

EC-21-426



Mayor Timothy M. Keller

CITY OF ALBUQUERQUE


Albuquerque, New Mexico

Office of the Mayor

INTER-OFFICE MEMORANDUM

August 16, 2021

TO: Cynthia D. Borrego, President, City Council

FROM: Timothy M. Keller 

SUBJECT: Mayor's Recommendation of Award (ROA) for RFP No. RFP-2021-179-DFA-IC
"ARPA Fund Management Services"

The City of Albuquerque's Finance and Administrative Services Department, Strategic Support Program in conjunction with the Purchasing Division, issued the RFP for ARPA Fund Management Services.

The RFP was posted on the Purchasing E-Procurement, Bonfire website on June 4, 2021 and advertised in the Albuquerque Journal on June 7, 2021.


The City received seven (7) responses to this solicitation. The ad hoc evaluation committee evaluated and scored the proposals received in accordance with the evaluation criteria published in the RFP. After thoroughly reviewing and scoring the proposal, Guidehouse Inc., earned the highest score of 882 points. The ad hoc committee found Guidehouse Inc. to be both responsive and qualified and recommends an award to Guidehouse Inc.

I concur with this recommendation.

The City of Albuquerque's Finance and Administrative Services Department, Strategic Support Program will manage this contract.

Mayor's Recommendation of Award (ROA) for RFP No. RFP-2021-179-DFA-IC "ARPA Fund Management Services"

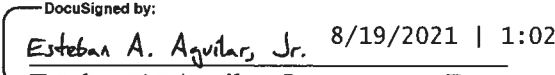
Approved:



Sarita Nair Date
Chief Administrative Officer

8/23/21

Approved as to Legal Form:




Esteban A. Aguilar, Jr. Date
City Attorney

8/19/2021 | 1:02 PM MDT

DS
ME
PM MDT

Recommended:



Renee Martinez Date
Director, Finance and Administrative Services

8/18/2021 | 4:41 PM PDT

03FCD26AD26748C...

Cover Analysis

1. What is it?

An award for consulting services to expedite financial recovery and mitigation through the Coronavirus Local Fiscal Recovery Fund established under the American Rescue Plan Act (ARPA), the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Program, and other federal and state programs; and to ensure full compliance with all federal, state, and local laws in order to limit any subsequent audits and reviews.

2. What will this piece of legislation do?

The approval of the award will provide the City with the necessary consulting services required to ensure compliance with all federal, state and local laws.

3. Why is this project needed?

To ensure that the City complies ARPA rules and regulations.

4. How much will it cost and what is the funding source?

Approximately \$200,000, the funding source will be ARPA.

5. Is there a revenue source associated with this Plan? If so, what level of income is projected?

None.

FISCAL IMPACT ANALYSIS

TITLE: ARPA Fund Management Services

R: O: xxx

FUND: 265

DEPT: Department of Finance & A

[xxx] No measurable fiscal impact is anticipated, i.e., no impact on fund balance over and above existing appropriations.

[] (If Applicable) The estimated fiscal impact (defined as impact over and above existing appropriations) of this legislation is as follows:

	2021	Fiscal Years 2022	2023	Total
Base Salary/Wages	-	-	-	-
Fringe Benefits at	-	-	-	-
Subtotal Personnel	-	-	-	-
Operating Expenses	-	-	-	-
Property	-	-	-	-
Indirect Costs	-	-	-	-
Total Expenses	\$ -	\$ -	\$ -	\$ -
[xxx] Estimated revenues not affected				
[] Estimated revenue impact				
Revenue from program				0
Amount of Grant		-	-	
City Cash Match				
City Inkind Match				
City IDOH	-	-	-	-
Total Revenue	\$ -	\$ -	\$ -	\$ -

These estimates do not include any adjustment for inflation.

* Range if not easily quantifiable.

Number of Positions created

COMMENTS:**COMMENTS ON NON-MONETARY IMPACTS TO COMMUNITY/CITY GOVERNMENT:**

PREPARED BY:

APPROVED:

DocuSigned by:

Jayne Aranda

BUDGET ANALYST

DocuSigned by:

Renee Martinez

DIRECTOR

8/18/2021 | 4:41 PM PDT

(date)

REVIEWED BY:

DocuSigned by:

Jayne Aranda

EXECUTIVE BUDGET ANALYST

DocuSigned by:

Lawrence L. Davis

BUDGET OFFICER (date)

8/19/2021 | 9:30

DocuSigned by:

Christine Boerner

CHIEF OF ECONOMIST



City of Albuquerque

Department of Finance and Administrative Services

Timothy M. Keller, Mayor

Interoffice Memorandum

Date 7/14/2021 | 2:54 PM MDT

TO: Sarita Nair, Chief Administrative Officer

FROM: Renee Martinez, Director, Finance and Administrative Services

SUBJECT: **Recommendation of Award –**
RFP Number: RFP-2021-179-DFA-IC ARPA
RFP Name: Fund Management Services

DS
RM

The Department of Finance and Administrative Services, Purchasing Division, issued the subject solicitation in conjunction with the Strategic Support Program for ARAPA fund management services.

The solicitation was posted on the Purchasing website and advertised in the Albuquerque Journal. The number of responses received for evaluation were seven (7).

The Ad Hoc Evaluation Committee evaluated and scored the responses in accordance with the evaluation criteria published in the RFP and recommends award of contract to Guidehouse, Inc.

I concur with this recommendation. Listed below are the composite scores for the top 3 response(s) received:

COMPANY NAME	SCORE
Guidehouse, Inc.	882
Ernst & Young	814
Carr, Riggs & Ingram, LLC	795

The Department that will be managing this contract is Department of Finance and Administrative Services.

Approved:

DocuSigned by:

7/15/2021 | 4:36 PM MDT

Sarita Nair
Chief Administrative Officer

Attachment: Scoring Summary





RFP-2021-179-DFA-IC - ARPA Fund Management Services Scoring Summary

Supplier	Total / 1,000.00 pts	B-1 - Approach / 400 pts	B-2 - Ability / 400 pts	B-3 - Proposal Quality / 200 pts
Guidehouse, Inc	882	351	358	173
Ernst & Young "EY"	814	327	326	161
Carr, Riggs & Ingram, LLC	795	315	316	164
IEM	772	317	310	145
iParametrics, LLC	670	276	266	128
Management Partners	569	229	241	99
Leone Rouge Management Consultants, LLC	299	111	116	72



City of Albuquerque
Solicitation #: RFP-2021-179-DFA-IC

ARPA Fund Management Services

Cost Proposal

July 6, 2021

Provided to:

City of Albuquerque
Iris Cordova
Assistant Procurement Officer
Post Office Box 1293
Albuquerque, New Mexico 87103
Telephone (505) 768-3333
icordova@cabq.gov

Provided by:

Guidehouse Inc.
Chris O'Brien
Partner
2941 Fairview Park Dr., Ste. 501
Falls Church, VA 22042-4543
Telephone (773) 909-4360
cobrien@guidehouse.com

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

guidehouse.com

2021-302

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, 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 City of 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.



July 6, 2021

Iris Cordova
City of Albuquerque
Post Office Box 1293
Albuquerque, New Mexico 87103

**Subject: Cost Proposal | Solicitation #: RFP-2021-179-DFA-IC
ARPA Fund Management 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 ARPA Fund Management 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 Michael Schulien at (703) 409-7112 or me at (773) 909-4360.

Sincerely,

A handwritten signature in black ink that reads "Chris O'Brien".

Chris O'Brien
Partner

Firm Name: Guidehouse, Inc.

"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	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.



Signature of Authorized Representative

Chris O'Brien, Partner
Print Name and Title

July 6, 2021

Date

cobrien@guidhouse.com
E-mail Address

guidehouse.com



City of Albuquerque
Solicitation #: RFP-2021-0179-DFA-IC

ARPA Fund Management Services

Proposal Response

July 6, 2021

Provided to:

City of Albuquerque
Iris Cordova
Assistant Procurement Officer
Post Office Box 1293
Albuquerque, New Mexico 87103
Telephone (505) 768-3333
icordova@cabq.gov

Provided by:

Guidehouse Inc.
Chris O'Brien
Partner
2941 Fairview Park Dr., Ste. 501
Falls Church, VA 22042-4543
Telephone (773) 909-4360
cobrien@guidehouse.com

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

guidehouse.com

2021-302

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 the City of 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.



July 6, 2021

Iris Cordova
City of Albuquerque
Post Office Box 1293
Albuquerque, New Mexico 87103

**Subject: Proposal Response | Solicitation #: RFP-2021-0179-DFA-IC
ARPA Fund Management Services**

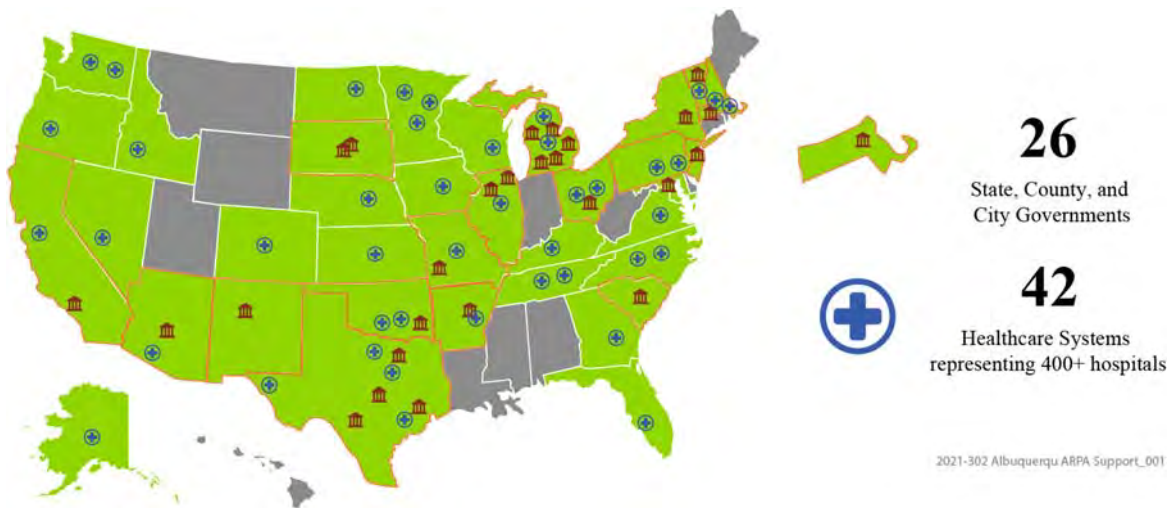
Dear Ms. Cordova:

We are honored to submit to the City of Albuquerque our proposal for American Rescue Plan Fund Management Services. We are confident that our team is the ideal partner for the City.

Today, Guidehouse is the largest consulting firm in the world that works equally in the public and commercial sectors. Our team represents over 10,000 professionals poised to continue our partnership collaborating with Albuquerque on making the City stronger than it was before COVID-19. We are confident that our proposal offers the best value and complete solution to the City of Albuquerque for the following reasons:

We know the City of Albuquerque. We've been in the trenches with your team working through COVID-19 on the Oversight and Compliance for Coronavirus Aid, Relief and Economic Security (CARES) Act. We've seen the dedication of your teams' commitment to local businesses, non-profits, and cultural institutions. 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, states, counties, and cities from across the country recover from COVID-19, we've 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, tornadoes, terrorist attacks, and now COVID-19, our firm has helped clients like the State of Arizona, Cook County, Bexar County 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.

We are leaders in COVID-19 Relief Consulting Services. Guidehouse has provided COVID-19 financial consulting and grants management services for many city, county, state and healthcare institutions through the United States. In fact, Guidehouse has performed these services for 26 state and local governments, and 42 healthcare systems. We know that the effective financial and grants management of federal and state stimulus can set the course for how quickly the City of Albuquerque recovers from the devastating health and economic impacts of the virus.



We deliver exceptional results. As a leading provider of management consulting services to public sector clients across the United States, we are proud of our track record of successful service and our reputation for delivering exceptional results and building trust with our clients.

Resultant of this, we are a proud recipient of the Malcolm Baldrige National Quality Award. This Presidential accolade is reserved for organizations that demonstrate performance excellence through innovation, improvement, and visionary leadership. We are the only large professional services firm to achieve this recognition. Our laser focus on quality will be driven in our approach.



We know that your decision-making must be guided by data, a clear strategy and vision for the future. You are faced with the task of administering funds to provide assistance to your community across many constituencies, all the while doing so in a fiscally responsible, transparent and equitable manner. Fiscal stability and compliance are pillars of good governance, and we understand how to operationalize these values. Our partnership will include an experienced and dedicated team, led by local and national experts that will help guide the City of Albuquerque to achieve great success.

Guidehouse appreciates the opportunity to be considered for this important project and if selected, will provide the City of Albuquerque with a team committed to your success. If you have any questions about our proposal, please contact Michael Schulien at (703) 409-7112 or me at (773) 909-4360.

Sincerely,



Chris O'Brien
Partner

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1.0 Offeror Identification

The following table provides the name and address for our organization and nature of the organization. This work will be operated out of our Sacramento branch office.

Headquarters	West Coast Branch Office
Guidehouse Inc. 2941 Fairview Park Drive, Suite 501 Falls Church, VA 22042-4543	Guidehouse Inc. 500 Capital Mall Sacramento, CA 95814

Per RFP Section 1.5.5, please note Guidehouse is in compliance with Insurance and Bonding requirements. Please see the appendix for our Certificate of Insurance.

2.0 Experience

2.1 Experience of Staff

2.1.1 Narrative

Our team possesses the right skillset, subject matter expertise and experience needed to deliver this cost recovery program. We are uniquely capable of catering to the evolving needs of the City of Albuquerque in that we specialize in assessing your array of requirements in helping navigate the myriad of local laws, ordinances and regulations that shape your FEMA and ARPA cost recovery planning. Our team comprises ARPA and FEMA experts who have experience working on the ground with planning, coordination and submission of the documentation required for reimbursements, understanding eligibility requirements and the policies around them.

We have identified a team of key members and leadership that possesses decades of combined traditional disaster recovery experience and have also worked on COVID recovery efforts for our state and local government clients over the course of the past year. Our SMEs will be actively engaged in this project and will be able to provide lessons and insights from similar clients and projects they are supporting around the country. Our staff has earned incredible trust and credentials the past year due to their commitment towards catering to the needs of the client even in a virtual environment. We are technology agnostic and have leveraged video conferencing tools like Zoom, GoTo Meeting, and Microsoft Teams for conducting meetings, training and ideation sessions with various clients. While most of our staff members have been working remotely the past year as well as the first half of this year, we shall be flexible and accommodate the client needs with respect to working remotely or on-site as needed. Our staff will be available to start immediately and hit the ground running whether on-site or remote.

The proposed team's staffing level, years of experience, and select project experience are provided in the resumes below.

2.1.2 Resumes

2.1.2.1 Chris O'Brien, Engagement Partner

Name	Chris O'Brien
Proposed Position:	Engagement Partner
Degree/Education:	<ul style="list-style-type: none">• M.B.A., Northwestern University, Kellogg School of Management• B.A., Political Science, Catholic University of America
Total Years of Experience:	20+ Years
Summary of Qualifications	
<p>Mr. Chris O'Brien leads Guidehouse's State and Local Government Advisory practice and has over 20 years of experience in Public Sector IT strategy and implementation. Mr. O'Brien has led IT strategy, cybersecurity, and performance improvement projects in multiple states and municipalities including Massachusetts, New York, Illinois, Michigan and California. Prior to joining Guidehouse, he served as the Chief Information Officer for the City of Chicago, where he oversaw several large-scale technology programs including the City's Enterprise Resource Planning (ERP) and 311 customer service centers.</p>	
Relevant Experience	
<p>Mr. O'Brien 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, the State of Massachusetts, and the cities of Detroit and Albuquerque.</p> <ul style="list-style-type: none">• In the aftermath of Superstorm Sandy, Mr. O'Briens 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. Mr. O'Brien 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 of \$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 US rust-belt city, Mr. O'Brien led an engagement to assess the current state of economic development and recommend go-forward solutions to improve outcomes. The Guidehouse team that Mr. O'Brien led developed a leading practices model for regional economic development and neighborhood vibrancy. As part of the work, Mr. O'Brien gained buy-in from a coalition of <i>Fortune</i> 500 CEOs to engage their time and money to support, fund, and implement the strategy.• For Chicago Public Schools, Mr. O'Brien 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, Mr. O'Brien led the development of a state-wide Information Management (IM) program. The engagement delivered an enterprise IM strategy and 3 year transformation plan for 24 executive departments at the state level. To conclude the project, Mr. O'Brien and the Guidehouse team were responsible for the ideation and execution of a cross-departmental stream multi-year EIM roadmap.	

Name	Chris O'Brien
<ul style="list-style-type: none">For the City of New York, Mr. O'Brien led a high-profile, 6 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.	

2.1.2.2 Collin Lopes, Engagement Director

Name	Collin Lopes
Proposed Title:	Engagement Director
Degree/Education:	<ul style="list-style-type: none">M.B.A., California State University – SacramentoB.S., Software Engineering, Champlain College
Certifications:	<ul style="list-style-type: none">Project Management Professional (PMP), Project Management Institute (PMI)Information Technology Infrastructure Library (ITIL)
Summary of Qualifications	
<p>Mr. Collin Lopes is a Director and serves as the West Coast Technology Lead for the Guidehouse State and Local Government (SLG) Practice. He brings deep experience leveraging technology to drive enterprise transformation and growth. During his many years of public sector experience, he has focused on Business and IT Strategy Development, Organizational Assessment and Design, Organizational Change Management and Vendor Management for large-scale technology transformation efforts.</p>	
Relevant Experience	
<ul style="list-style-type: none">For the Arizona Department of Emergency and Military Affairs, Arizona Department of Housing, and Arizona Governor's Office, Mr. Lopes is overseeing efforts to coordinate and maximize federal funds. His team is supporting grant management and disaster recovery logistics to help agencies across the state respond to COVID-19. His team is providing expert guidance on leading practices, federal rules, and federal funding procedures by interpreting federal policy as it is released. He ensures that Arizona has a comprehensive funding strategy that includes not only immediate response efforts but long-term economic development and public health efforts.For the City of Albuquerque, Mr. Lopes supported 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. His team 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 the team in 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.For the State of California Department of Motor Vehicles (DMV), Mr. Lopes is currently leading an engagement in a large transformation for the Department. Mr. Lopes led a team that facilitated the development of a 5 year strategic plan, a revamp of the Governance Model, the development of an Enterprise Organizational Change Management office, an IT strategy and a Performance Management structure. Mr. Lopes is currently overseeing the	

Name	Collin Lopes
	<p>strategic planning workstream as part of an engagement focused on enterprise performance management. This strategic planning workstream consists of an organizational current state assessment, visioning phase and strategic plan development. Deliverables for this workstream will also include the facilitation of Executive visioning sessions and an enterprise strategic plan.</p> <ul style="list-style-type: none">• For the Oregon Health Authority (OHA), Mr. Lopes developed and supported implementation of IT Strategy for the Oregon Medicaid Eligibility (ONE) system and Medicaid Management Information System (MMIS). Additionally, he identified areas to improve productivity, quality and timeliness of the ONE system, MMIS system, the Member Services Center and other eligibility determination functions. He also identified opportunities to improve workflow, identify data quality issues, delineate rules engine operations and improve system functionality. Finally, he developed strategies to reach the most effective and efficient model of operations to enable OHA to provide the highest quality of services, including strategies to help overcome technology, process, backlog and policy challenges.• For the Department of California Child Support Services, Mr. Lopes developed IT strategies to reach the most effective and efficient model of operations to enable the client to provide the highest quality of services. These included strategies to help overcome technology, process, backlog and policy challenges. He also conducted an IT assessment of the California Department of Child Support Enforcement (CSE) system as well as the department's current team skills in order to provide a thorough understanding of the processes, documents, tools and people that support it. Additionally, he led the development and delivery of a system modernization technology roadmap, an IT skills assessment and an SDLC assessment to improve production and enhancement management.• For the State of Oregon Department of Human Services (DHS), Oregon Health Authority (OHA) and Oregon Information Services (OIS), Mr. Lopes led IT strategy and maturity transformation efforts helping the Office of Chief Information Officer (OCIO) to align the OIS organization with the transformative efforts congruently being made by both OHA and DHS, in order to provide the highest quality of service, timely innovation, and effective technology solutions. He also provided strategic counsel to leadership to help address the maturation of the enterprise service delivery model including a maturity evaluation model of people, processes and technology. Additionally, he developed a strategy to help OIS to move many of their services from a siloed and separated state to a consolidated and shared state. Mr. Lopes also led 5 client teams focused on Organizational Change Management and Transition Management responsible for a business transformation initiative.

2.1.2.3 Raquel Malmberg, COVID-19 Command Center S&L SME

Name	Raquel Malmberg
Proposed Position:	COVID-19 Command Center State and Local (S&L) SME
Degree/Education:	<ul style="list-style-type: none">• B.A., International Relations, The College of William & Mary• M.A., Urban Planning, New York University
Years of Experience:	20 Years
Summary of Qualifications	
A former City of New York employee, Ms. Raquel Malmberg has worked for and with government agencies to improve their operations, build policies and procedures, and implement strategies to fulfill their missions.	
Relevant Experience	
<ul style="list-style-type: none">• For the Massachusetts Emergency Management Agency, Ms. Malmberg is leading an effort to help MEMA as it responds to Covid-19 and prepares to submit a request for reimbursement to FEMA. Ms. Malmberg is helping to build out processes and checklists to quickly review expenses and ready the state to receive funding as quickly as possible while maintaining compliance.• For the New York State Governor's Office of Storm Recovery, Ms. Malmberg leads the effort to perform program management and integrity monitoring services for the state's Superstorm Sandy response. Ms. Malmberg manages a team of consultants to support the office in administering the CDBG-DR program in a variety of areas — design processes, review application files for compliance and completeness, improve current processes, respond to external audits and reviews and support technology improvements. She has worked with every department in the agency — housing, infrastructure, community reconstruction, small business, administration, operations, support functions and monitoring and compliance.• For the City of Albuquerque, Ms. Malmberg is supporting the City as it responds to Covid-19. Ms. Malmberg is supporting an assessment of critical next steps for the City in order to have a comprehensive funding strategy that includes not only immediate response efforts but long-term economic development and public health efforts.• For the Southeastern Pennsylvania Transportation Authority (SEPTA), Ms. Malmberg led current state and future state assessments for the Authority's inventory management and supply chain functions. The team documented pain points in a series of stakeholder interviews with the SEPTA team. Following that assessment, the team developed a set of recommendations around 5 main areas and conducted interviews with peer agencies to understand best practices that SEPTA can adopt. Ms. Malmberg is currently leading a team at SEPTA to implement a new inventory management system.• For the City of New York's Office of Management and Budget (OMB), Ms. Malmberg oversaw the team that conducted internal audits of the agency's oversight and management of federal 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 are compliant with federal regulations and understand gaps in processes and developed recommendations to help improve OMB's grant management operations.• For a large utilities company, Ms. Malmberg led the review of invoices and supporting documentation submitted for reimbursement for a construction program funded by a federal disaster recovery grant. The team developed review procedures, checklists, and oversaw the invoice review. The team identified deficiencies in documentation before an oversight	

Name	Raquel Malmberg
agency reviewed for eligibility, which allowed the organization to proactively correct the observations and decrease the wait time before it received reimbursement.	

2.1.2.4 Dami Kehinde, SME, Federal Grants Management

Name	Dami Kehinde
Proposed Position:	SME, Federal Grants Management
Certifications:	<ul style="list-style-type: none">• Project Management Professional (PMP)• Certified Scrum Master (CSM)
Degree/Education:	<ul style="list-style-type: none">• Master of City and Regional Planning with focus in Transportation Planning, Morgan State University• Bachelor of Architecture, Howard University
Years of Experience:	12 Years
Summary of Qualifications	
Ms. Dami Kehinde is a Manager in Guidehouse's Capital Projects & Infrastructure (CP&I) services. Ms. Kehinde has over 12 years of experience in public infrastructure and programs and has been a project manager with the City of Joplin's reconstruction program leading efforts in the area of planning, financial compliance and reporting. She was previously with Maryland DOT supporting planning and execution of a number of large, complex state and federally funded programs.	
Relevant Experience	
<ul style="list-style-type: none">• For the City of Joplin, Missouri, Ms. Kehinde worked with a client in the development of their Integrated Master Schedule (IMS) which included all phases related to the Project Life Cycle. The IMS kept all the project stakeholders informed on project progress and alerted stakeholders on any potential issues with the schedule/project delivery. Ms. Kehinde also worked with the client and their stakeholders to develop an overall program and individual project budgets which were used to analyze project invoices, expenditures and project progress.• For various consulting engineering firms, Ms. Kehinde coordinated plan reviews with the stakeholders and also facilitated project progress meetings with the client and all interested stakeholders to ensure that the plans incorporated all the necessary client and public works requirements. Ms. Kehinde also assisted in the development of templates, progress reports and facilitated weekly, bi-weekly and monthly project status meetings as needed to assist with the overall program and project tracking.• For various consulting engineering firms, Ms. Kehinde also worked on the development of their website and public dashboard which helped to disseminate information to the public, regulatory bodies, elected officials and other interested stakeholders. The project team developed newsletters, brochures, posters and other informational materials which discussed the importance of each individual project and the potential benefits and impacts to the community.• For a state agency, Ms. Kehinde acted as a Program Manager to provide oversight on a variety of Public Infrastructure and Facilities projects (Capital Improvements, Streets, Sanitary sewer and Storm projects), Housing, Economic Development and Public Service projects.	

Name	Dami Kehinde
	<ul style="list-style-type: none">For a state agency, Ms. Kehinde provided capital planning, program development, project oversight and compliance reviews for infrastructure projects constructed using federally sponsored disaster recovery funding. She developed communication plans and strategies to educate the public on planned and current projects via newsletters, public notices, and website updates. Ms. Kehinde monitored existing and proposed sub-recipients to ensure compliance with federally sponsored disaster recovery funding.

2.1.2.5 Dan Gill, SME, Compliance and Audit

Name	Dan Gill
Proposed Position:	SME, Compliance and Audit
Company:	Guidehouse
Degree/Education:	<ul style="list-style-type: none">B.S., Business Administration, Accounting, George Mason University School of BusinessC.P.A., Commonwealth of Virginia
Total Years of Experience:	20+ Years
Summary of Qualifications	
Mr. Daniel Gill is a Director in the Global Investigations and Compliance practice at Guidehouse. Mr. Gill has over 40 years of experience in connection with fraud investigations, forensic accounting, Foreign Corrupt Practices Act (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 of the 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, Virginia, Baltimore, Maryland, and Orlando and Ft. Lauderdale, Florida.Dan is a Certified Public Accountant and is certified in Financial Forensics.	

2.1.2.6 Adam Winston, SME, Economic Development

Name	Adam Winston
Proposed Position:	SME, Economic Development
Degree/Education:	<ul style="list-style-type: none">• M.B.A. Boston University• B.A. Economics, Brigham Young University
Years of Experience:	10+ years
Summary	
<p>Mr. Winston is a Manager in the State and Local Government (SLG) practice at Guidehouse. He specializes in economic development strategy, impact analysis, and supply chain evaluation and has experience working with federal, state, and local agencies. His work provides insights into the issues of competitiveness and productivity for strategic and policy-oriented issues and concerns. Mr. Winston has in-depth experience using the economic modeling software IMPLAN to evaluate how economies respond to a variety of investment, policy, or technology-oriented scenarios. He is also familiar with and adept in using a variety of federal, regional, and private data sources to evaluate trends, forecasts, and industry clusters.</p>	
Relevant Experience	
<ul style="list-style-type: none">• For the New Jersey Economic Development Authority (NJEDA), Mr. Winston estimated the economic impacts of the a) fleet-wide electrification of medium and heavy-duty vehicles (MHDVs) within the state and b) L2 and Direct-Current Fast Charging (DCFC) charging stations to support growth in Electric Vehicle (EV) adoption. This analysis was conducted as part of developing a strategy to localize those economic benefits to the extent possible and develop a broad-ranging economic strategy to position New Jersey as a clean transportation hub.• For the State of Oklahoma, Mr. Winston supported an analysis to evaluate the effect of various economic development scenarios as part of Oklahoma's COVID-19 recovery. This included the creation of an Economic Diversification Toolkit to evaluate the Gross Domestic Product (GDP), jobs and tax receipts associated with economic priorities such as: clean energy, cannabis, manufacturing, remote work, and transportation and logistics.• For Bexar County, Mr. Winston is supporting a study to evaluate the county revenue losses from COVID-19. This study will focus on the link between revenue sources (ad valorem, property and sales tax) and the composition and profile of the Bexar County economy between 2020 and 2025.• For several utilities in Illinois, Mr. Winston is leading an analysis of the economic impacts of energy efficiency programs. The analysis is based on a portfolio of programs over a 25-year time period and identifies how households and businesses respond to bill surcharges, net bill savings, and incentives/rebates and the impacts of investment in energy efficient products/services and program administration.• For the California DOT (CalTrans), Mr. Winston supported an analysis of the economic growth, productivity and equity impacts of transportation and land-use scenarios in the state. The transportation policy scenario focused on Greenhouse Gasses (GHG) emission reductions, technology improvements, managed lanes, Transportation Network Companies (TNC) adoption and infrastructure investment. The land-use evaluation concentrated on increased urban growth with higher density. The equity evaluation focused on the distribution of impacts between urban/rural areas, occupations, and income classes. The equity evaluation considered the distribution of impacts between urban/rural areas, occupations, and income classes.	

Name	Adam Winston
	<ul style="list-style-type: none">For the Massachusetts Department of Transportation (MassDOT), Mr. Winston evaluated economic development opportunities for 2 vacant mill sites near the Woronoco Village section of Russell, Massachusetts. The analysis included zoning considerations, parking, water capacity, labor market, broadband access, interstate highway access and targeted business incentives to support potential business attraction.

2.1.2.7 Noah Miretsky, Project Manager

Name	Noah Miretsky
Proposed Position:	Project Manager
Degree/Education:	<ul style="list-style-type: none">M.B.A., George Washington UniversityB.A., Psychology and English Literature, University of Arizona
Years of Experience:	10+ Years
Summary	
<p>Mr. Miretsky specializes in business plan and operational improvement initiatives. He has experience leading large-scale implementation of enterprise risk management frameworks within Federal agencies and the private sector. His experience helping clients connect key mission objectives with risk mitigation efforts combine 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 5 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 3 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	

Name	Noah Miretsky
<p>provides a central data repository and facilitates retroactive analysis and trend forecasting of project data.</p> <ul style="list-style-type: none">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 6 DOI bureaus.For PricewaterhouseCoopers's (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.	

2.1.2.8 Nasser Bseiso, Recovery Analyst

Name	Nasser Bseiso
Proposed Position:	Recovery Analyst
Degree/Education:	BA Economics, California State University, Sacramento
Total Years of Experience:	5+ Years
Summary of Qualifications	
<p>Nasser is a consultant in Guidehouse's State and Local Government (SLG) practice. Nasser's key areas of focus are Disaster Recovery, Grants Management, Project Management, Reporting Management, Enterprise Performance and Process Improvement. He brings over 5 years of experience in each of these areas and has a strong ability to seek out process improvement opportunities and scale the implementation throughout the project, quickly and efficiently. He has been a key part of blended teams of varying sizes through all phases of the Grants management process. His experience with State and Local Government Agencies, along with technical solutions abilities has made him a vital and flexible asset to any team.</p>	
Relevant Experience	
<ul style="list-style-type: none">For the Arizona Department of Emergency Military Affairs (DEMA), Nasser served as a consultant in support of the Grants Administration team to determine eligibility of projects submitted by entities within the state of Arizona. During this process, Nasser assisted applicants from various, cities, towns, counties and state entities through the FEMA-PA process to receive reimbursement for money spent in support of providing COVID-19 services in the state of Arizona. This included the creation of Project Workbooks (PWs), responses to Requests for Information (RFIs) from FEMA and developing and implementing processes to ensure the quality and accuracy of the PWs submitted. Nasser provided guidance to applicants throughout the FEMA-PA process to ensure that new Policies and Regulations were adhered to. This required a thorough understanding of the Public Assistance Program and Policy Guide (PAPAG) and the ability to explain the complexities of the PAPAG and FEMA-PA Process to applicants whose level of understanding of the processes varied.For the City of Albuquerque, Nasser served as a consultant in support of the Albuquerque COVID-19 Support Team assisting in the grants management process for \$150M in Coronavirus Relief Funds (CRF) and CARES grant funding. During his time on the project,	

Name	Nasser Bseiso
	<p>Nasser developed an eligibility matrix that assisted in the documentation of the many various COVID-19 projects the City of Albuquerque implemented across all departments using CARES Act funding. Nasser conducted interviews with each department within the City of Albuquerque to gain a thorough understanding of each activity conducted within these departments and provide eligibility and regulatory guidance on current and future activities. Throughout this process, Nasser coordinated efforts to create Justification Memos that would serve as a method to document each department program's process in ensuring eligibility of use of CRF funding. Nasser also provided high level assessments on the degree of compliance in project documentation to support future audits. To do this, Nasser led the creation of an eligibility matrix which assisted departments within the City of Albuquerque to ensure proper documentation and eligibility of all CRF funded projects per the CRF funding guidance.</p> <ul style="list-style-type: none">• For the City of Los Angeles, Nasser acted as a Consultant in support of the Los Angeles Transportation Information Center (TIC), where his focus was on the enhancement of the TIC Operator's Standardized Operating Procedure (SOPs) to ensure the processes set in place achieved the goals set forth by LA SAFE TIC stakeholders. This process required the creation of process flows to illustrate the current state of the TIC Operator's procedures and conducting GAP analysis to identify areas within the process to be improved.• For California Department of Motor Vehicles, Nasser acted as a consultant in support of the Enterprise Governance Council (EGCC) at the California Department of Motor Vehicles (DMV). During this process, Nasser conducted a current state assessment to illustrate how the current EGCC made decisions and implemented changes throughout the organization. During his time with the EGCC, Nasser assisted in the identification of an ideal future state for the EGCC to improve their decision-making process along with developing a clear path to implement decisions made throughout their organization.

3.0 Past Experience

3.1 Summary of Our Past Project Experience

Guidehouse’s State and Local Government practice is a leader in helping cities and states execute change. Our consulting practice focuses on bringing top-tier talent and the integrity of our brand to cities and states to solve their most pressing problems. We work with state and local governments to connect citizens, plan and drive investments, and increase efficiency to promote long-term economic, environmental, social, and cultural prosperity. From building out disaster recovery efforts, to developing smart city roadmaps, to helping agencies execute major organizational change, we intentionally seek out opportunities to work with cities like Albuquerque on addressing issues that are core to their future success.

In addition to our more recent COVID-19 experience, our team has spent the last few decades helping counties, cities, and states respond to and recover from a number of crises, including many catastrophic natural disasters. In addition to our work in Albuquerque, we have recently provided crisis leadership and strategy to the City of Detroit, the City of Dayton, the City of Baltimore, the State of Arizona, and 6 of the largest counties in the United States.

Our team has provided support and services for government entities all around the country. A sample of our experience relevant to this proposal is shown in **Table 1**. Detailed summaries of past project experience are provided with our reference qualifications in **Section 3.2**.

Table 1. Examples of our Experience Supporting Government Entities

Client	Project Name	Project Dates	Programmatic Disaster Recovery/Federal Accounting	Compliance with the Federal OMBs Uniform Guidance 2 CRF, Part 200	Operations of the FEMA Public Assistance Program	ARPA Regulations
City of Detroit Office of Chief Financial Officer	Title of Project: Financial Transformation Project Project Description: Guidehouse provides business process improvement recommendations to the City of Detroit’s OCFO Treasury Department related to revenue collections.	June 2019 – Ongoing	✓	✓		✓
City of Dayton, OH	Title of Project: Disaster Cost Recovery Services for COVID-19 Project Description: Guidehouse is helping the City maximize federal, state, and other COVID-19 reimbursements and coordinate reporting across funding agencies including the U.S. Department of Treasury and FEMA.	July 2020 – Ongoing	✓	✓		✓
City of Baltimore, MA	Title of Project: American Rescue Plan Act (ARPA) Support Project Description: Guidehouse is currently supporting the City maximize ARPA funding through program and project management support, monitoring and compliance, and subject matter expertise on reporting and economic impact modeling.	May 2021 – Ongoing	✓	✓		✓

Table 1. Examples of our Experience Supporting Government Entities

Client	Project Name	Project Dates	Programmatic Disaster Recovery/Federal Accounting	Compliance with the Federal OMB's Uniform Guidance 2 CFR, Part 200	Operations of the FEMA Public Assistance Program	ARPA Regulations
Massachusetts Emergency Management Agency (MEMA)	Title of Project: COVID-19 Response Professional Services Project Description: Guidehouse designed and stood up a reimbursement and documentation unit to provide technical assistance to over 70 FEMA Public Assistance applicants in Massachusetts. The Guidehouse team developed detailed guidance and instructions for Massachusetts state agencies, cities, towns, hospitals, and private non-profits in assembling their FEMA Public Assistance application for COVID-19 eligible expenses.	April 2020 – Ongoing	✓	✓	✓	
Arizona Department of Emergency Military Affairs (AZ DEMA)	Title of Project: FEMA Public Assistance Consulting Services Project Description: For the Arizona Department of Emergency and Military Affairs (DEMA), Guidehouse and Viriya are providing ongoing support with maximizing federal funding opportunities, providing disaster recovery subject matter expertise, and guiding applicants through the FEMA Public Assistance program application process. The team's support is focused on assisting DEMA with getting FEMA PA funding for high-profile, high-complexity applicants throughout the State of Arizona.	January 2021 – Ongoing	✓	✓	✓	
Cook County, IL	Title of Project: COVID-19 Response Services Project Description: Guidehouse is providing management support for tracking the County's costs related to the COVID-19 response and ongoing training on FEMA guidelines for the various municipalities and taxing districts within Cook County that are submitting separate applications for Public Assistance.	April 2020 – Ongoing	✓	✓	✓	✓
Harris County, TX	Title of Project: Hurricane Harvey Disaster Recovery Program Management Project Description: Guidehouse provides overall grant administration, project management, and financial oversight for several federal and state agencies including FEMA, FHWA, HUD, TDEM, and GLO related to Hurricane Harvey relief.	January 2018 – Ongoing	✓	✓	✓	
Oakland County	Title of Project: Disaster Cost Recovery Services for COVID-19 Project Description: Guidehouse, as a subcontractor to Pierce, Monroe, & Associates, is helping the County maximize federal, state, and other COVID-19 reimbursements and coordinate reporting across funding agencies including the U.S. Department of Treasury.	June 2020 – Ongoing	✓	✓		
State of Arizona Governor's Office of Strategic Budgets & Department of Housing	Title of Project: CDBG-CV Program Design and Staff Support Project Description: The State of Arizona's Governor Office of Strategic Budgets (OSPB) engaged with Guidehouse to support the design of eligible Community Development Block Grant (CDBG) programs that assisted low to moderate income communities impacted by COVID-19. Additionally, the Guidehouse team continues to provide support to the Governor's Office by providing project closeout activities and legislative analyses.	January 2021 – Ongoing	✓	✓		✓

3.2 Our References

3.2.1 FEMA Public Assistance Consulting Services

Contractor	Guidehouse LLP	
Contract/Project Title:	FEMA Public Assistance Consulting Services	
Client Name:	Arizona Department of Emergency Military Affairs (AZ DEMA)	
Client Address:	5636 E. McDowell Road, Phoenix, AZ 85008	
Client Project Manager:	Name	Darlene Quihuis, Grant Administration Assistant Director
	Telephone Number	(602) 464-6454
Project Dates:	January 2021 – Ongoing	
Description of Services/Scope of Work		
<ul style="list-style-type: none">For the Arizona Department of Emergency and Military Affairs (DEMA), Guidehouse is providing ongoing support with maximizing federal funding opportunities, providing disaster recovery subject matter expertise, and guiding applicants through the FEMA Public Assistance (PA) program application process. Leveraging the firm’s considerable expertise with disaster recovery and the FEMA PA program, Guidehouse’s support is focused on assisting DEMA with getting FEMA PA funding for high-profile, high-complexity applicants throughout the State of Arizona. This includes state agencies, counties, local governments, and select private non-profits. The Guidehouse team creates an application strategy for each applicant, advises applicants on potentially eligible expenses, assists with developing cost estimates, guides applicants through collecting the necessary documentation, reviews all documentation for completeness and compliance, and packages all approved documentation into project worksheets, and uploads information into FEMA’s Grants Portal system for the applicants. The goal is to maximize the funding each applicant receives while minimizing potential roadblocks. To date, the Guidehouse team has guided applicants through submitting over \$200 million in eligible expenses to FEMA.To track the team’s progress and ensure the quality of all submitted projects, Guidehouse also implemented a comprehensive dashboard reporting system and quality control review process. The dashboard provides visibility into FEMA processing times, project status, and any outreach to applicants. The dashboard leverages data entered by the project team as well as data pulls from Grants Portal for accuracy. The quality control review process minimizes the chance of requests for information from FEMA and ensures all projects meet the same high bar for quality.		

3.2.2 COVID-19 Response Services

Contractor	Guidehouse LLP	
Contract/Project Title:	COVID-19 Response Services	
Client Name:	Cook County Department of Emergency Management and Regional Security	
Client Address:	69 West Washington Street, Chicago, IL 60602	
Client Project Manager:	Name	Deputy Chief Financial Officer
	Telephone Number	(312) 603-6669
Project Dates:	April 2020 – Ongoing	
Description of Services/Scope of Work		
<ul style="list-style-type: none">• Guidehouse leads the PMO on financial response to the COVID-19 emergency on CRF, CAA, Emergency Rental Assistance, and FEMA funding for internal County departments and external partners. Guidehouse advises client leadership on project objectives, scope and schedule, federal legislation, U.S. Treasury reporting and provides program governance to engage all County stakeholders across financial response. The team engages with all financial functions and departments to maximize COVID-19 cost reimbursement and realize emergency benefits.• Guidehouse constructed an Emergency Management (GEM) tool on the Salesforce platform to aggregate all the County’s documented labor, materials, equipment and contract expenses. Through coordination and communication across more than thirty departments, Guidehouse collected over 70,000 unique expenses and transformed that data to meet Federal reimbursement guidelines. Guidehouse also constructed a series of dashboards in the GEM tool which allows Cook County stakeholders to view up-to-date expense information broken out by expense type, department, or at the individual staff level. By leveraging the information in the GEM tool, reports can be extracted to construct Project Worksheets which contain all the necessary information to receive reimbursement for eligible FEMA Public Assistance funding.• Guidehouse is also assisting Cook County with their subgrantee management program. This has included providing expert guidance to Cook County Departments and other subrecipients on eligible costs, orchestrating several internal and external trainings on the FEMA Grants reimbursement process, generating new policy documents to guide the allocation of the County’s CRF funds, and identifying new grants and funding opportunities for the client to leverage. Moving forward, Guidehouse will continue to collect and categorize the expense data for the County and will refine the County’s reimbursement strategy, allocating individual expense items to specific grant sources, in order to maximize the total reimbursement the County receives and minimize the fiscal burden felt by the County and its residents now and in the future.• Guidehouse is also assisting Cook County with their Emergency Rental Assistance (ERA) program. This has included providing expert guidance to Cook County Bureau of Economic Development and other subrecipients on eligible costs, orchestrating trainings, managing and monitoring rental disbursement processes and generating new policy documents to guide the allocation of the County’s funds. The ERA program leverages a Guidehouse built Tableau dashboard to provide data-driven insights		

3.2.3 American Rescue Plan Support Services

Contractor		Guidehouse LLP	
Contract/Project Title		American Rescue Plan Support Services for Bexar County	
Client Name		Bexar County	
Client Address		101 W Nueva Street Suite 944 San Antonio, TX 78205	
Client Project Manager	Name	David Marquez, Executive Director, Bexar County Economic Development Department	
	Telephone Number	(210) 335-0661	
Project Dates:		June 2021 – Ongoing	
Description of Services/Scope of Work			
<p>Guidehouse has been engaged by Bexar County to provide advisory and management services for the County’s ARP funding. Guidehouse assists the County with finding the highest and best use for all available federal and state resources and other funding sources that can be allocated through a targeted strategic response to assist with the long-term disaster and economic recovery for the County. Guidehouse has been tasked with the following services:</p> <ul style="list-style-type: none">• Develop portfolio strategy for revenue maximization. Guidehouse is developing a portfolio strategy that maximizes revenue and allowable reimbursement/expenditures for Bexar County’s response to the COVID-19 pandemic and subsequent economic impacts. As a part of this task, Guidehouse is meeting with County representatives and stakeholders to confirm final scope of work and identify County-specific program needs and if necessary, modify final scope of work to incorporate County-specific needs. Additionally, Guidehouse provides research and reporting services to support data-driven decision making within the County. Guidehouse provides information and feedback on applicable grants and funding sources currently available through federal stimulus packages and any additional Federal or State grants, philanthropic and other sources of funding for which the County is eligible.• Provide technical assistance to the County in their strategy development to maximize grant funding by tracking and translating funding guidance, program and/or expense eligibility, coordination of benefits, and prevention of duplication of benefits. Guidehouse works in a project management capacity to establish recurring meeting and cadences to ensure continuous coordination with the County, providing technical assistance as needed on an on-call basis.• Conduct Revenue Loss Analysis of Bexar County’s lost revenues resulting from COVID-19. Guidehouse is in the process of developing a revenue loss report for the County. Guidehouse uses scenario analysis to develop a counterfactual of Bexar County’s economy in the absence of COVID-19, but taking into account other factors such as population, unemployment, real estate transactions and sales activity. This is combined with a forecast of Bexar County’s economy in light of COVID-19, and taking into account other factors such as population, unemployment, real estate transactions and sales activity. Guidehouse evaluates these components together to determine the change between expected and real changes in the County’s economic performance, thereby allowing Bexar to identify the lost revenue due to changes in economic drivers of COVID-19.			

4.0 Proposed Approach to Tasks

Even as we hope the COVID-19 pandemic is nearing an end, it is imperative to understand the lasting impact it will have on nearly every aspect of daily life for the City of Albuquerque's businesses, workers and residents. These impacts may take years to heal – from where support to the City's pandemic recovery operations, expediting financial recovery and mitigation of utilizing any federal and state programs available, and ensuring full compliance with all federal, state, and local laws will be imperative to the recovery process for the City of Albuquerque. The journey ahead for the City of Albuquerque is a long and difficult one, yet it also presents the opportunity for hope and lasting change. After over a year of responding to the pandemic, the question remains: *What can the City of Albuquerque do to strategically help its constituents recover and prepare for life after the pandemic?*

This is an important question to ask because it not only allows the City to help those who have been affected by COVID-19, but it also allows you to create a more equitable and sustainable future. While the City has already completed an impressive amount of COVID-19 relief projects utilizing CRF funding, there is still room to expand and improve upon the assistance that is being provided to ensure residents are not left behind and strategies are developed and implemented to utilize funding available from federal and state sources such as ARPA. This improvement can assist the City in developing appropriate policies and procedures for use of ARPA funds as well as develop appropriate documentation to demonstrate compliance with ARPA guidance.

We understand that the departments across the City have developed programs and projects with the core tenants being housing, public utility programs, small business growth, domestic violence prevention, parks and public facilities and information technology upgrades among the priorities for the City. To complement your strategy, you need a methodical way to ensure your efforts are coordinated, organized, and well-executed, working closely with an ecosystem of stakeholders to make progress on shared goals, and maximize economic and community growth. We will enable the City to maintain this strategy and provide a path forward through programs and departments where the track may not always be clear.

4.1 Focus Area 1: Strategy

Table 2. Focus Area 1 – Strategy

Focus Area 1 – Strategy	
<ul style="list-style-type: none">• Tasks:<ul style="list-style-type: none">– 3.2.1: Assist the City in developing appropriate policies and procedures for use of ARPA funds available from federal, state and other sources;– 3.2.2: Assist the City in developing and implementing strategies and plans for the use and coordination of ARPA funds available from federal, state and other sources;– 3.2.3: Assist the City in developing appropriate documentation to demonstrate compliance with ARPA guidance;– 3.2.4: Perform comprehensive compliance and eligibility reviews of uses of the ARPA funds regular basis and in a timely manner to ensure compliance with ARPA guidance and propose corrective actions when necessary• Intent:<ul style="list-style-type: none">– Thorough and big picture-focused comprehensive strategy to utilizing ARPA Funds• Method: How will we accomplish this goal?<ul style="list-style-type: none">– Support development of consistent policies and procedures at the program level across departments– Map projects and needs to funding sources and assess eligibility and compliance requirements– Conduct comprehensive compliance and eligibility reviews for each program initiated by departments• Impact: What will the outcome achieve?<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	

4.1.1 Introduction

A thorough, transparent, and big picture-focused comprehensive strategy is the foundation and “North Star” of a successful recovery. To maximize the benefit of this strategy for the City of Albuquerque, we will work in collaboration with City leadership, departments and the communities and constituents your team serves to build on the existing policies and procedures that your team has started. Our goal is to focus on forward-thinking, objective and sustainable solutions to support the City’s use of this new funding source. We envision helping departments and their sub-recipients in implementing programs with consistent documentation and records management requirements from the start.

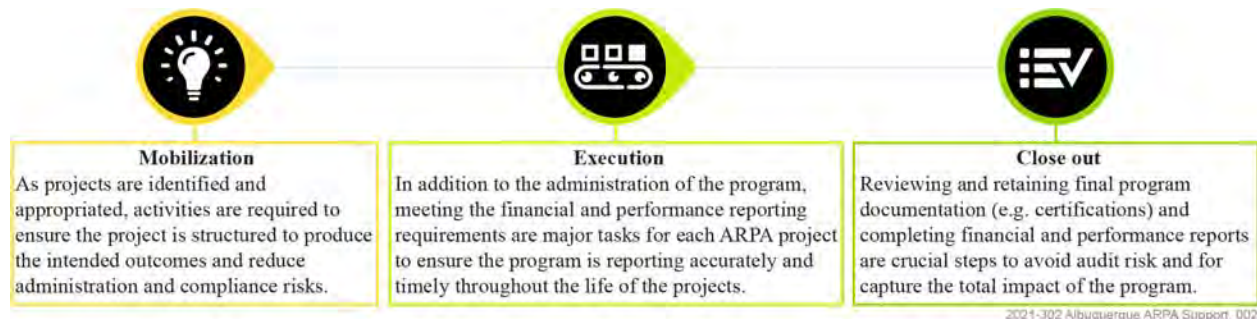


Figure 1. Guidehouse Approach to Grants Management

Our team is prepared to provide you with the expertise and hands-on support to help the City in developing appropriate policies and procedures for use of ARPA funds. We will also help you in developing and implementing strategies and plans for the use and coordination of ARPA funds by ensuring coordination between the City and departments conducting the programs. These coordination efforts will ensure that the appropriate documentation is developed to demonstrate the proper compliance with ARPA guidance and provide a path forward for those programs struggling to meet ARPA compliance. We will continuously perform comprehensive compliance and eligibility reviews of programs utilizing ARPA funds and our team’s expertise, to ensure ARPA compliance as well as propose corrective actions and best practices when necessary for the corresponding programs.

We will also develop an internal controls plan in coordination with the City. This plan will provide basic guidance for departments to use with sub-recipients to drive compliant documentation aligned to the type of program and funding use. It will also include a control matrix and schedule that we will use to conduct ongoing reviews of program documentation to help ensure compliance with the policy and procedures and to test effectiveness of the controls.

4.1.2 Activities

- Identify programs where documentation and compliance needs associated with ARPA funds are lacking and provide a strategy to ensure that departments continue to create programs based on the established policies and procedures
- Develop the appropriate documentation per ARPA guidance that ensures program compliance and eligibility
- Provide comprehensive eligibility and compliance reviews of department programs to ensure compliance and risk mitigation per ARPA guidance
- Facilitate workshop sessions and surveys as necessary to gather input from stakeholders on additional needs and activities necessary to finalize the recovery strategy

4.1.3 Deliverables

- **ARPA Strategic Plan:** Coordinated plan to maximize utilization of ARPA funds and focus on compliance and eligibility
- **ARPA Internal Controls Plan:** Easy-to-follow guidance for each program to help ensure consistent implementation throughout the City and on-going reviews to understand current compliance and effectiveness of controls.

4.2 Focus Area 2: Guidance and Technical Assistance

Table 3. Focus Area 2 – Guidance/Technical Assistance

Focus Area 2 – Guidance/Technical Assistance	
• Tasks:	– 3.2.5: Actively search for and share guidance documentation and interpretations of such guidance as it becomes available from ARPA funding entities. For the purposes of this subsection, the City anticipates that the successful Offeror shall set up a meeting within 3 to 5 calendars days any time new guidance documentation and interpretations of such guidance becomes available from ARPA and funding entities;
	– 3.2.6: Actively search for and share plans and practices from other US cities with regard to the use of ARPA funds available from federal, state and other sources. For purposes of this subsection, the City anticipates the successful Offeror shall provide a written bi-weekly peer report for the first 6 to 9 months of the agreement resulting from this RFP;
• Intent:	– 3.2.7: Respond to questions from the City and provide formal opinions regarding the eligibility of specific City expenses to be covered by ARPA funds available from federal, state and other sources and;
	– 3.2.8: Provide strategic advice and guidance on how best to use ARPA funds in conjunction with other City funding sources.
• Method: <i>How will we accomplish this goal?</i>	– Real-time advisory and guidance support for City departments and stakeholders regarding ARPA and other federal and state funding
	– Use the Guidehouse COVID-19 Command Center to provide policy and regulatory updates
• Impact: <i>What will the outcome achieve?</i>	– Provide interpretation of guidance on ARPA, CARES, 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
	– Identify methodologies used in other US cities of similar size and scope and implement to the City
	– Provide researched and succinct written or oral presentations to stakeholders on new/updated ARPA guidance
	– 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

4.2.1 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 through ARPA. 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 new federal funding sources like ARPA and deliver those trainings to relevant stakeholders as frequently as needed or requested.

With the nuances of the new ARPA funds, we will actively search for and share guidance documentation and interpretations as it becomes available from ARPA funding entities. As new guidance is released from ARPA funding entities, we will regularly and in a timely manner, meet with the City to provide interpretations based on the new guidance and provide subject matter expertise on any questions or concerns that arise throughout the course of the project. We will also share plans, best practices and lessons learned from other U.S. cities who are of similar size and scope to the City of Albuquerque where ARPA funds are being used to ensure that the City is best suited to continue compliance and utilization of ARPA funds.

While the usage of federal funds can be a tedious, strenuous process, Guidehouse will bring the knowledge and understanding from our experience with other U.S. cities, states and local governments to provide formal opinions, guidance, and strategic advice on how best to use ARPA funds in conjunction with other City funding sources and ensure eligibility of these expenses throughout all programs conducted by departments within the City. Our approach to grants management can help you establish a framework, and core common principles, that can be scaled up and matured whenever necessary to meet increasing demands or changing circumstances, as demonstrated in the figure below.

4.2.2 Activities

- Actively track programs, guidance, and policies issued under the ARPA fund guidance, and applicability to state and local governments
- Leverage the COVID-19 Command Center to assist in the understanding and implementation of new and everchanging ARPA guidance and how it applies to the City
- Provide guidance and justification around program and expense eligibility
- 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 ARPA 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
- 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

4.2.3 Deliverables

- **ARPA federal funding guidance:** Provide written and oral guidance on ARPA funding regulations and eligibility restrictions to help the City manage its recovery process and ensure compliance with ARPA
- **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 ARPA challenges, solutions, and questions

- **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

Our proposed management summary is outlined in the organization chart in **Figure 2** below. Mr. O'Brien and Mr. Lopes will provide project oversight and Mr. Miretsky will provide day-to-day project management and will be the primary contact for City staff. Mr. Miretsky will manage the 2 workstreams, ARPA Fund Management and Compliance and Auditing. We have included Mr. Bseiso to help manage ARPA Fund Management and Mr. Gill to help manage Compliance and Auditing. We will add staffing to each workstream as needed. In addition to this core project team, we will bring in key subject matter experts in COVID-19 response, federal grants management, and economic development, to advise on the project.

We anticipate meeting with Albuquerque leadership on a weekly basis to discuss the status of the project, provide ongoing answers to questions, and for involvement of various Subject Matter Experts based on the topic at-hand.

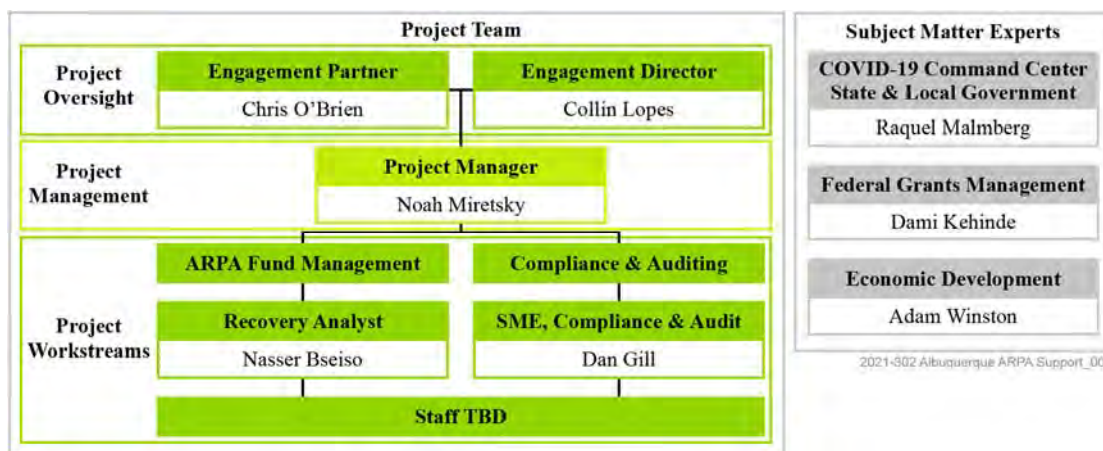


Figure 2. Organization Chart

Appendix

Appendix Item A: Certificate of Insurance

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 05/03/2021																																																									
<p>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.</p> <p>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).</p>																																																													
<p>PRODUCER Aon Risk Services, Inc. of Washington, D.C. 2001 K Street NW Suite 625 N Washington DC 20006 USA</p>			<p>CONTACT PHONE (A/C No. Ext): (866) 283-7122 FAX (A/C No.): (800) 363-0105 E-MAIL ADDRESS:</p>																																																										
<p>INSURED Guidehouse Inc. 2941 Fairview Park Drive Suite 501 Falls Church VA 22042 USA</p>			<p>INSURER(S) AFFORDING COVERAGE</p> <table border="1"> <thead> <tr> <th>INSURER</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Continental Casualty Company</td> <td>20443</td> </tr> <tr> <td>INSURER B: National Fire Ins. Co. of Hartford</td> <td>20478</td> </tr> <tr> <td>INSURER C: The Continental Insurance Company</td> <td>35289</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>			INSURER	NAIC #	INSURER A: Continental Casualty Company	20443	INSURER B: National Fire Ins. Co. of Hartford	20478	INSURER C: The Continental Insurance Company	35289	INSURER D:		INSURER E:		INSURER F:																																											
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ACORD 25 (2016/03)

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Appendix Item B: Contract Exceptions

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 ARPA Fund Management Services (the "RFP"). This proposal in response to 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. We respectfully request the City consider modifying the draft Agreement to be substantially consistent with our previously negotiated contracts with the City.

D. Responsibility to Monitor Contract. Contractor shall be responsible for ensuring that the Contractor does not bill for Services in an amount that exceeds the total contract amount. With each invoice submitted to the City, the Contractor shall include a ledger report that identifies the total amount the Contractor has billed for Services under this Agreement and any Supplements to this Agreement. If at any time the Contractor determines that payment for Services may or will exceed the total amount provided in this Agreement and any Supplements to this Agreement, the Contractor shall notify the City in writing, as soon as possible after making that determination. If the Contractor's billing exceeds the amount of this Agreement and any Supplements, the City may stop or delay payment, or the Services may be ceased or delayed at the City's request; notwithstanding the above, the City shall compensate the Contractor for all services performed up to the amount set forth in Section 3A. above.

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 third-party 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 paid to the Contractor 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.

Appendix Item C: Pay Equity Documentation

Pay Equity Reporting Form



City of Albuquerque
www.ci.abq.nm.us



Bernalillo County
www.bernalillo.gov



Water Authority
www.abqwa.org

Company Details

Company Name	Guidehouse Inc.	Mailing Address	2941 Fairview Park Drive, Suite 501, Falls Church, VA. 22042
Phone	7034097112		
Email Address	mschulien@guidehouse.com	NM Employees?	yes

Job Category	No. Females	No. Males	Gap (Abs. %)
1.1 Exec/Senior Level Officials/Mgrs.	0	0	N/A
1.2 First/Mid Level Officials/Mgrs.	3	1	17.67%
2 Professionals	1	0	N/A
3 Technicians	0	0	N/A
4 Sales Workers	0	0	N/A
5 Office and Admin. Support	0	0	N/A
6 Craft Workers (Skilled)	0	0	N/A
7 Operatives (Semi-Skilled)	0	0	N/A
8 Laborers (Unskilled)	0	0	N/A
9 Service Workers	0	0	N/A
Overall Total	4	1	17.67%

Total # of Females (all categories)	4	Total # of Males (all categories)	1
Total # Female Only Job Categories	1	Total # Male Only Job Categories	0
Total # Part Time Females	0	Total # Part Time Males	0
Female % Workforce	80.00%	Male % of Workforce	20.00%
Total # Employees	5	Total # Non-Binary Employees	0

Must be signed by a representative of the company. Signature certifies that all employees working in New Mexico are included, the data is for one year ending when the form is signed, and any challenges to your information may require you to get third party verification at your own expense.

 <u>Michael Schulien, Contracts Manager</u>	<u>Jul 6, 2021</u>
Name and Title	Signature

☐ **Certified - Overall Gap is 0%**
☒ **Uncertified - Overall Gap is more than 0%**

Gender Pay Equity Representative
 Company ID: 314

guidehouse.com