to the City for the duration of the project. Full resumes can be found in the appendix.

5.1 Our Governance

Our team will work with the City of Albuquerque to confirm the goals of the project, align priorities and expectations, identify the project governance structure and key stakeholders, and build a communication cadence – internal and external – into the planning effort. Building a common understanding of project goals into the engagement will enable timely identification, escalation, and mitigation of potential risks to the scope and timeline throughout the project. Below is our approach to developing governance structures, built upon key factors of effective governance that we operationalize to support the success of our clients.

Our management approach and ability to complete projects on time and on budget are focused around several key factors, including:						
Early establishment of a governance structure and communications	Early establishment of business objectives and key milestones	Transparent communication, issue resolution and timeline management	Collaboration and building consensus	Proactive risk management	Consistent approach to quality management	Client relationship built on trust

We expand on each of these key factors below:

- Early establishment of a governance structure and communications:** Governance structures and communications serve an important purpose in enabling informed and strategic decision-making, and establishing them early allows you to act quickly when needs arise. We will work with the City of Albuquerque team to identify key stakeholders, their decision-making authority, and optimal structures for flow of information. We will bring our expertise of governance and communications structures and work with you to tailor one that fits your team.
- Early establishment of business objectives and key milestones:** Knowing and understanding the objectives of this project is important to building the buy-in of project stakeholders. We will work with you to identify and detail these business objectives to drive clarity across stakeholders while also developing tools that track progress towards decided upon key milestones on a regular basis.
- Transparent communication, issue resolution, and timeline management:** Transparent communication is essential in a disaster recovery engagement, especially in the midst of an ongoing pandemic that continues to bring new information to light each day. We will work with you to develop a communications plan for actionable and timely sharing of information. Our experience delivering and supporting communications during the current pandemic allows us to quickly identify likely and potential communication needs that may arise and to provide informed recommendations on the best line of communication in these various scenarios.
- Collaboration and building consensus:** A fully functioning governance structure requires a collaborative environment be present within the organization. We will bring collaboration and consensus building techniques, such as our strategic use of polling and input gathering mechanisms. We are confident in our techniques, refined over years of managing change and building agreement among different stakeholders on our largest client engagements.
- Proactive risk management:** Proactive risk management enables a team to avoid or manage both existing and emerging risks, thereby helping teams adapt rapidly to unwanted events. We will develop a risks and issues log to track these identified risks and active issues. These logs will contain critical information, such as the risk or issue, date identified, determined mitigation tactic, and status towards resolution. We will maintain this log, including an archive of resolved risks and issues, to review with you during our governance checkpoints.
- Consistent approach to quality management:** A consistent approach to quality management supports clear expectations and standards of work. Implementing a consistent approach increases efficiency across processes, reduces waste, and improves the use of time and other resources. In responding to an unprecedented disaster, this commitment to quality is critical. Our oversight of the project will maintain structured quality checks, with deliverables across project workstreams being reviewed by Noah

Miretsky, our Project Manager, to establish a “single source of truth” pertaining to quality standards. Noah, along with Raquel Malmberg, our Engagement Director, will collaborate closely to ensure alignment of these standards.

- **Client relationship built on trust:** Above all else, we pride ourselves on being a partner that our clients can trust in times of crisis. We are a team of consultants whose careers focus specifically on the public sector, many of us having spent years working directly within government agencies. We bring a perspective on the challenges and realities that public sector leaders face, and we operate with this understanding in mind to deliver recommendations and solutions that will help you effectively navigate these obstacles. We are committed to the success of our clients and the public they serve; we believe the value of our work is rooted in our ability to truly support the needs of our clients, and we govern through this frame of thinking. We have been your partner from the start of your COVID-19 response, and we are committed to supporting you all the way through.

5.2 How We Manage Quality

At Guidehouse, we take the quality of our work very seriously and as such, have numerous rigorous and standardized processes that we include within all our engagements to ensure the quality of our work. With our roots in the highly regulated accounting and auditing fields, we see quality control as critical to ensuring our clients’ satisfaction.

Raquel, together with Engagement Partner Chris O’Brien, will review all contractual deliverables to ensure that Guidehouse is meeting the goals of the project. Raquel will provide quality assurance on all contract deliverables and wider outputs for technical quality. Rigorous Guidehouse Partner and Director review and sign-off procedures are part of our standard Guidehouse process to ensure that deliverables are of the highest standard for our clients. For this project, we will also enforce quality via the following very practical quality assurance mechanisms:

- **Kick-off meeting to establish expectations:** We will meet with the City of Albuquerque leadership team and respective task owners at the onset to make sure we properly understand the objectives and requirements, including timelines, for the project. All Guidehouse team members would join this meeting (as appropriate) to make sure there is a consistent understanding across our team of project objectives and expectations, and that everyone is on the same page before the task even begins.
- **Frequent project processes and reporting:** Through regular meetings with your team during the project, we will make sure that our work products remain aligned with your objectives and address any changes in project direction. Our project team will closely monitor progress against the project’s objectives and budget and will work with you regularly to ensure that our work is meeting your high-quality standards. We believe that regular and open communication is the best approach. We propose to report to your leadership team regularly on project progress, risks and issues, and next steps. We will use our Guidehouse program management dashboard for comprehensive monthly reporting, with a traffic light assessment of progress against key outputs, issues, and actions.
- **Structured project management tools:** Guidehouse employs replicable methods and tools to achieve task objectives, control costs, provide for consistency, and manage resources in an environment of concurrent task orders and competing demands. Tools include standard templates for response and execution, reporting status, burn reports/analyses, risk

assessments, and staff modeling. During execution, Raquel and Noah will use these tools and provide oversight to the team. They will manage our project costs, schedule, performance, and reporting requirements; prepare deliverables for delivery; and meet to provide status reports and manage/mitigate risks.

Collectively, these tools will help us evaluate a task's status and the impact of changes resulting from shifts in mission priorities. In turn, this increases our ability to help you reach your goals. These and other tools are standard facets of the Guidehouse process. These procedures were developed for uniformity, consistency, and quality in approach. Our partners and employees take them seriously because we recognize that our success in this engagement translates to your success, and your success ultimately enables the City of Albuquerque to recover and thrive.

6.0 Team Resumes

6.1 Christopher O'Brien – Engagement Partner

Name	Christopher O'Brien, Engagement Partner
Degree/Education	<ul style="list-style-type: none"> • M.B.A., Northwestern University's J. L. Kellogg Graduate School • B.A., Political Science, Catholic University of America
Background	
<p>Christopher leads Guidehouse LLP's State and Local Government Advisory Practice. He has more than 20 years of experience helping companies and governments embrace new technologies and improve performance. He has worked with health care, retail, and energy companies, but his primary focus has been serving dozens of U.S. State and Local government clients as they seek to enhance service to constituents, reduce costs, increase efficiency, and implement process improvements by enabling technology. Prior to joining Guidehouse, he served as the Chief Information Officer for the City of Chicago, where he oversaw several large-scale technology programs, such as the City's Enterprise Resource Planning (ERP), 311 customer service center, and eCommerce platform implementations.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • Chris is leading our state and local COVID-19 response across the nation. He is providing oversight and leadership for many COVID-19 engagements, including for Cook County in Illinois, multiple counties in Texas, multiple counties in Michigan, the State of Massachusetts, the State of Vermont, and the cities of Detroit and Albuquerque. • In the aftermath of Superstorm Sandy, Chris supported Governor Cuomo and the State of New York in estimating the cost of the damage and the amount required for mitigation efforts related to climate change. Chris worked to vet the approach taken in tallying the figures and supported the Governor in his meeting with the State's Congressional delegation to present the total request in funding, \$32.8 billion in repair and restoration costs and \$9.1 billion in mitigation and prevention costs, totaling \$42 billion in aid. • For an iconic U.S. rust-belt city, Chris led an engagement to assess the current state of economic development and recommend go-forward solutions to improve outcomes. The Guidehouse team that Chris led developed a leading practices model for regional economic development and neighborhood vibrancy. As part of the work, Chris gained buy-in from a coalition of Fortune 500 CEOs to engage their time and money to support, fund, and implement the strategy. • For Chicago Public Schools, Chris led a team in a shared services business process reengineering effort that focused on creating a comprehensive inventory of school-based office activities and evaluating them for the potential of simplification or elimination. The analysis included an evaluation of activities for outsourcing, in-sourcing, or centralization within the central office. • For the State of Michigan, Chris led the development of a state-wide Information Management (IM) program. The engagement delivered an enterprise IM strategy and three-year transformation plan for 24 executive departments in the State. To conclude the project, Chris and the Guidehouse team were responsible for the ideation and execution of a cross-departmental stream multi-year EIM roadmap. • For the City of New York, Chris led a high-profile, six-month assessment of the City's broadband market performance to support it in achieving its goal for every resident and business to have access to affordable, reliable, high-speed broadband service everywhere. He guided the team in conducting a variety of analyses to bring the City new insight about its current broadband market performance and leading practices to guide the recommended solution. 	

6.2 Ellen Zimiles – Engagement Partner

Name	Ellen Zimiles, Engagement Partner
Degree/Education	<ul style="list-style-type: none"> • B.S., Brooklyn College • J.D., Syracuse University School of Law
Background	
<p>Ellen Zimiles is a partner and leads the Financial Services Advisory and Compliance segment at Guidehouse. She has more than 30 years of litigation and investigation experience, including 10 years as a federal prosecutor, and has extensive experience in developing remediation programs, serving as a regulatory liaison and independent monitor, as well as advising organizations that are the subject of a monitorship. Prior to Guidehouse, Ellen was a principal at a “Big Four” accounting firm, where she coordinated the forensic practice across all industry segments and was practice leader for the financial services industry. She is a leading authority on anti-money laundering programs, corporate governance, foreign and domestic public corruption matters, regulatory and corporate compliance, and fraud control. Ellen has worked with a multitude of financial institutions preparing for regulatory exams.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For Trinity Industries, Inc. (TII) and Trinity Highway Products, LLC (THP), Ellen served as the independent monitor to oversee THP’s implementation of an eligibility compliance program. She oversaw the team that issued recommendations regarding the development of the Program, conducted onsite fieldwork including testing of eligibility submissions to the Federal Highway Administration (FHWA), and issued periodic reports to the FHWA regarding TII and THP’s compliance with FHWA regulations. • With the approval of the Department of Justice (DOJ), Ellen served as the independent monitor and oversaw the team responsible for conducting a compliance review of a global bank’s BSA/AML and OFAC/Sanctions program to ensure adherence with applicable laws, regulations, and sound industry practices and internal standards. She conducted fieldwork and file-testing and oversaw the preparation and issuance of periodic comprehensive reports to the DOJ. Ellen also oversaw the implementation of the recommended compliance program enhancements, including corrective measures and enhancements to policies, procedures and processes, implementation of new technology systems, training and performance of BSA/AML and OFAC/Sanctions compliance personnel. • For the New York City Department of Investigation, Ellen served as one of the integrity monitors for New York City’s Rapid Repairs program, which provided emergency repairs to thousands of homes damaged by Hurricane Sandy. She oversaw the monitoring of two prime contractors and numerous subcontractors to prevent and detect fraud, waste, and abuse; to ensure that performed repairs were within the program’s scope; to track quality and safety issues; to monitor labor compliance; and to audit contractor payment applications. The construction costs for the contracts monitored exceeded \$140 million; the team identified improper contractor charges of more than \$10 million, and assisted the City in complying with all federal regulations so that it was reimbursed for the costs of the program by FEMA. 	

6.3 Gaurav Menon – Engagement Partner

Name	Gaurav Menon, Engagement Partner
Degree/Education	• B.S., Architectural Engineering, Drexel University
Background	
<p>Gaurav is a Partner in Guidehouse's Capital Projects & Infrastructure (CP&I) Practice and leads the CP&I Infrastructure Resilience & Recovery business in the state and local markets. With more than 18 years of professional services experience, Gaurav specializes in supporting public and private sector entities involved in the delivery of large and complex grant programs, with a focus on long-term community development and capital asset rebuilding strategies.</p> <p>Gaurav has been involved in grants management work in Louisiana, Colorado, Texas, New York, Missouri, Japan, and Indonesia. His focus is in dealing with federal grants including HUD CDBG, FEMA PA, FEMA Hazard HM, FHWA grants, and now Coronavirus Relief Funds. Gaurav has advised clients in the public and commercial sectors on project management oversight, governance assessments, investigations, risk assessments, contract reviews, procedure enhancements, and management controls.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • Gaurav is leading our disaster recovery COVID-19 response across the nation. He is providing oversight and leadership for many COVID-19 engagements, including for Cook County in Illinois, multiple counties in Texas, multiple counties in Michigan, the State of Massachusetts, the State of Vermont, the State of South Carolina, and the cities of Detroit and Albuquerque. He is also overseeing response efforts for dozens of hospital systems across the nation. • For Harris County, Gaurav is leading a team in assisting Harris County with the strategy around disaster recovery and grants management pertaining to Hurricane Harvey. Gaurav is responsible for overseeing over \$1.115B in federal funds. Gaurav has led Guidehouse's support to departments within the County including the Community Services Department, Engineering Department, Purchasing Office, Auditors Office, Sheriff's Department, Fire Marshall's Office, and the Parks Department. • For the City of Joplin, Gaurav led the HUD CDBG compliance monitoring, oversight and eligibility reviews for infrastructure, housing, and community development projects undertaken by a City in Southern U.S. pertaining to the City's recovery from the EF-5 strength tornado. He has supported the City through developing a long-term recovery strategy and capital plan, reviewing Environmental Assessments to assess potential environmental hazards and risks, suggesting mitigation measures for unavoidable impacts, and monitoring compliance with various state and federal agency requirements. • For the New York State Governor's Office of Storm Recovery (GOSR), Gaurav led an engagement to conduct an assessment of GOSR's vendor management and oversight processes, perform audits of vendors, assist GOSR in preparation for a HUD program audit, evaluate subrecipient monitoring policies, and provide general policy and procedural recommendations. • For the Colorado Division of Homeland Security & Emergency Management, Gaurav was the engagement leader administering the FEMA PA program and collaborating with federal, state, and local entities in interpreting policy guidelines, disaster specific guidance, and in reaching consensus in alternative solutions to complex eligibility issues that satisfy regulations. In this capacity, he worked closely with applicants, providing technical assistance and guidance throughout PW creation, Requests for Reimbursement, and project closeout, as well as strategic guidance in critical policy decisions. • For the State of Louisiana Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP), from 2006 to 2014, Gaurav led a team engaged to assist in administering their \$14 billion FEMA PA program for housing and infrastructure damaged from Hurricane Katrina. Gaurav led the 'Applicant Assistance' team to provide technical advice and assistance to FEMA PA applicants for their reconstruction projects including maintenance of auditable documentation and support with respect to their PWs. He also supported the State in making the required enhancements to improve the effectiveness and efficiency of public assistance grant management, improve internal controls and financial reporting, enhance technology, and monitor and effectively close out applicants. 	

6.4 Rob Reid – Subject Matter Expert

Name	Rob Reid, Subject Matter Expert
Degree/Education	<ul style="list-style-type: none"> • B.S., Auburn University • M.B.A. Candidate, Duke University Fuqua School of Business • Project Management Professional (PMP) • LEED Accredited Professional (LEED AP, BD+C) • Certified Scrum Master (CSM)
Background	
<p>Rob is a Director in Guidehouse's Advanced Solutions practice with significant experience with FEMA Public Assistance (PA), HUD Community Development Block Grant – Disaster Recovery (CDBG-DR), grants management, federal transportation, infrastructure, economic development, housing, capital assets, and commercial construction projects. Most recently, he has worked with dozens of governments on their Coronavirus Relief Fund (CRF) strategy and applicants for FEMA Public Assistance during the COVID-19 response through the development and submission of Category B Project Worksheets. He also recently managed a team administering the CDBG-DR, FEMA PA, FHWA, and HMGP recovery programs for a grantee in Texas. He has worked with FEMA PA and CDBG-DR personnel and grantees in planning, implementation, administration, and monitoring of recovery funds and has a background in construction project management, risk analysis, capital planning and budgeting, and value engineering. Rob has worked with federal fund grantees across the nation including in Texas, Puerto Rico, Colorado, Missouri, New York, and Louisiana.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For multiple state and local governments, Rob is acting as a subject matter expert to support technical assistance and funding strategy decisions around the multitude of available CARES Act funds. He has reviewed activities and programs for eligibility and worked to set out an efficient yet compliant grant management process for clients. • For multiple healthcare PNPs and subrecipients across the United States, Rob is overseeing the development and submission of FEMA Category B Project Worksheets in response to COVID-19 providing subject matter expertise, regulatory guidance, and project management. • For Harris County, TX, Rob is serving as the program manager assisting Harris County with the strategy, planning, execution, compliance, and procurement of over \$1.5B of disaster recovery and grants management in response to Hurricane Harvey. His team is managing all grant funding sources including FEMA Public Assistance, HUD CDBG-DR, FHWA, FEMA HMGP, and others. Guidehouse has provided guidance to several departments within the County including the Community Services Department, Engineering Department, Purchasing Office, Auditor's Office, Sheriff's Department, Fire Marshall's Office, and the Parks Department. • For the Centers for Disease Control and Prevention (CDC), Rob implemented enterprise risk management best practices and oversaw daily risk management of first responders to public health emergencies across the globe. • For the City of Joplin, Missouri, Rob was the Project Manager for the City of Joplin CDBG-DR project related to the City's recovery from the EF-5 strength tornado which devastated the City in 2011. Rob led the team through the development of project management practices and tools which were recognized as "exemplary practices" in a recent HUD compliance audit. • For a large electric utility company, Rob managed a team which provided procurement assistance and project management oversight for a significant FEMA 428 Alternative Procedures Pilot Program. • For the New York Governor's Office of Storm Recovery, Rob conducted an assessment of GOSR's vendor management and oversight processes, performed audits of vendors, assisted GOSR in preparation for a HUD program audit, evaluated subrecipient monitoring policies, and provided general policy and procedural recommendations. 	

6.5 Alex Shea – Subject Matter Expert

Name	Alex Shea, Subject Matter Expert
Degree/Education	• B.S., Economic Crime Investigations, Utica College, Syracuse University
Background	
<p>Alex Shea is a Director in our New York Office. He has experience assisting clients in forensic accounting and financial investigations, anti-money laundering, criminal tax, integrity monitorship and investigative due diligence matters. Prior to joining Guidehouse, Mr. Shea worked in the forensic accounting practice of a "Big Four" accounting firm where he provided forensic accounting and financial investigation services in connection with illicit payments and embezzlement matters, including the investigation of a construction company which was faced with U.S. political corruption charges.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • On behalf of a major U.S. city, Alex served as a project lead in connection with Guidehouse's role as the external integrity oversight monitor to identify fraud, waste and abuse for Superstorm Sandy recovery programs. • For the Metropolitan Transportation Authority (MTA), Alex served as a project lead in connection with Guidehouse's role as the external integrity oversight monitor to identify fraud, waste, and abuse related to the Second Avenue Subway construction. • For a New Jersey-based stevedore company, Alex served as a project lead for the forensic accounting review as the company was operating under a monitorship agreement to monitor potential fraudulent conduct, as ordered by the Waterfront Commission of New York Harbor. • For a New York City school bus company, Alex served as a project lead for the forensic accounting review as the company was operating under a three-year integrity monitorship agreement to identify fraud, waste, and abuse with the Special Commissioner of Investigation for the New York City School District. 	

6.6 Dan Gill – Subject Matter Expert

Name	Daniel Gill, Subject Matter Expert
Degree/Education	<ul style="list-style-type: none"> • B.S., Business Administration, Accounting, George Mason University School of Business • CPA, Commonwealth of Virginia
Background	
Daniel Gill is a Director in the Global Investigations and Compliance practice at Guidehouse. Dan has over 40 years of experience in connection with fraud investigations, forensic accounting, FCPA, anti-money laundering, asset tracing matters, and independent monitorships.	
Relevant Experience	
<ul style="list-style-type: none"> • For the Federal Bureau of Investigation (FBI), Dan served 23 years as a Special Agent where he conducted a wide variety of financial investigations of major criminal and terrorist organizations, including bank fraud, wire and mail fraud, money laundering and racketeering violations. Dan served for 20 of those years assigned to the New York Office Asset Forfeiture Unit, and the last 10 years as the Supervisory Special Agent in charge of the unit. • On behalf of major U.S. companies and government agencies, Dan has managed numerous investigations into alleged illicit payments made by U.S. publicly traded companies to foreign public officials for 14 years. In that time, he has also conducted internal investigations related to various forms of financial crime and corruption including bank fraud schemes, commercial bribery, embezzlement, and procurement fraud. He has also managed and performed various forms of complex forensic accounting reviews related to integrity monitorships of commercial and government entities, including detailed analyses of third-party payments and assessments of internal controls. Dan regularly provides expert witness testimony on behalf of major financial institutions, large corporations, and the government in connection with residential mortgage fraud, Bank Secrecy Act violations, procurement fraud, alternative money remittance schemes, and asset tracing matters. • Dan served for 3 years as the Controller for a Washington, D.C. based computer retailer, with offices in Richmond and Norfolk, VA, Baltimore, MD, and Orlando and Ft. Lauderdale, FL. • Dan is a Certified Public Accountant and is certified in Financial Forensics. 	

6.7 Raquel Malmberg – Engagement Director

Name	Raquel Malmberg, Engagement Director
Degree/Education	<ul style="list-style-type: none"> • Master of Urban Planning, New York University • B.A., International Relations, The College of William and Mary
Background	
<p>Raquel is a Director in Guidehouse’s U.S. State and Local Government Advisory Practice. She has over 16 years of experience working for and with government agencies to improve their operations, build policies and procedures, and implement strategies and recommendations to fulfil their missions. Raquel has focused mainly on business process improvement, operational assessments, and project management for state and local government clients. Raquel has most recently been providing grant management advisory support to numerous state and local governments for federally funded COVID-19 and Superstorm Sandy projects.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For the Guidehouse State and Local COVID-19 response, Raquel leads the Center of Excellence to promote information sharing and robust discussions around federal guidelines and regulations. For the City of Albuquerque, City of Detroit, and several counties around the country, Raquel is acting as subject matter support as the governments respond to COVID-19. Some activities include providing technical assistance on eligibility guidelines and federal regulations as well as supporting an assessment of critical next steps in order for governments to have a comprehensive funding strategy that includes not only immediate response efforts, but also long-term economic development and public health efforts. • For the Massachusetts Emergency Management Agency, Raquel is acting as subject matter support for MEMA as it responds to COVID-19 and prepares to submit a request for reimbursement to FEMA. Raquel is helping the Guidehouse team build out the processes and checklists to quickly review expenses and ready the State to receive funding as quickly as possible while maintaining compliance with federal regulations. • For the NYS Governor’s Office of Storm Recovery, Raquel leads the effort to perform program management and integrity monitoring services for the State’s Superstorm Sandy response. Raquel manages a team of consultants to support the Office in administering the CDBG-DR program in a variety of areas – designing processes, reviewing application files for compliance and completeness, improving current processes, responding to external audits and reviews, and supporting technology improvements. She has worked with every department in the agency – Housing, Infrastructure, Community Reconstruction, Small Business, Administration, Operations, support functions, and Monitoring & Compliance. • For the City of New York’s Office of Management and Budget (OMB), Raquel oversaw the team that conducted internal audits of the agency’s oversight and management of federal Community Development Block Grant – Disaster Recovery (CDBG-DR) funding for post-Superstorm Sandy recovery. The team worked with OMB and other partner agencies to determine if OMB’s operations and activities were compliant with federal regulations and to understand gaps in processes. As a final phase, the team issued recommendations to help improve OMB’s grant management operations. • For the State of New York, Raquel managed a project team responsible for analyzing and providing recommendations on emergency management operations, including the development of its emergency stockpile program, procurement processes, and contract program. She facilitated working sessions with key State staff to determine gaps in existing procedure documents and contracts needed during emergency management operations. Raquel made recommendations for a stockpile management plan and developed a strategy to utilize contracts to fill gaps in operations. She drafted policy and procedure documents with several State agencies and helped to prepare a long-term vision for processes and tools used to respond to emergencies and disasters. 	

6.8 Marc Benson – Engagement Director

Name	Marc Benson, Engagement Director
Degree/Education	<ul style="list-style-type: none"> • B.B.A., Accounting, Baruch College • CPA, New York State
Background	
<p>Marc specializes in forensic accounting and financial fraud investigations. He managed and conducted various types of engagements relative to asset misappropriation, financial statement fraud, construction matters and regulatory compliance. Marc has supervised and conducted numerous IPSIG compliance monitoring engagements for government agencies and a variety of businesses. As a Deputy Inspector General for the New York City Department of Investigation, Marc's public sector experience includes conducting investigations related to whistleblower claims, employee fraud, revenue reporting fraud, kickback schemes, vendor fraud, and construction contractor fraud at more than a dozen city agencies. Marc has conducted numerous investigations with district attorneys and federal prosecutors that resulted in criminal convictions and restitution to the City.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • On behalf of the New York City Department of Design and Construction (DDC) and the New York City Office of Management and Budget (OMB), Marc was one of project leaders that led the financial oversight of the demolition and debris removal at the WTC following the September 11, 2001 attacks. This project involved the review of over \$500 million in contractor and subcontractor invoices. This assignment included daily interaction with leaders from multiple trades and unions. The review and monitoring of invoices was designed to prevent any and all types of fraudulent billing, payroll schemes, violations of New York Labor Law § 220, and payments to organized crime. A system of internal controls was established to ensure compliance with all relevant city, state and federal laws, rules, and regulations. This system was instrumental in assisting the DDC in submitting a successful claim for reimbursement to the federal government through FEMA. • For the Metropolitan Transportation Authority (MTA) Auditor General, Marc supervised a team of Guidehouse professionals to provide third-party integrity monitoring services for the review of two large-scale construction projects. Specifically, Guidehouse was engaged to conduct a review of existing procedures and processes governing this project, recommend and assist in implementing procedures to mitigate risks, review associated payments and supporting documentation to third party vendors, and perform investigative due diligence on the prime contractor's and subcontractors' adherence to compliance requirements. • For the NYC Department of Investigation, Marc led a team engaged to investigate allegations of fraudulent billing at a major wastewater treatment plant in New York City. The team was engaged to examine the "cross-billing" of design costs in various engineering and design contracts, uncover whether multiple payments had been made for the same service, and evaluate the legitimacy of design cost increases. At the conclusion of the project, the team provided recommendations as to how to mitigate fraud waste and abuse through proper management of large-scale projects. 	

6.9 Noah Miretsky – Project Manager

Name	Noah Miretsky, Project Manager
Degree/Education	<ul style="list-style-type: none"> • M.B.A., George Washington University • B.A., Psychology and English Literature, University of Arizona
Background	
<p>Noah Miretsky specializes in business plan and operational improvement initiatives. He has experience leading large-scale implementations of enterprise risk management frameworks within federal agencies, state and local government agencies, and the private sector. His experience helping clients connect key mission objectives with risk mitigation efforts combines with a technical knowledge of reporting process flows to help identify information for cost-effective decisions that support achievement of organizational goals.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For the city of Albuquerque, Noah served as Project Manager to support the assessment of current disaster response activities and development of a plan going forward to help Albuquerque maximize use of available federal, state, and other funds or grants available to address this pandemic. During the course of this rapid assessment, Noah helped coordinate and conduct research, interviews, problem documentation, and solution identification for the City of Albuquerque's Department of Finance and Administration. He also supported researching and consolidating answers to various client questions related to reimbursable expenses and their allowability under the CARES Act, FEMA disaster funds, and other grant-based funding opportunities. The outcome of this rapid assessment provided recommendations for quick wins and long-term solutions, as well as a brief extension of support so Guidehouse could provide ongoing research support related to allowable expenses. • For the U.S. Geological Survey (USGS), Noah served as team lead conducting strategy and program management activities to help update the Five-Year Strategic Facilities Master Plan (SFMP). In this role, Noah devised a strategy to help USGS link the SFMP with their Cost Savings and Innovation Plan (CSIP) by coordinating cost savings initiatives at the three major USGS Service Centers (i.e., Menlo Park Campus, Denver Federal Center, Reston Headquarters). Noah completed a cost / benefit analysis and worked with leadership to select the highest value opportunities to consolidate and renovate facilities at the Service Centers, helping USGS address key goals of reducing their real property footprint and providing quality facilities that will enable premier science. • Alongside the U.S. Geological Survey's (USGS) Deputy Associate Director of Administration and Enterprise Information, Noah worked to develop the USGS American Recovery and Reinvestment Act of 2009 (ARRA) Database (the database). The database provides a central data repository and facilitates retroactive analysis and trend forecasting of project data. • For the Department of the Interior (DOI), Noah performed direct bureau support for the DOI Recovery Act Office. Noah supported the successful implementation, monitoring, and evaluation of the Department's Recovery Act program. Noah was responsible for the data collection, analysis, and reporting of six DOI bureaus. • For PwC's Washington Federal Practice (WFP), Noah provided direct support to executive leadership by managing internal reporting and analysis. WFP executive leadership relied on Noah to develop and implement governance activities to maintain quality in its rapidly expanding practice, enabling consistent oversight of key metrics including revenue budget and forecast, staff utilization, Partner performance, and business development opportunity tracking. 	

6.10 Trisha Gangadeen – Project Manager

Name	Trisha Gangadeen-Managing Consultant
Degree/Education	<ul style="list-style-type: none"> • B.A., International Criminal Justice, John Jay College of Criminal Justice (CUNY) • Current M.B.A. Candidate, Zicklin School of Business, Baruch College
Background	
Trisha Gangadeen is a Managing Consultant in Guidehouse's Global Investigations & Compliance practice in New York with experience providing investigative, oversight, and monitoring services for major public infrastructure projects. She also performs forensic reviews of residential mortgage-backed securities to determine compliance with prevailing anti-fraud guidelines and investigate allegations of financial fraud and material misrepresentations.	
Relevant Experience	
<ul style="list-style-type: none"> • Prior to joining Guidehouse, Trisha was a Special Investigator for the New York City Department of Investigation where she worked on matters involving public corruption. Her investigative experience includes vendor and procurement fraud, bid rigging, record falsification, government subsidy fraud, and financial kickback schemes involving City officials, City employees, and entities doing business with the City. In this capacity, Trisha collaborated with Inspectors General and General Counsels across City government in matters concerning employee misconduct and requiring disciplinary action, as well as with the different District Attorney offices to pursue prosecutions. • In addition to providing oversight to various agencies, Trisha led a series of proactive investigations to identify fraud risks and resource mismanagement and issued policy and procedure recommendations to mitigate these risks. • As a Peace Officer with the New York City Department of Investigation, Trisha assisted with executing search and arrest warrants, managed surveillance operations, and conducted numerous interviews of subjects and witnesses. 	

6.11 Jacqueline Stout – Senior Consultant

Name	Jacqueline Stout, Senior Consultant
Degree/Education	<ul style="list-style-type: none"> • B.A., Political Science and Urban Politics, University of Illinois at Chicago (UIC)
Background	
<p>Jacqueline is a Senior Consultant at Nan McKay & Associates (NMA) and is experienced in developing and implementing improved operational processes. Jacqueline is a knowledgeable housing professional with a strong understanding of U.S. Department of Housing and Urban Development (HUD) and federal procurement regulatory requirements. Jacqueline currently collaborates with clients to analyze and develop improved procurement workflows and strategies. She provides realistic and effective recommendations for overall best practices to ensure client compliance with local, state, and federal regulations. Jacqueline's expertise includes policy analysis and development, federal procurement procedures, regulatory compliance, quality assurance, and strategic planning.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For the City of Albuquerque, Jacqueline provided support during the Covid-19 rapid assessment, including conducting interviews and identifying challenges and recommendations around the major focus areas. Jacqueline also provided procurement guidance to the City as it assessed its CRF funding strategy. • For Harris County, Jacqueline has been providing extensive procurement support to ensure compliance with various federal funding sources, including FEMA, CDBG, CDBG-DR, and HOME. This assistance has included assessing current County practices and making recommendations for new internal processes to ensure federal compliance, developing and writing the Harris County Federal Procurement Manual, creating forms and templates to establish uniformity across departments, providing training and compliance support to the Purchasing Office, providing technical assistance to internal user departments, partnering with the Community Services Department to implement a robust Section 3 Program for the entire County, and providing subject matter expertise and recommendations on a variety of procurement-related topics on an as-needed basis. • For the City of Joplin, Jacqueline provided program monitoring for grantee and subrecipient activities. Jacqueline also provided subject matter expertise to Guidehouse and the City of Joplin regarding grantee and subrecipient procurements and projects and assisted in the development of the City of Joplin Compliance Manual for its CDBG-DR grants. • For the Chicago Housing Authority, Jacqueline supervised all quality assurance and procurement activities for one of the CHA's primary property management companies. Jacqueline was responsible for the purchasing needs of over 10,000 affordable and public housing units, which required adherence to federal procurement processes. Jacqueline also analyzed and revised internal procurement and onboarding training procedures to ensure consistent management practices and increased compliance with federal regulations. Jacqueline also improved overall Section 3 compliance by ensuring the Section 3 minimum numeric goals for hiring and subcontracting were reached, as well as implementing and managing a Section 3 Internship Program. 	

6.12 Dan Bitner – Senior Consultant

Name	Dan Bitner, Senior Consultant
Degree/Education	<ul style="list-style-type: none"> • M.B.A., Yale School of Management • B.S., Energy, Business, and Finance, Pennsylvania State University
Background	
<p>Dan is a Senior Consultant in Guidehouse's State and Local Government Advisory Practice. He brings a unique combination of public sector consulting experience and an operations-focused military background. His systematic approach has helped clients excel through costs/benefit analyses, establish new organizational efficiencies, and maintain an innovative mindset to foster future growth.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For the Cook County's Department of Emergency Management and Regional Security (EMRS), Dan is currently assisting by providing management support for tracking the County's costs related to the COVID-19 response. Guidehouse has executed various tasks to assist the County in recouping expenses that are eligible for federal disaster funding. These tasks include the development of a cost tracking software platform, the gathering of supporting documentation, analysis of the County's emergency procurement guidelines, and coordination support for the County's interaction with relevant federal / state agencies. • For the New York Governor's Office of Storm Recovery (GOSR), Dan refined five years of financial data to consolidate key metrics for program oversight. He compiled existing records and cross-referenced client financial information to identify and eliminate ambiguities and inconsistencies. The resulting invoice management system streamlined future data aggregation and ensured synthesized information to provide key leaders and program administrators with greater insight. • For the National Park Service, Dan performed a commercial services analysis in order to assess the financial impact to a park under a short-term lease, master lease, or concession structure. He evaluated the current operations, developed human capital and financial models, and provided recommendations to the park superintendent on new revenue lines and methods to improve partnerships with community business leaders. Through the combination of internally collected data, employee surveys, policy research and community engagement, Dan provided final strategies which maximized tangible and intangible benefits to the client. These initiatives positioned Cape Lookout National Seashore to be able to maximize annual recurring fee revenue while eliminating its current deferred maintenance account, thereby securing its financial stability. 	

6.13 Xavier Williams – Senior Consultant

Name	Xavier Williams
Formal Education, Licenses & Certifications	<ul style="list-style-type: none"> • M.A., Theories of Urban Practice, The New School, Parsons Graduate School of Design Strategies • B.A., Political Science, Swarthmore College • Certified Project Management Professional, PMI
Industry Skills	
<p>Xavier is a Senior Associate in Guidehouse's Capital Projects & Infrastructure group in the Advanced Solutions services platform. As a certified Project Management Professional, Xavier has over four years of experience working in or with state and local governments providing services for a combination of high-profile and internal operations projects. This includes more than three years spent working directly on the implementation of a Federally funded multi-billion-dollar disaster recovery program, at both the programmatic- and project management-levels across a portfolio of more than 300 natural disaster resiliency projects. Over a year of municipal government experience includes coordinating multiple capital planning efficiency improvements within a Public Works Department, through in-depth business process analysis and stakeholder management.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For Harris County, TX, Xavier is currently assisting with the finalization of, as well as updates to, several key program documents supporting the County's management of six (6) disaster recovery housing assistance programs, including Single- and Multi-family (Affordable Rental), and Buyouts, using Federal funds. He is also assisting with the strategy that the County follows to manage compliance with Federal, State, and local regulations as part of CDBG-DR grant management, including Section 3 and M/WBE. • For the City of Boulder, CO Department of Public Works, Xavier coordinated the initial phases of a planning study of all medians and landscaped areas within its transportation network. Drawing on vendor management best practices, he led task management with subcontractors and tracked milestones linked to inputs from GIS experts and Transportation Maintenance & Engineering staff, that resulted in the prioritization of priced-out solutions for better capital budgeting for landscaped areas managed by Transportation division staff. • For the New York State Governor's Office of Storm Recovery (GOSR) and following Superstorm Sandy, Xavier led the development of Environmental Review Guidance for the Community Reconstruction arm of New York State's recovery program covering compliance with the National Environmental Policy Act (NEPA) and State regulations, conducted project eligibility reviews for infrastructure/planning/public service initiatives prior to the disbursement of funds to participating sub-grantees, wrote the Community Reconstruction program's policy guidance for establishing an indirect cost billing rate with non-profit sub-grantees, and directly oversaw the implementation of a CDBG-DR funded coastal planning study in conjunction with NOAA. 	

6.14 Denise DeFelice – Consultant

Name	Denise DeFelice
Degree/Education	<ul style="list-style-type: none"> • B.A., Health and Societies (Cum Laude), University of Pennsylvania
Background	
<p>Denise DeFelice serves as an Associate for Guidehouse's State and Local Government Consulting Practice. She focuses her efforts as a Management Consultant on supply chain management and disaster recovery support. Before coming to Guidehouse, she worked with the Philadelphia Department of Public Health in data management.</p>	
Relevant Experience	

Name	Denise DeFelice
<ul style="list-style-type: none"> For Harris County, Denise supported the disaster recovery infrastructure team to create accessible data management templates and submit recovery projects for federal reimbursement. She consolidated expense, procurement, and inventory documentation for projects across the County, and supported project submission for several Hurricane Harvey recovery projects, submitting nearly \$1 million in project expenses to disaster recovery federal grant agencies for reimbursement and leading narrative creation for projects worth over \$5 million for reimbursement. Denise also created data templates to provide County stakeholders with accessible expenditure details to provide clarity on the County's management of an expected \$6.8 billion in disaster recovery funds. For the Governor's Office of Storm Recovery (GOSR), Denise supported the development of a reporting solution to help drive business processes, provide real-time budget and schedule information for high-value disaster recovery projects, and enable decision-making for leadership. Denise engaged with GOSR stakeholders to assess the current state of reporting and data management and assessed all available data sources to build a new baseline for project budgets and schedules. After producing this detailed current state assessment, Denise developed recommendations to support future data management and reporting integrity practices. After partnering with developers to build the reporting solution, she led trainings with GOSR staff to use the tool for project and program management. For the Philadelphia Department of Public Health's (PDPH), Denise supported case management for the Hepatitis Surveillance Program, which helps the city of Philadelphia better understand Hepatitis-affected individuals and assess public health initiatives for Hepatitis. She reviewed the City's public health data and patients' medical information to assess potential risk, and reached out to at-risk individuals to offer public health resources and support provided by the City. She also supported the closeout process for resolved cases and maintained the Program's data in their internal case management database. For the Massachusetts Executive Office of Technology Services and Security (EOTSS), Denise provided communications and change management services surrounding a statewide Identity & Access Management (IAM) program implementation. Denise developed a communications strategy and drafted communications materials, conducted a stakeholder analysis with the communications lead of EOTSS, and assisted in developing introductory videos for different stakeholder groups about IAM and changes they should expect. 	

6.15 Meriem Messaoudi – Consultant

Name	Meriem Messaoudi, Consultant
Degree/Education	<ul style="list-style-type: none"> B.A., Magna Cum Laude, International Relations and Middle Eastern Studies, University of Pennsylvania
Background	<p>Meriem is a Consultant in Guidehouse's State and Local Government Advisory Practice. Meriem has experience in project management, market best practices research, benchmarking, and strategic planning. Additionally, Meriem also has experience in client advisory in the areas of risk management, human resources, and quality assurance from working with organizations within the public, non-profit and private sectors.</p>
Relevant Experience	<ul style="list-style-type: none"> For the California Department of Motor Vehicles (DMV), Meriem is working with a team to develop a five-year enterprise strategic plan as part of a performance optimization engagement that encompasses strategic planning, organizational change management, IT strategy, enterprise governance, performance management, and leadership development. Her strategic planning workstream consists of a current state assessment, visioning phase, and future state development. In the current state

assessment of this engagement, Meriem researched leading practices in the areas of customer experience delivery, enterprise strategy and governance, operational excellence, use of technology and data, and workforce development. Meriem also interviewed Deputy Directors across every division, reviewed dozens of DMV documents, and analyzed DMV employee engagement survey results to develop current state findings. In the visioning phase, the Guidehouse team met with the Executive Team to develop future state mission, vision, goals, objectives, initiatives, metrics, and core values. This engagement is now in the future state development phase, where Guidehouse is working with DMV stakeholders to refine and build detail around the strategic plan elements.

- For the New York Governor’s Office of Storm Recovery, Meriem worked with a team to digitize, log, and establish a mechanism to standardize seven years of invoicing and budgeting for all storm-related recovery projects. This supported the development of a reporting solution to help drive business processes and provide real-time budget and schedule information for high value construction projects.
- For Marsh & McLennan, Meriem served as a Risk Analyst and helped advise executive management of Fortune 500 companies on the best risk transfer and risk management solutions concerning financial and professional management liability. Through this, Meriem analyzed clients’ business strategy, benchmarked multi-million dollar D&O policies, and produced Risk Profiles for clients tailored towards unique financial needs and risk mitigation opportunities based on performance and market trends.

6.16 Sarah Rose – Consultant

Name	Sarah Rose, Consultant
Degree/Education	<ul style="list-style-type: none"> • B.A., Criminal Justice, University of Northern Colorado
Background	
<p>Sarah is currently a Consultant with Guidehouse and has 3+ years of experience in disaster recovery, specifically in CDBG-DR. Sarah managed \$120 million of disaster recovery HUD funds for the CDBG-DR Infrastructure grant program for the State of Colorado. She utilized problem solving skills to provide innovative solutions and strategic plans for use of the funds. She also analyzed project and financial data and used this information to create budget forecasts for large, multi-million-dollar projects. Sarah is currently engaged with the New York Governor's Office of Storm Recovery where she is helping support their Organizational Assessment and Project Management work.</p>	
Relevant Experience	
<ul style="list-style-type: none"> • For the Harris Health System in Harris County, Texas, Sarah is working with the Harris Health Hospital system to collect data and documentation to support the FEMA Public Assistance reimbursement process during the COVID-19 crisis. She is conducting detailed reviews of force account labor data and providing recommendations as well as tools and templates to improve labor collection processes and to organize data to be FEMA compliant. • For the New York Governor's Office of Storm Recovery, Sarah conducted an organizational assessment to identify how GOSR can be structured to best support the organization's transition into closeout activities for their CDBG-DR funds. She was responsible for reviewing program documentation and examining additional gaps. She also helped revise the GOSR CDBG-DR policies and procedures to ensure that they compliant with HUD policies. • For the State of Colorado Department of Homeland Security, Sarah led and collaborated with subrecipient teams to design and monitor project timelines, milestones, progress reports, and deliverables to ensure projects were completed on time, within budget, and in compliance with policies and requirements. She developed new workflows and internal controls for processing grant funds to meet HUD deadlines for projects that received both HUD and FEMA PA funding. Sarah collaborated with other disaster funding agencies, FHWA and FEMA, to set strategies and manage resources efficiently and effectively. She also developed and maintained relationships with key stakeholders in order to provide technical assistance when project opportunities or compliance issues were identified. 	

City of Albuquerque
RFP-2020-059-DFA-IC

COVID-19 Cost Recovery Services

Cost Proposal

July 28, 2020

Provided to:

Iris Cordova
Assistant Procurement Officer
Department of Finance and Administrative
Services, Purchasing Division
Post Office Box 1293
Albuquerque, New Mexico 87103

Provided by:

Guidehouse Inc.
Chris O'Brien
Partner
1800 Tysons Boulevard, 7th Floor
McLean, VA 22102-4257
Telephone (650) 339-3601
akasad@guidehouse.com
www.guidehouse.com

Taxpayer Identification Number (TIN): 36-4094854
Data Universal Numbering System (DUNS): 022582428
Commercial and Government Entity (CAGE) Code: 1HLR9

guidehouse.com

This proposal includes data that shall not be disclosed outside the City of Albuquerque and shall not be duplicated, used, or disclosed in-whole or in-part for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this Contractor as a result of, or in connection with, the submission of this data, the City of Albuquerque shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit Albuquerque's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in all pages/sheets herein.

This proposal does not constitute a contract to perform services. Final acceptance of this engagement by Guidehouse is contingent upon successful completion of Guidehouse's acceptance procedures. Any engagement arising out of this proposal will be subject to the execution of our formal engagement contract, including our standard terms and conditions and fees and billing rates established therein.



Cover Letter

July 28, 2020

Iris Cordova
Assistant Procurement Officer
Department of Finance and Administrative Services, Purchasing Division
Post Office Box 1293
Albuquerque, New Mexico 87103

Subject: Cost Proposal | COVID-19 Cost Recovery Services

Dear Ms. Cordova:

Guidehouse Inc. is pleased to submit to the City of Albuquerque our Cost Proposal to provide disaster recovery management services as detailed in Request for Proposals (RFP) *for COVID-19 Cost Recovery Services*. The Technical Proposal was submitted separately.

Guidehouse appreciates the opportunity to be considered for this important opportunity. If you have any questions about our proposal, please contact Chris O'Brien at (773) 909-4360 or Gaurav Menon at (267) 879-9730.

Sincerely,

Chris O'Brien

Chris O'Brien, Partner
333 S Hope St #1125
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(773) 909-4360

Email:
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Gaurav Menon

Gaurav Menon, Partner
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Ellen Zimiles

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(212) 554-2602

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APPENDIX A- Cost Proposal

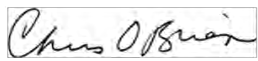
Please use this template as example of the minimum required for a cost proposal the City anticipates receiving. Please add additional lines as needed. Any travel incurred will be reimbursed at allowable Federal rates only.

FIRM NAME: Guidehouse

"As Needed Services"	Hourly Rates
Engagement Partner	\$391.00
Director	\$295.00
Project Manager	\$249.00
Senior Consultant	\$166.00
Consultant	\$148.00
Reference Services (Same rates as above)	Hourly Rate or Fixed Cost Per Month
Engagement Partner	\$391.00
Director	\$295.00
Project Manager	\$249.00
Senior Consultant	\$166.00
Consultant	\$148.00
Audit Services (recommended frequency of audit and sample size) ¹	Hourly Rate or Fixed Cost Per Month
Engagement Partner	\$391.00
Director	\$295.00
Project Manager	\$249.00
Senior Consultant	\$166.00
Consultant	\$148.00
Name of Subcontractors, Itemized Detail of Services Provided and Cost (if applicable)	
Nan McKay will provide disaster recovery strategy, implementation, and technical assistance support. Guidehouse has partnered with Nan McKay on several past projects. The rates above will be utilized, depending on the staff support.	

¹ Guidehouse will perform monitoring and compliance reviews on a monthly basis in order to identify compliance issues in a timely basis and to provide an opportunity for the City to remediate any issues as they are identified.

Guidehouse will develop and select a new sample each month. As we do not yet know the size of the total population the exact size is unknown at this time. The size and selection of costs for sampling however will be based on several factors to include cost amounts, higher risk compliance issues and anomalies or risks identified in audit findings from previous periods with respect to the accounting treatment, documentation or conflict with established Treasury or FEMA eligibility guidance.



Signature of Authorized Representative

July 27, 2020

Date

Chris O'Brien, Partner

Print Name and Title

cobrien@guidehouse.com

E-Mail address

