



# GP Strategies Corporation

9100 Bluebonnet Centre Boulevard  
Suite 301  
Baton Rouge, LA 70809

## Proposal for

DISASTER RECOVERY AND HAZARD MITIGATION SERVICES

**RFP #: RFP-TS-128189**

LPSS Office of Risk Management,  
113 Chaplin Drive,  
Lafayette, LA 70508

For questions contact:

**David H. Ziegler Sr.**

Director

Homeland Security Services

GP Strategies Corporation

410-340-3707

[dziegler@gpstrategies.com](mailto:dziegler@gpstrategies.com)

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[gpstrategies.com](http://gpstrategies.com)

**Envelope containing proposal should be marked on the outside “Proposal—Grants Management and Administration and Associated Project Management RFP# 14-17, August 29, 2016 at 10:00 AM”**

The proposer acknowledges receipt of addendum:

No.1 DATED 8/23/16 No.2 DATED \_\_\_\_\_ No.3 DATED \_\_\_\_\_

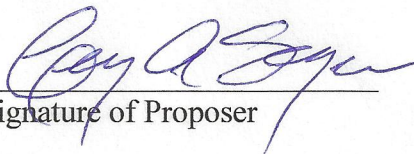
No.4 DATED \_\_\_\_\_ No.5 DATED \_\_\_\_\_ No.6 DATED \_\_\_\_\_

The proposer acknowledges that he/she has read and agrees to comply with and be subject to the provisions and/or penalties involved in the proposal form as contained herein this RFP.

**\*\*A Debarment Certification Form must be signed and included with Proposal in addition to this page\*\***

GP Strategies Corporation

\_\_\_\_\_  
Name of Firm

  
\_\_\_\_\_  
Signature of Proposer

11000 Broken Land Parkway

\_\_\_\_\_  
Address

Craig A. Seger

\_\_\_\_\_  
Typed Name of Proposer

484- 607-8029

\_\_\_\_\_  
Telephone Number

dziegler@gpstrategies.com

\_\_\_\_\_  
Email Address



**DEBARMENT CERTIFICATION FORM**

- (1) The prospective primary participant certifies to the best of its knowledge and belief that it and its principals:
- (a) Are not presently debarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
  - (d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective primary participant shall attach an explanation to this proposal.

Business Name GP Strategies Corporation

Date 8/29/16

By

Craig A. Seger, Senior Vice President

Name and Title of Authorized Representative



Signature of Authorized Representative

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# I. SCOPE OF SERVICES

GP has been in business for over 50 years and has revenue in excess of \$500MM annually across thousands of contracts. GP has been formally providing Emergency Management and Disaster Recovery services under our Homeland Security Business Unit (BU) for 12 years (2004). Our Homeland Security BU has no less than 10 active contracts that include State contracts for Indiana, North Carolina, Virginia, and New Jersey. These active contracts total approximately \$7.5MM annually.

- 1 Provide assistance to LPSS with regard to disaster assistance and management of any type needed including, but not limited to, response; preliminary damage assessments; debris management and monitoring; recovery to include any State of Louisiana or Federal Emergency Management Agency Hazard Mitigation Program (FEMA), HUD Community Development Block Grant Program, and U.S. Department of Transportation programs, if eligible; and mitigation and preparedness service (planning, training and exercise), including present and future disasters.

GP will provide a team of customized professionals that bring specialized skills and experiences to address complex subject matter. Our team will be advised by Mark Merritt who served as the Program Manager for GOHSEP's Recovery Contract through Katrina, Rita, and Gustav. He will be supporting a team of highly experienced individuals who have accumulating experiences from across the Country as FEMA policy adjusts to changing political landscapes.

GP will detail in Section 3: Technical Approach our team and organization structure.

- 2 Provide broad-based support services to LPSS in a timely and efficient manner for response and recovery activities, ensuring that LPSS is able to accomplish and maximize (if available) federal grant funding for debris missions, emergency protective measures and recovery missions that serve our public's health and safety.

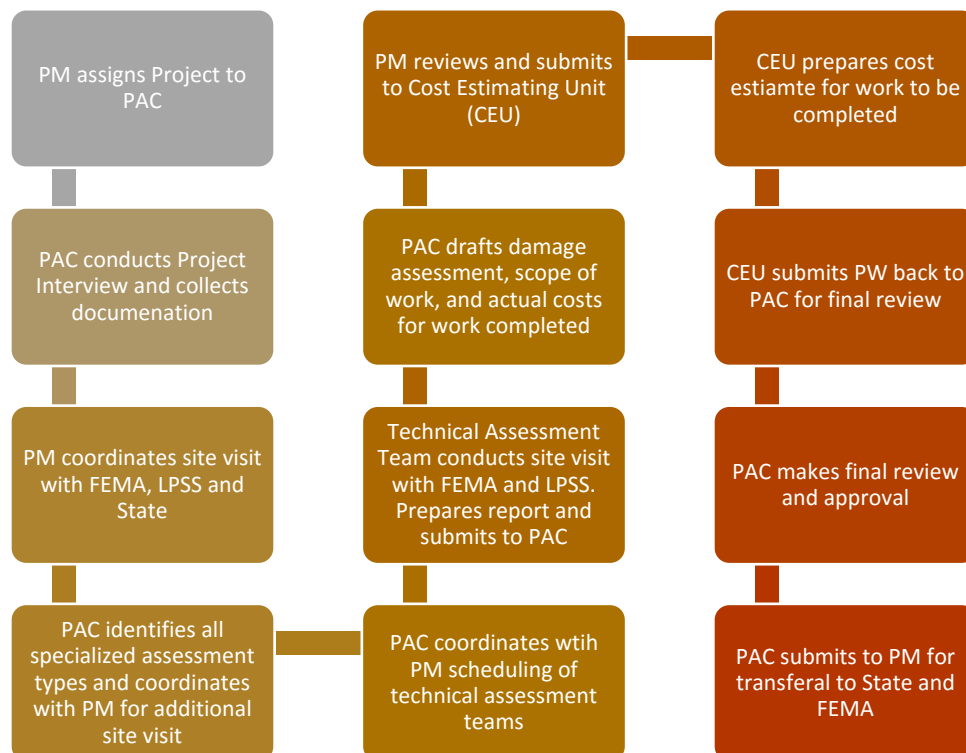
GP was the primary contractor for the City of New Orleans following Hurricane Katrina and staffed the Emergency Operations Center for over a year. Time spent during this deployment included acting as liaison with the USACE on their debris missions, working with Finance and Budget departments to collect and account for all emergency protective measures expended, and support search and rescue missions in the Lower Ninth Ward. These efforts resulted in over \$150MM in emergency costs captured and \$100MM in demolition costs being included in Project Worksheets.

GP is experienced and qualified to perform these same duties for LPSS

### 3 Provide guidance in recovering reimbursement for the repair and potential replacement of the loss of our critical infrastructures.

GP has unique experience capturing damages to education facilities in Springfield, MA, Joplin, MO, Galveston, TX, and the Recovery School District in Louisiana. We also currently provide recovery planning and preparedness support during blue skies and Disaster Recovery support during gray skies for the School District of Palm Beach Florida. Palm Beach School District is the 13<sup>th</sup> largest school district in the nation.

GP staff will conduct a project interview with LPSS to document a complete synopsis of the project and to collect all available documentation. This will include damage description, photographs, work reports, time sheets, maintenance records, insurance adjustments, labor policy, etc. A joint site visit will be coordinated by the PM to include LPSS, FEMA and the PAC. The site visit will be used to document all visual damage and identify components of the facility that may require additional testing or inspection to determine severity or cause of damage. The PAC will list all components that may require specialized assessment to include Mechanical, Electrical, Structural, Environmental or Civil. Should additional specialized assessment be required the PAC will coordinate with GP Management to assign a Technical Assessment Team (TAT) for the Resource Pool. The PM will then coordinate a secondary site visit with the TAT, PAC, FEMA, and LPSS. The TAT will develop a report following their site visit and submit to the PAC. Using information provided by LPSS and the site visit the PAC will draft a detailed damage description and a scope of work in FEMA's 90-91 form. This PW will be supported by all relevant documentation mentioned above. The PM will review the damage description, scope of work and actual cost calculation as well as all supporting documentation. Once approved the PAC will forward to the Cost Estimating Unit (CEU) to develop any necessary cost estimate. The PAC will answer any questions the CEU regarding the scope of work within 24 hours. The CEU will finalize the Cost Estimate and return to PAC for final review and approval.





4 Assist and/or represent LPSS with the implementation preliminary damage assessments (PDAs) to document the impact and magnitude of the disaster.

GP proposes to support the preliminary damage assessment (PDA) through our Damage Assessment Task Force. As part of our Rapid Response Deployment Team, GP will assign experienced personnel who will employ a systematic approach to Damage Identification, Project Listing and Damage Assessment that includes available GIS, standardized assessment forms, centralized processing, specialized assessment teams and advanced document control systems. GP D will coordinate with LPSS Damage Assessment Coordinators to collect and Package information as well as capture special issues and projects that may require additional support.

Additionally, GP could offer LPSS approved standardize assessment templates to LPSS damage assessment coordinators. These standardized forms will provide LPSS with a check box approach to quickly capture necessary information required by FEMA and that will advance Recover in the subsequent phases.

**Standardized Damage Assessment: Inspection/Damage**

Drainage Assessment Data Sheet (continued)					
Damage Severity	L: Light	M: Moderate	H: Heavy	4: Material damage	5: Material loss
Damage Type	1: Destroyed	2: Missing	3: Movement	W: Wind	
Damage Cause	C: Corrosion	F: Flooding	I: Impact	Q: Quantity	S: Size
Measurements	D: Depth	H: Height	L: Length		W: Width
<b>Bridge Deck</b> <input type="checkbox"/> Concrete <input type="checkbox"/> Wood <input type="checkbox"/> Other: _____ Length _____ Width _____					
System/ Item (measurement)	Damage severity, type, cause & extent			Observations and required repairs (description, type, material, measurements)	
	Severity	ty	pe		
Surface (DLW)					
Joints (QL)					
Drainage system (QS)					
Approach slabs (QLW)					
Railing (LH)					
Sidewalks (LWH)					
Curbs/ medians (LH)					
Coating (QLW)					
Utility supports (QS)					
Mounted utilities (QLS)					
<b>Bridge Superstructure</b> <input type="checkbox"/> Concrete <input type="checkbox"/> Steel <input type="checkbox"/> Wood <input type="checkbox"/> Other: _____					
System/ Item (measurement)	Damage severity, type, cause & extent			Observations and required repairs (description, type, material, measurements)	
	Severity	ty	pe		
Beams (QLSW) <input type="checkbox"/> Concrete, _____ <input type="checkbox"/> Steel, _____ <input type="checkbox"/> Other, _____					
Diaphragms (QS)					
Connections (QS)					
Bearings (Q)					
Coating (QLW)					
Mounted structures (QS)					
Steel framing (QS)					
Wood framing (QS)					
<b>Notes:</b> _____ _____ _____ OF _____					

Building Assessment Data Sheet (continued)	
<b>Site Checklist</b>	
<b>General</b>	
Building Name _____	
Stories (#, description) _____	
Building dimensions: L _____' x W _____' (SF)	
Parcel size: L _____' x W _____' (ACRES)	
Basement: <input type="checkbox"/> None <input type="checkbox"/> Partial <input type="checkbox"/> Full <input type="checkbox"/> Other _____	
<b>Other Structures</b>	
<input type="checkbox"/> Garage (#, type) _____	
<input type="checkbox"/> Barn (#, type) _____	
<input type="checkbox"/> Shed (#, type) _____	
<input type="checkbox"/> Other _____	
<b>Access</b>	
<input type="checkbox"/> Adequate <input type="checkbox"/> Inadequate, _____	
<b>Soil condition</b>	
<input type="checkbox"/> Sandy <input type="checkbox"/> Silty <input type="checkbox"/> Clayey <input type="checkbox"/> Expansive <input type="checkbox"/> Other _____	
<b>Drainage Patterns</b>	
<input type="checkbox"/> Ponding <input type="checkbox"/> Flooding <input type="checkbox"/> Debris/blockage <input type="checkbox"/> Poor drainage <input type="checkbox"/> Other _____	
<b>Utility Service</b>	
<input type="checkbox"/> Water	Utility Company _____ Tel _____
<input type="checkbox"/> Electricity	Utility Company _____ Tel _____
<input type="checkbox"/> Telephone	Utility Company _____ Tel _____
<input type="checkbox"/> Gas	Utility Company _____ Tel _____
<input type="checkbox"/> Other	Utility Company _____ Tel _____
<input type="checkbox"/> Other	Utility Company _____ Tel _____
<b>Adjacent Land Use</b>	
<input type="checkbox"/> Undeveloped <input type="checkbox"/> Farms <input type="checkbox"/> Parks <input type="checkbox"/> Residential <input type="checkbox"/> Commercial <input type="checkbox"/> Other _____	
<input type="checkbox"/> Low-density <input type="checkbox"/> Medium-density <input type="checkbox"/> High-density	
<b>Potential Improvements</b> (fill out after assessment is complete)	
<input type="checkbox"/> Renovation, _____	
<input type="checkbox"/> Expansion, _____	
<input type="checkbox"/> Exterior, _____	
<input type="checkbox"/> Interior, _____	
<input type="checkbox"/> Structural, _____	
<input type="checkbox"/> Site, _____	
<input type="checkbox"/> HVAC, _____	
<input type="checkbox"/> Electrical, _____	
<input type="checkbox"/> Security, _____	
<input type="checkbox"/> Utility Service, _____	
<input type="checkbox"/> Power backup, _____	
<input type="checkbox"/> Fire safety, _____	
<input type="checkbox"/> Other, _____	
_____ OF _____	

5 Request immediate needs funding (INF), if eligible, for emergency work requested by the State for Presidentially-declared disasters.

GP will support LPSS in requesting INF to expedite recovery efforts. GP was involved in the reconciliation of the City of New Orleans INF of \$100,000,000.00 for Hurricane Katrina. Our Accountants and Grant Administrators worked with multiple City Departments and Finance Department to reconcile expenditures and account for thousands of entries that equaled the INF amount.



6 Accompany LPSS during their Applicant's Briefing with FEMA , Other Federal Grants and the state, assisting with relationship development, requesting additional programmatic details and clarifications that will assist LPSS during the grant process

GP's senior staff will be part of the Applicant's Briefing in order to monitor details FEMA provides and validate their accuracy. While FEMA intends to deliver accurate information we understand that due to the changing policies and staffing changes at FEMA, correct information is not always delivered.

GP will ensure that LPSS is afforded accurate information during the Applicant's Briefing and will support any challenges to FEMA statements with current policy guidance.



7 Assist LPSS in the preparation of the Request for Public Assistance, establishing LPSS as an eligible applicant and enabling the process of project formulation for disaster damages.

GP will complete the Request for Public Assistance and supply to LPSS designated staff for signature. GP staff will coordinate with GOHSEP the delivery and receipt of the document. As part of the Applicant's Briefing the PAC will review and explain the Request for Public Assistance (RPA) form with LPSS. The PAC will review each section of the form and answer any questions LPSS may have about completing the form. The PAC will forward the completed and signed electronic copy of the RPA to the Project Manager who will maintain a master record of LPSSs. If the RPA is collected in hard copy the PAC will scan the document or photograph in scanning capabilities are unavailable. The Project Manager will note receipt of LPSS's RPA and document date received. The Project Manager will then forward to State with a transmission sheet.



- 8 Collaborate with LPSS on project formulation, including damage assessments (field team assessment of damages including a comprehensive list of damaged structures, contents, etc.); Information gathering (photo-document damages, gather records, drawings, insurance policies, historical photos/videos, etc.); project development (define both small and large projects' scope, size, and damages, including cost estimating if needed, that will be the basis of each Project Worksheet); project submittals (draft and submit small and large project PWs to FEMA).

GP intends to work through a coordinated organization structure that supplies LPSS with technical experts as needed to prepare comprehensive damage assessment reports. Information gathered will be collected and stored in a central document management unit. This process is detailed in Section 3: Technical Approach.

- 9 Assist with the management of FEMA and/or other federal grants and state coordination along with LPSS, arranging for routine status/action plan meetings, establishing priorities, scope changes and updates at these meetings.

Developing a communication plan and strategy is a critical element in GP's Technical Approach. GP will, on behalf of LPSS, arrange frequent program and project meetings with team members to include FEMA and GOHSEP. These meetings will be designed to inform status, identify actions required, and resolve outstanding issues. Throughout the process our Project Manager and PACs will maintain close coordination with LPSS, State and FEMA or other Federal Agencies. This will be ensured by a series of established meetings and shared reports. Communication between all team members to produce necessary project and program reports, is critical to the success of information management.

A member of our team will attend every scheduled meeting and/or site visit required during the Program. In order to drive LPSS's Recovery our Recovery Manager will outline a series of scheduled meetings at the inception of the program. Through these scheduled meetings we will engage our FEMA and State counterparts and clearly communicate the objectives of LPSS in the proceeding days, weeks and months.

GP's procedures delineate the processes necessary to develop and maintain consistent project reporting to team members, management, funding agencies, and the public. Below is list of tactics we will employee in order to ensure comprehensive communications between all stakeholders:

***Scheduled, Frequent,  
Face-to-Face  
Communication***

Status meetings with the applicant to ensure early identification of problem areas, allowing the opportunity for quick response. Conducted according to a standard format and agenda. Status meetings will include an assessment and report of all ongoing projects, the review and validation of information provided by individual project officers (e.g. project needs, progress, projections, and recommendations).

***Communication Plan  
and Responsibility  
Matrix***

Define a program-wide Communication Plan and Responsibility Matrix to ensure that all Program stakeholders have necessary contact information and a thorough understanding of the expectations for communication and reporting throughout Program execution. Communication or reporting practices or processes identified as particularly successful on an individual department or project level will be incorporated into the Communication Plan.

## 10 Coordinate and manage deliverables with FEMA and/or other federal grants and the state.

As part of the communication plan GP will develop a written chain of communication that establishes specific documents required for transmittal, signatures required and tracking requirements when information is provided and/or received from FEMA/GOHSEP

## 11 Assist LPSS with FEMA and/or other federal grants and state quarterly reports

GP proposes to assign the responsibility of coordinating quarterly reports to our Project Controls officer. Information for quarterly reports will be gathered 15 days before the report is due and documented in the report 7 days for due. This will allow for QA/QC and follow up with Departments or project managers for specific projects/PWs.

## 12 Generate extension requests to FEMA and/or other federal grants and the state when necessary so that PW eligibility is not forfeited.

Time extension requests will be developed to include detailed justification for request, estimated completion date, and schedule of completion. The request will also include status of the project and steps taken to complete the project at the time the request was drafted.

## 13 Develop improved and/or alternate project requests for the state and FEMA and/or other federal grants.

GP has developed many improved/alternate projects specifically for School facilities. Changing populations may lead to a desire to relocate facilities to new locations. GP has been successful at using FEMA policy to allow for transferring of funding from a damaged facility to the construction of a new building at a different site. Also, we have been approve to build in place but improve other elements of the facility. Finally, we have been successful in taking 100% of funding for a school and repurposing it through an Alternate Project for the funding of completely different facility.

Our experience in this arena will not only help LPSS but will also benefit FEMA as project similar in nature tend to be rare.

## 14 Develop Hazard Mitigation Proposals (HMPs) where mitigation actions can minimize future disaster impacts

We have assigned specific individuals to focus on Hazard Mitigation Proposals. Through the 406 program our team will identify all eligible items for mitigation. We can also develop Benefit Cost Analysis that justify award for such mitigation proposals.

## 15 Assist with the submittal of first- and second-level appeals to FEMA and/or other federal grants should LPSS disagree with the FEMA-formulated PWs and/or other federal grantors.

As part of GP's involvement with Springfield, MA we successfully appealed the denial of funding for an elementary school that received a direct hit from an F3 tornado. FEMA determined this school was not in use at the time of the event and therefore was ineligible. GP collected information that showed the school was actually in use as a storage facility and as so eligible for funding. FEMA approved our appeal and the school was determined to be over 50% damaged and eligible for 100% funding. We are prepared to support LPSS with the individuals who developed that appeal, and many other successful appeals, throughout this contract.

#### 16 Generate PW amendments requesting changes as agreed through resolution discussions on first-level appeals.

As previously described, our team has experience taken an approved appeal and turning it into a Project Worksheet award. Often an original PW written by FEMA when it internally believes the project to be ineligible will significantly lack eligible scope of work. In the development of the appeal our team will make a request for the actual eligible damage. This will expedite the development of PW following approval of an appeal.

#### 17 Provide procurement assistance to LPSS, interfacing with internal staff, to ensure procurement processes adhere to FEMA and/or other federal grants recovery criteria.

During the Recovery process GP intends to provide LPSS with consulting regarding compliance with procurement policy and 2 CFR. Our approach is detailed in Section 3: Technical Approach.

#### 18 Assist LPSS with development of scope and bid packages that align with the project worksheet scope of work and damages.

Working with LPSS Project Managers, GP will staff a Recovery Management Office with Engineers and Project Managers able to align project scope with Project Worksheets and then issue those projects for bid. This is detailed in Section 3.

#### 19 Coordinate and interface with engineering and design efforts for the repair and/or reconstruction of damaged infrastructure that will comply with FEMA eligibility and cost reasonableness, including oversight of the repair and/or reconstruction efforts to ensure FEMA's Public Assistance grant and/or other federal grant funding criteria is clearly defined and implemented and coordination and technical assistance with regard to programmatic issues and permitting.

Working with LPSS Project Managers, GP will staff a Recovery Management Office with Engineers and Project Managers to interface with engineers/architects during the design phase. This phase will required close coordination and information sharing with FEMA and our staff will prepare and information provided to FEMA in an acceptable format. We will also coach A/E firm personnel before any interaction with FEMA. This process is detailed in Section 3.

#### 20 Assist with the procurement of architectural and/or design firms.

During the Recovery process GP intends to provide LPSS with consulting regarding compliance with procurement policy and 2 CFR. Our approach is detailed in Section 3: Technical Approach.

#### 21 Guide the selected firm through FEMA's Public Assistance grant and/or other federal grants funding requirements and criteria.

Working with LPSS Project Managers, GP will staff a Recovery Management Office with Engineers and Project Managers that engage contractors, both A/E and construction, on how to present information. We will coach A/E firms before any interaction with FEMA. As Program Manager for the City of New Orleans infrastructure repair GP developed custom construction management reports that it required Contractors to comply with before payment. In field changes to scope went through an established protocol of approvals and FEMA engagement. This process was developed to avoid ineligible or unapproved work being performed by contractors. This process is detailed in Section 3.

22 Assist LPSS with establishing programmatic document control, establishing a file retention system and data management processes to ensure disaster records are complete and ready for audit.

GP will utilize a custom developed software application that collects information and documentation in order to sort, search and report in an easy and accessible manner. This software is available online and can be accessed on mobile devices for quick reference on project or financial status. The system is detailed in Section 3.

23 Assist LPSS with the closeout of PWs, both large and small, including the review and preparation of final closeout packages for completed work.

GP's centralized tracking and reporting system is designed to build toward close-out. All information related to a specific project is tracked within the application and compiled in hard copy as well. Upon project completing information is easily compiled and submitted to GOHSEP along with a FEMA P-4 Close-Out form.

24 Assist LPSS with insurance optimization by working with LPSS's insurance carriers to optimize coverage relating to the disaster, while also making recommendations with regard to limits, scope, and deductibles for future policy negotiations.

GP team experience in Joplin, MO following an F5 tornado will bring LPSS confidence we have the technical ability and capacity to address any insurance concern and advise on approach and strategy for future coverage.



## 2. CORPORATE BACKGROUND AND EXPERIENCE

The information provided in this section will introduce LPSS to GP Strategies, our team members, and our extensive experience.

### 1. Company Background:

GP Strategies Corporation (GP) is a global Performance Improvement company dedicated to helping clients increase **Knowledge**, improve **Performance**, and positively **Impact** operations. We help our clients gain a competitive edge across their organizations by developing their work force and streamlining their work flow to improve outputs of Key Performance Indicators (KPIs).

Founded in 1966, GP is one of the largest technical training and performance improvement companies in the world. Our services, headquartered in Columbia, MD, are supported by over 3,500 employees in North America and around the world. GP is publically traded (GPX) on the NYSE and is financially strong earning >\$500M in 2015. We are debt-free and growing, providing services in more than 60 countries.

GP has State level experience working for the State of Tennessee, the State of Indiana, the State of North Carolina, and the State of Maryland as well as holding several IDIQ State contracts to include the State of New Jersey and Commonwealth of Virginia. GP currently provides staffing for the entire State of Indiana's Department of Health regional offices. Our technical knowledge of Public Assistance began to accumulate in 2004 following four hurricanes in Florida where GP played a prominent position for the recovery of several Central Florida counties and continued to the City of New Orleans following Hurricane Katrina where GP staffed the City's Emergency Operations Center and its organized its Public Assistance administration program. GP's leadership has guided major Recovery efforts of \$100MM plus for the City of New Orleans, Texas General Land Office, Texas Office of Rural Community Affairs, and Springfield, MA. In the case of New Orleans this Recovery exceeded \$750MM and included a variety of infrastructure projects.

As the leader in Performance Improvement our services have been employed in a variety of markets including; Government, Commercial, Manufacturing, Aerospace, Energy, Transportation, and Information Technology. We bring best practices and improvements to quality, cost, production timelines, and reusability.

- Using our expertise in **Performance Improvement** we support Federal, State and Local governments in the creation of Resilience and Sustainability paradigms in order to comprehensively respond to and recover from Natural, Man-Made, Environmental, and Technological Disasters. For over 48 years we have utilized our diverse specialization and cross industry experience to provide a holistic approach to a community's pre and post-disaster needs.
- GP Strategies has **proven Government AND Private Sector experience**. We have demonstrated successful experience within Government Agencies including Department of Homeland Security, FEMA, Department of Defense, Department of Energy, and the Department of Commerce. GP also delivers a large portion of its business for Fortune 500 and Fortune 1000 companies. Industry leaders Microsoft, HSBC Banks, and General Motors rely on GP to ensure their competitive advantage through workforce development and process improvement.

- GP has provided innovative **Human Performance Improvement** and **Professional Development Solutions** to numerous clients around the globe. We supply specific teams of subject matter experts (SMEs) to tackle complex challenges with time-sensitive precision.
- GP Strategies has deep technology expertise. GP Strategies is a preferred **Learning Management Systems (LMS)** provider and currently hosts and maintains numerous LMS systems for clients. GP can offer our clients LMS capabilities that in addition to providing a platform for electronic delivery of future training materials, would allow for the maintaining, tracking and reporting of training records for end-users. NASA currently utilizes GP to maintains a training database for >25K (in-house and contractor) of its employees.

Name: GP Strategies  
 Address: 9100 Bluebonnet Centre Boulevard  
 Suite 301  
 Baton Rouge, LA 70809  
 Contact: Dave Ziegler  
 Phone: 484-607-8029  
 Email: [Dziegler@gpstrategies.com](mailto:Dziegler@gpstrategies.com)  
 Tax ID: 52-0845744  
 Incorporated: 1966  
 Business Type: Publically Traded Corporation

Our partners on this proposal will be:

#### DCMC Partners

DCMC is a full service Disaster Recovery and planning firm that helps corporations, governments and communities prepare for, respond to, recover from, and mitigate disasters of all kinds. DCMC was founded by an executive team with 25 years of Disaster Recovery experience. Executives Mark Merritt and Barry Scanlon are two of the original founders of Witt Associates, and are superb business people with a track record of success and substantial expertise delivering high quality, critical services to large government agencies. The principles of DCMC have been called on by the highest levels of government to manage the most catastrophic disasters in our Nation's history.

#### Galt Group (DBE)

Galt Group Inc. is a Professional Engineering, Disaster Emergency Management and Program & Project Management Consultancy firm. Galt's team of professionals include licensed professional engineers, former FEMA disaster managers and experienced program and projects managers that currently perform management services for existing Galt governmental clients. They are a SBA Small Disadvantage Business-SDB and Small Business-SB company and hold a host of additional state and local minority and small business certifications.

From the time of engagement of Galt's services, whether at project start or in-progress, our experienced professionals provide solutions at every phase. Given our teams extensive personal and corporate experiences working for all client types, federal, state, local government and private sector, we are well experienced in the

myriad of administrative processes and protocols in supporting governmental clients and are able to work for all clients.

## NFA Insurance

NFA is an established Insurance adjustment firm founded in 1922. NFA was retained by Joplin (Missouri) Schools to handle significant losses incurred from a series of tornados. Four major schools were declared a total loss and several others sustained substantial damage. NFA had staff onsite in Joplin for months following the catastrophe. Damages exceeded \$100 million. "Joplin Schools engaged NFA to work with our insurance carrier. NFA's expert staff raised issues that helped us maximize our insurance claim over and above what the insurance company would have paid without their service. NFA has earned their fee many times over. I am thankful Bernard Papa founded the company and that it is still going strong", said Paul A. Barr, CPA, Chief Financial Officer, Joplin Schools. "I have seen many natural disasters in the last 30 years but nothing that caused the extensive damage that we witnessed in Joplin," said Ronald J. Papa, CEO of NFA. The incredible extent of devastation within such a wide area was almost incomprehensible." NFA worked in close conjunction with the Federal Emergency Management Association (FEMA) to coordinate Joplin Schools' recovery process. Papa said he was privileged that the school district chose NFA to assist in their recovery.

## 2. Company Experience and Background:

GP has been in business for over 50 years and has revenue in excess of \$500MM annually across thousands of contracts. GP has been formally providing Emergency Management and Disaster Recovery services under our Homeland Security Business Unit (BU) for 12 years (2004). Our Homeland Security BU has no less than 10 active contracts that include State contracts for Indiana, North Carolina, Virginia, and New Jersey. These active contracts total approximately \$5.5MM annually.

- 50 years in Operation (1966 – 2016)
- 12 years formally providing Emergency Management/Disaster Recovery Services (2004-2016)
- No less than 10 active Homeland Security contracts
- Approximately \$5.5MM in Homeland Security annual revenue.

To meet the objectives and goals of LPSS and provide a high-quality level of service, we have assembled a specialized team of individuals and subject matter resources that can provide value and experience in the fields of grant management, case management, public advocacy, damage assessment, Federal policy advocacy and cost recovery services. Below is a sample of contracts performed for clients of similar type and size as LPSS.

Summary of Prior Experience		
Client	Project Name	Summary of Performance
Springfield, MA and Springfield School Board  GP  Contact Reference: T.J. Plante, Chief Administrative and Financial Officer  Phone Number: 413-736-3111  Email Address: tjplante@springfieldcityhall.com	Tornado	<p>Springfield, MA was hit by an F3 tornado the did major damage to three elementary schools as well as the Springfield Armory and hundreds of residents, parks and other City facilities. GP was able to support Springfield in capturing additional eligible costs for repair of the schools. One school originally determined ineligible by FEMA was appealed, won and then determined to be over 50% damaged resulting in an award of over \$7MM. Additionally, GP was able to receive two Improved Projects approval to build a new school to replace one of the damaged schools and make improvements at another while making damage repairs. GP also achieved approval of two Public Assistance Alternate Procedure grants that equal approximately \$25,000,000.00</p> <p>After a full review of the City's Project Worksheets, GP identified opportunities to consolidate PWs which has allowed the City to take full advantage of the Stafford Act. Consolidating these PWs along with a full re-assessment has increased funding from \$4,500,000 to over \$19,000,000.</p> <p>GP has successfully appealed denials of 20 residential and commercial demolitions resulting in</p>

Summary of Prior Experience		
Client	Project Name	Summary of Performance
		\$2,000,000.00 in funding. Additionally, GP successfully appealed the denial of funds for a damaged school resulting in an additional \$7,125,000.00.
Joplin, MO School District Mr. Paul Barr Chief Financial Officer Joplin Schools paul.barr@joplinschools.org 417-625-5200		<p>On Sunday May 22, 2011, an EF-5 tornado struck the heart of Joplin, Missouri. This tornado dealt extensive damage to the City of Joplin, destroying approximately 7,700 homes and businesses. A large part of the damage was to the Joplin School District. Five schools in the District were destroyed, displacing 4,200 of the district's 7,700 student population. The destroyed facilities included Joplin High School, Franklin Technical school, Emerson Elementary, Old South Middle School, Irving Elementary, Roy Wood Administrative building and the newly completed East Elementary. Cost estimates for damages to the facilities exceeded \$150 million.</p> <p>With just 88 days until the new school year started, a team led and managed by the leadership at DCMC engaged with Joplin School District to begin the recovery process. On June 2, the team began immediate determination and assessment of the task at hand, establishing priorities with the District to begin recovery and identifying damages for cost recovery in coordination with the District's insurance carrier. First among those priorities was to establish the process and needs of the District to accomplish a school start date of</p> <p>August 17th. Although the District had already initiated substantial repairs to a number of their facilities, our public assistance experts determined that two of the buildings should be eligible for full replacement under FEMA's program rules. After coordinating with the District and obtaining their approval, temporary facilities were identified and coordinated with Federal Emergency Management Agency (FEMA) and the USACE for modular support and building modifications to available structures to provide the necessary classrooms and facilities so that their existing damaged buildings could be replaced with new ones, allowing them to realign those buildings to meet present and future space and functional needs.</p> <p>The Joplin School District, FEMA, Missouri State Emergency Management Agency (SEMA) and our public assistance experts additionally began the process of identifying damages and developing Sub-Grant Applications project worksheets (PW) for the cost recovery process. While the District had insurance on the structures and contents, several necessary critical expenses were not covered, such as the cost of temporary facilities while schools were to be under construction, costs associated with hazard mitigation opportunities such as safe rooms, and additional expenses associated with bus transportation, just to name a few. The contractor team was able to identify those shortfalls and identify the needs of the students in the district. We also begin working with FEMA to review the Sub-Grant Applications (SA) and identified areas of improvement to the SA's to improve cost capture. Facility inspections were conducted jointly by our public assistance experts and FEMA to enhance cost capture opportunities on building replacement PW's.</p>
City of New Orleans GP  Contact: Terry Ebbert,  (504) 708-2886	Hurricane Katrina	<p>GP provided EOC Staffing of all Operations, Logistics, Planning and Finance Sections and Emergency Support Functions to the City's Emergency Operations Center for 15 months. They supported the City with FEMA Public Assistance Grant Program Management and Administration for the City of New Orleans' Hurricanes Katrina and Rita Recovery Efforts. GP provided all invoice reconciliation, contract management, and payment/reimbursement requests for Public Assistance Grants. Responsibilities include Administration of approximately 950 Public Assistance Grants written for numerous categories of damages currently totaling approximately \$800 million. Types of damages include content and equipment losses, facility damages, infrastructure damages, debris removal and demolition, temporary facilities and equipment, and labor and equipment costs associated with response.</p> <p>Other services included: issue resolution, funding denial appeal support, identified hazard mitigation grant opportunities, identified need for Alternate/Improved Project Worksheet, and supported the City in project formation and submittal.</p>
State of Louisiana GOHSEP Recovery School District DCMC	Recovery from Hurricanes	A member of DCMC's leadership team, who was leading efforts to support the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) recognized that this situation was untenable. He engaged with GOHSEP and FEMA, making the case that the

Summary of Prior Experience		
Client	Project Name	Summary of Performance
<p>Contact: Mark RiIGP, Deputy Director, Disaster Recovery, +1 (225) 376-5493</p>	<p>Katrina / Rita / Gustav / Ike</p>	<p>traditional approaches to finalizing grant awards and implementing recovery work were not working. He then worked with GOHSEP to develop a global solution whereby the majority of the recovery funding could be obligated quickly, and be provided with the flexibility to implement their recovery efforts without the overwhelming burden of documenting every nail, every linear foot of pipe, and every door-knob required. Hundreds of PWs across dozens of facilities were consolidated into a single PW worth nearly \$1.4 billion, which was based on a negotiated grant amount covering all losses.</p> <p>Congress was then approached by the State and FEMA to eliminate the reduction of eligible costs for alternate projects for the RSD, and they approved legislation for that purpose.</p> <p>Then, funding was obligated to RSD, treating the entire eligible amount as an “improved project,” thereby removing the need to account for every last line item approved in the PW against a physical expenditure on the resulting facilities and contents. Both parties also agreed that no future changes, or “versions,” would be approved for the work at RSD, effectively ending the FEMA administrative effort for RSD other than program close-out and audit. The result was dramatic: funding for recovery at RSD was resolved, administrative costs (FEMA, State, and RSD) for resulting recovery efforts were minimized, and the restoration of public facilities and services at RSD was expedited.</p>
<p>University of Texas System DCMC</p> <p>Contact: Mike Shriner, VP of Business Operations &amp; Facilities, (409)-682-4335</p>	<p>Hurricane Ike</p>	<p>When Hurricane Ike made landfall in Galveston on September 13, 2009, one of the hardest hit institutions was the University of Texas Medical Branch (UTMB). The storm flooded every building on the campus, causing an estimated \$1.4 billion in damages and lost revenue. The emergency services offered at the facility were by necessity moved to Houston, placing a strain on their emergency care capabilities. In October of 2008, members of the GP team were mobilized and assisted UT System in preparing, processing, and recovering FEMA Public Assistance and Hazard Mitigation Grant Program claims for damages caused by Hurricane Ike.</p> <p>GP team members worked with UTMB staff and department managers to identify damages and counseled UTMB on critical aspects of the PA program, highlighting nuances of Federal regulations to maximize UTMB's Disaster Recovery awards. They led and oversaw the effort to develop and implement FEMA recovery programs on the medical campus, including the assembly of documentation and facilitation of the development of Public Assistance project worksheets and Hazard Mitigation Grant Program proposals.</p> <p>Acting as UTMB's representative, the GP team members provided invaluable advice, guidance, and staff support in the University's negotiations with FEMA to resolve eligibility issues and gain support to increase the PA awards for a large number of highly-complex projects on the medical campus.</p> <p>GP's subject matter resources were involved in the development and monitoring of program analytics to determine measures of progress and to identify problems quickly when They occurred. They implemented a comprehensive project development tracking system to identify any projects that had become stalled in the Federal or State funding process. Once identified, GP team members worked with UTMB, FEMA, and the State to resolve whatever issues were delaying funding for necessary repairs and restoration of services. They also monitored FEMA's review cycles, noting deductions FEMA made for National Flood Insurance Program (NFIP) and anticipated insurance proceeds. These deductions were then matched against UTMB's actual insurance settlements to recapture any additional eligible funding.</p> <p>Our participation in the recovery process freed UTMB staff to spend more of their time on day-to-day programs and activities necessary to keep UTMB moving forward. Additionally, GP's team members provided significant senior-level advisory services on matters ranging from obtaining and leveraging supplemental appropriations, to insurance claim resolution, to reaching out to Congress and FEMA on Key problems, and developing strategies for resolving issues standing in the way of recovery.</p>



### 3. TECHNICAL APPROACH & METHODOLOGIES

Our approach relies on strong, experienced leadership that transcends the administration of FEMA Public Assistance grants and is built on a foundation of Project and Financial Management fundamentals. We support that leadership with Subject Matter Experts from a range of fields including Federal Policy, Construction, Design, Financial Compliance, and Negotiation. We pull from strong relationships in Washington DC and Regional Headquarters to advance our issues and advocate for our clients. We properly staff our projects through a cadre of season professionals and a reliable training program customized for the GP process. We create an environment of collaboration and inclusion with stakeholders through transparency and training. Finally, and most importantly, we hold ourselves accountable for achieving the goals of our clients by establishing and measuring ourselves against quantifiable metrics.

GP will approach the management and administration of declared disasters with the experience and technical capabilities necessary to define a Recovery Program that meets the needs of the LPSS, and fully integrates a reporting system with the needs of the LPSS, GOHSEP and FEMA. We understand that the management and administration of a Disaster Recovery Program includes program controls, scheduling, reporting, facility planning, procurement, budgeting, and other typical functions of a Capital Improvement Program (CIP). It also involves solving problems that often stand in the way of recovery, including the resolution of misunderstandings and disagreements with FEMA, GOHSEP, insurance providers, and other key stakeholders.

***Our Recovery system will be structured to provide consistent reporting and early identification of emerging project deviations, to allow management to proactively respond to and mitigate potential program risks.*** We also understand that the control system needs to be flexible enough to accommodate the changing needs of the LPSS as the Recovery Plan is implemented, and as funding sources and agencies adapt to support the needs of a recovering community.

GP proposes the establishment of a Recovery Management Office (RMO) to maintain focus on recovery priorities, develop critical objectives, establish clear cost and schedule criteria, monitor and measure program status, provide early identification of problem areas, provide for alternatives analysis, facilitate the flow of communication between FEMA, State and LPSS, and administer grant compliance and financial management for efficient reimbursement of costs.

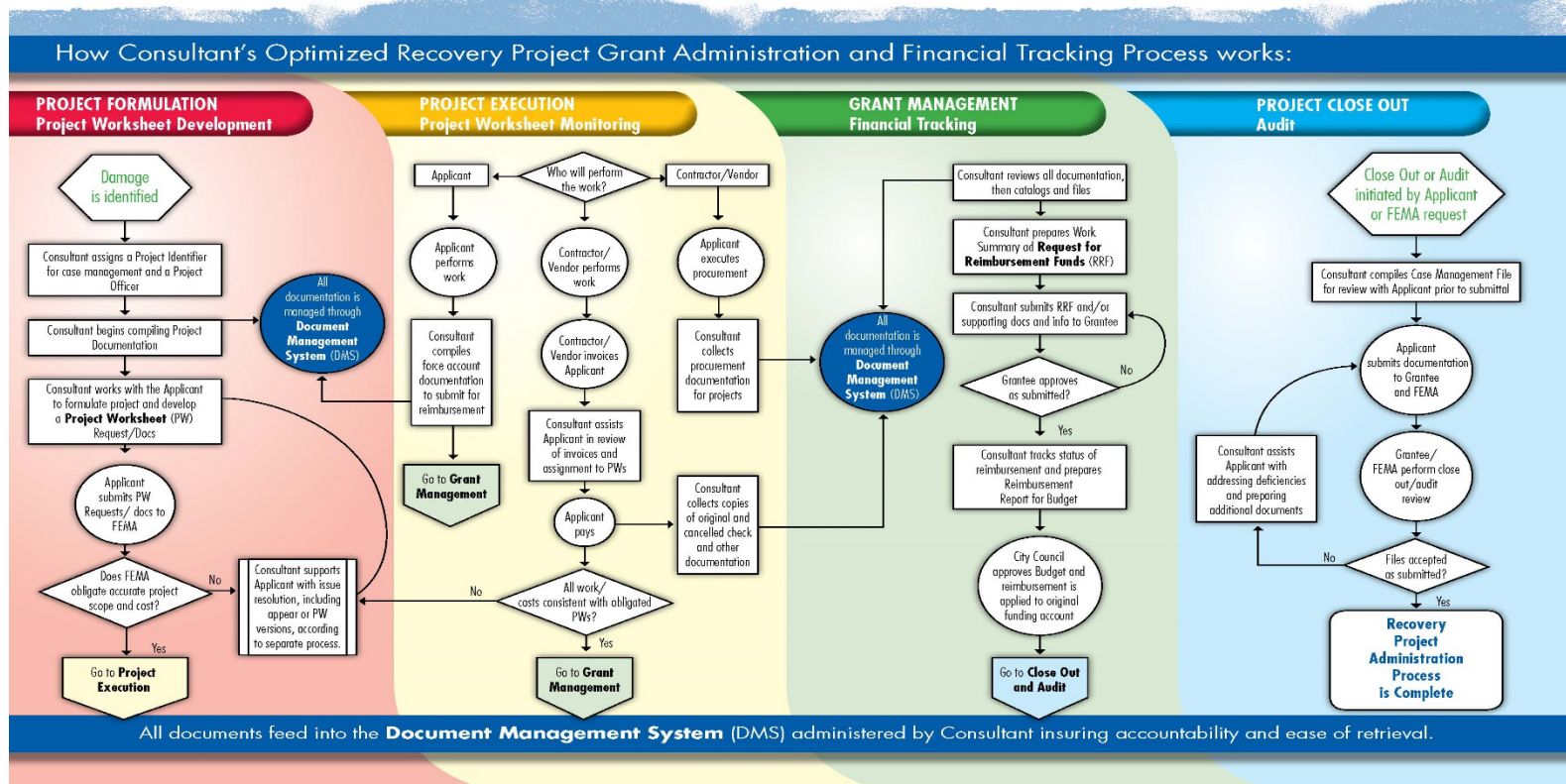
GP will establish a strong foundation of communication and controls in order to effectively manage and administer the critical task of the LPSS's financial and physical recovery. Throughout this proposal we have detailed the foundation that must be created by establishing:

- Work Breakdown Structure
- Information Management
- Team Communications
- Web-Based Software Application
- Reporting
- Recovery Program Coordination

And finally, we will illustrate how our sound foundation and technical approach allows us to effectively provide:

- Recovery Program Management

As a global leader in performance improvement GP applies the highest level of analysis and thought leadership when evaluating the most efficient process for delivering our services. At GP we rely on process as much as we do personnel. GP has detailed our Disaster Recovery and Grant Management process in order to standardize implementation for personnel. This flow chart is the result of years of experience and real-work application



In the sections below GP will demonstrate its specific processes for implementing Federal and State Recovery Programs to include the FEMA Public Assistance Program.

### Electronic Clearinghouse for Direct Administrative Costs (DAC), Documentation, Data and Requests

Administration of a typical Recovery Program has information scattered in many places. From filing cabinets in different departments, to Excel spreadsheets located in different drives and even in people's heads. Reporting and Compliance for Federal Recovery Programs require diligence in documentation and intense coordination between multiple departments, divisions and contractors. To expedite recovery all of this information needs to be in one location that is easily accessible and user friendly.

**Spreadsheets** - Excel spreadsheets used to track grants, expenses, projects, payments, and many other things. The data in these spreadsheets will build your Recovery database, making the spreadsheets obsolete.

**Documents** - Documents related to the grant process are sometimes electronically stored on hard drives, or even worse, papers in filing cabinets or on desks. Documents should be scanned into an electronic format

(such as PDF) and uploaded to RPM. A document would be uploaded directly to that project for quick retrieval.

**Reports** - Similar to spreadsheets, reports are manual creations that require a lot of work to maintain. Many reports require cross-referencing multiple sources of information which takes valuable time. With all your Recovery data in one place it is easy to create custom reports using RPMs reporting engine.

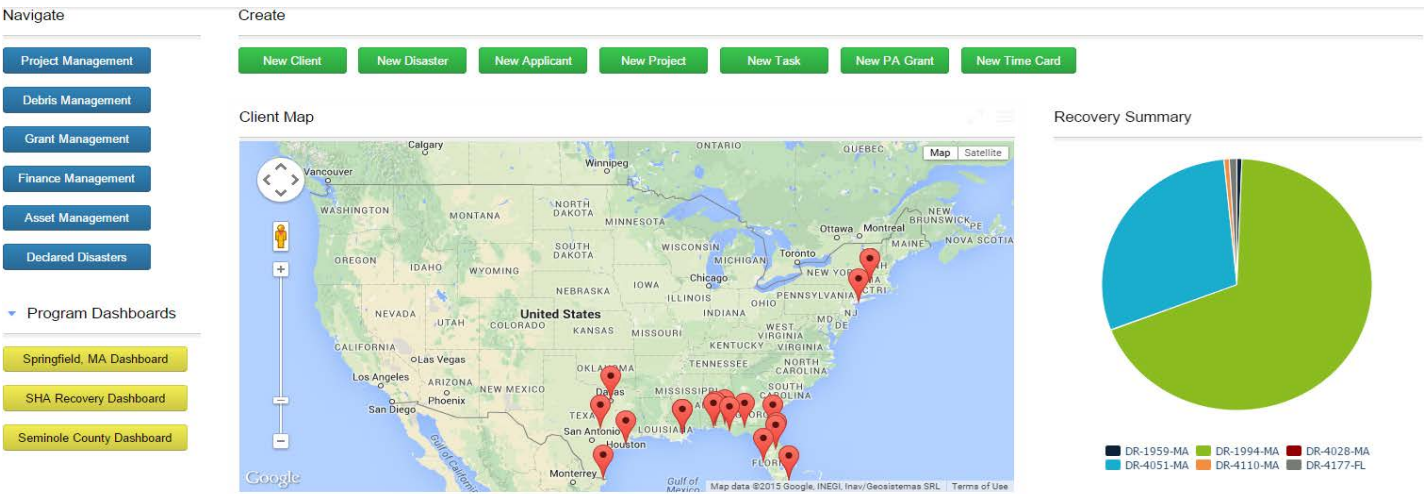
**Forms** - The grant management process is filled with request forms that Applicants must complete. These forms, such as closeout requests or quarterly reports, are usually received in paper format to then be at least partially data-entered into spreadsheets. RPM can generate common forms built-in and open to be customized as necessary.

**Notes** - Notes on items like project issues or quarterly report submissions, staff meetings or applicant contacts are easily forgotten once the meeting is over and work resumes. RPM allows for notes to be added to a project or grant and deliverables assigned to individuals. Assigned tasks can be emailed and reminders can be

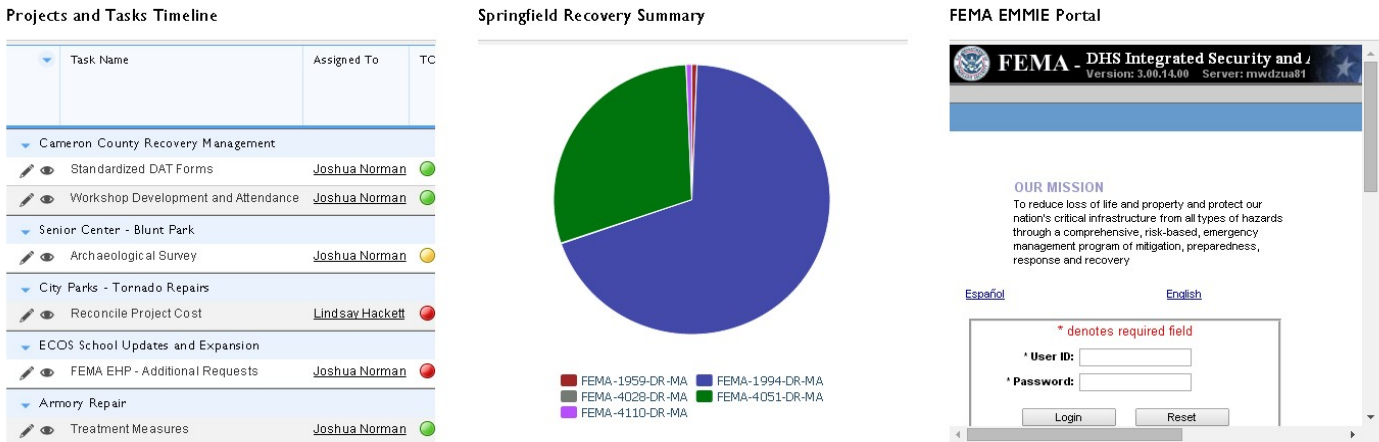
scheduled through the Project Management engine of RPM. Users can search their own tasks or managers can review progress of individual tasks.

**Workflow** – RPM uses custom checklists for established processes in order to take the guess work out of Recovery. Queues and reviews can be customized for your Recovery with notifications sent to the appropriate individual when a task is required. Forms can be developed for Construction Inspection which comply with grant requirements and which cannot be completed without proper procedures being followed. This can reduce errors and thus protect the applicant from retroactive defunding.

**Web-Based Recovery Management Application:** A distinct advantage of using our Recovery software solution is the ease that comes from having your entire range of information fully centralized and web-accessible in customized dashboards based on user preference or priority. List the critical projects assigned to an individual or group on their dashboard or send automatic notification when deadlines are coming for critical tasks.



GP will supply trained resources dedicated to updating critical project data and maintaining electronic and physical



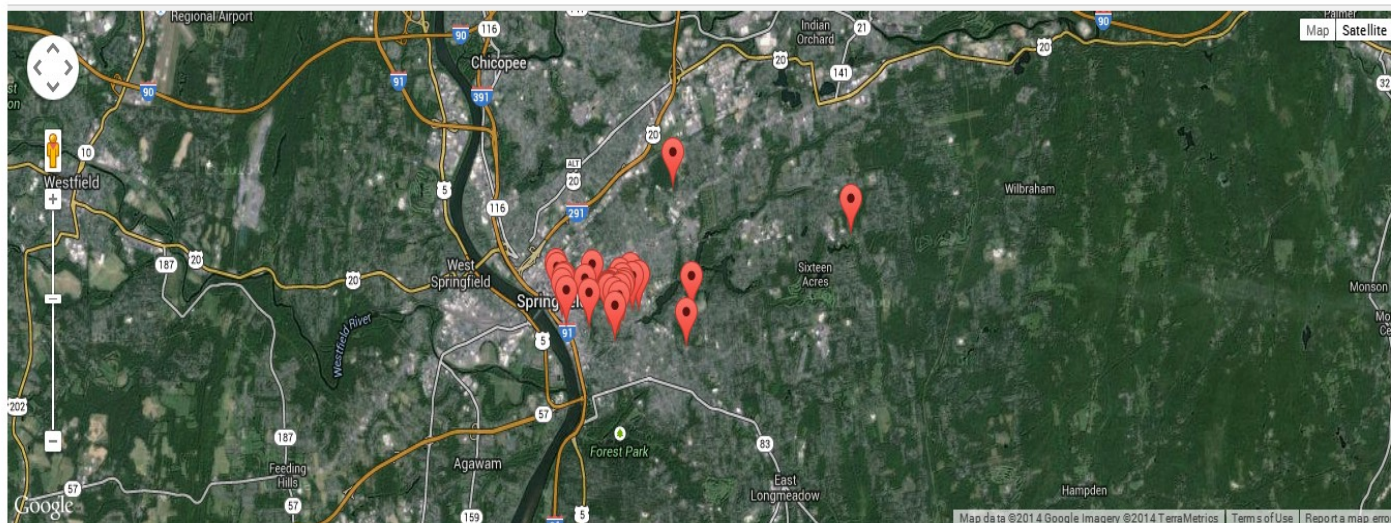


case files within our online systems and on your premises. GP propose to train LPSS staff on accessing, updating and report generation within the system. This will create a collaborative effort that empowers LPSS staff with the tools necessary to complete their mission.

GP will provide an inventory management system to create detailed and accurate records that identify your facilities, improved property, equipment and contents. The system is also designed to store critical documents such as insurance policies, maintenance records, labor policies and other relevant items.

GP will utilize a Recovery Map showing your Project Sites for geographical location reference and chart damage intensity patterns to illustrate eligibility.

Project site Map

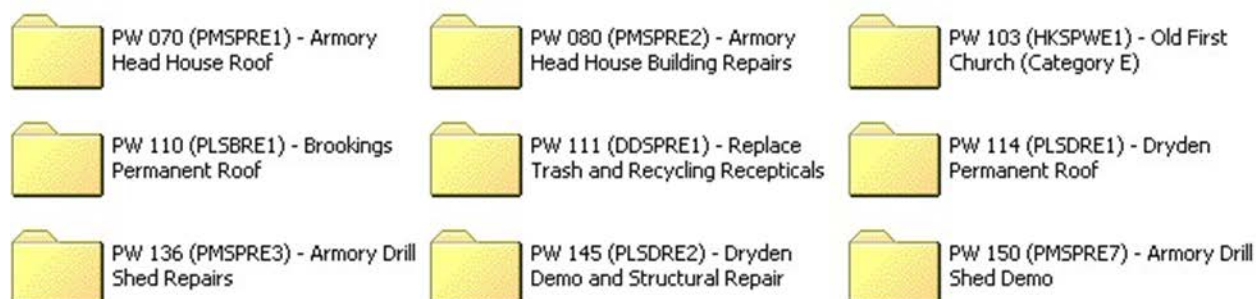


### 1.1.1. Case Management Files

The Grant Process builds upon itself toward final Close-Out and Audit. GP's process and tools will expedite close-out by centralizing data and simplifying project delivery through efficient data retrieval and dissemination by Project Managers, Administrators and Executives.

GP utilizes a secure cloud based case management system to back up all Recovery files. Our team will create standardized case files with standardize naming conventions for simple browsing and searching. Each Project Worksheet or Recovery Grant will have an individual case file. Within that file will be separate category folders to place specific documents. Standardizing case management and naming conventions saves time and reduces duplication of effort.

#### Step 1: Select the Project Worksheet or Grant



## Step 2: Select Document Type for Filing or Retrieval



Once the project is completed and the Project Worksheet scope is fulfilled, it is time to package all documentation included in our case file into a P4 Close-Out request. The documentation combined with the project details included in the Recovery Program Manager software creates an easy to follow Close-Out packet for State Reviewers and Auditors.

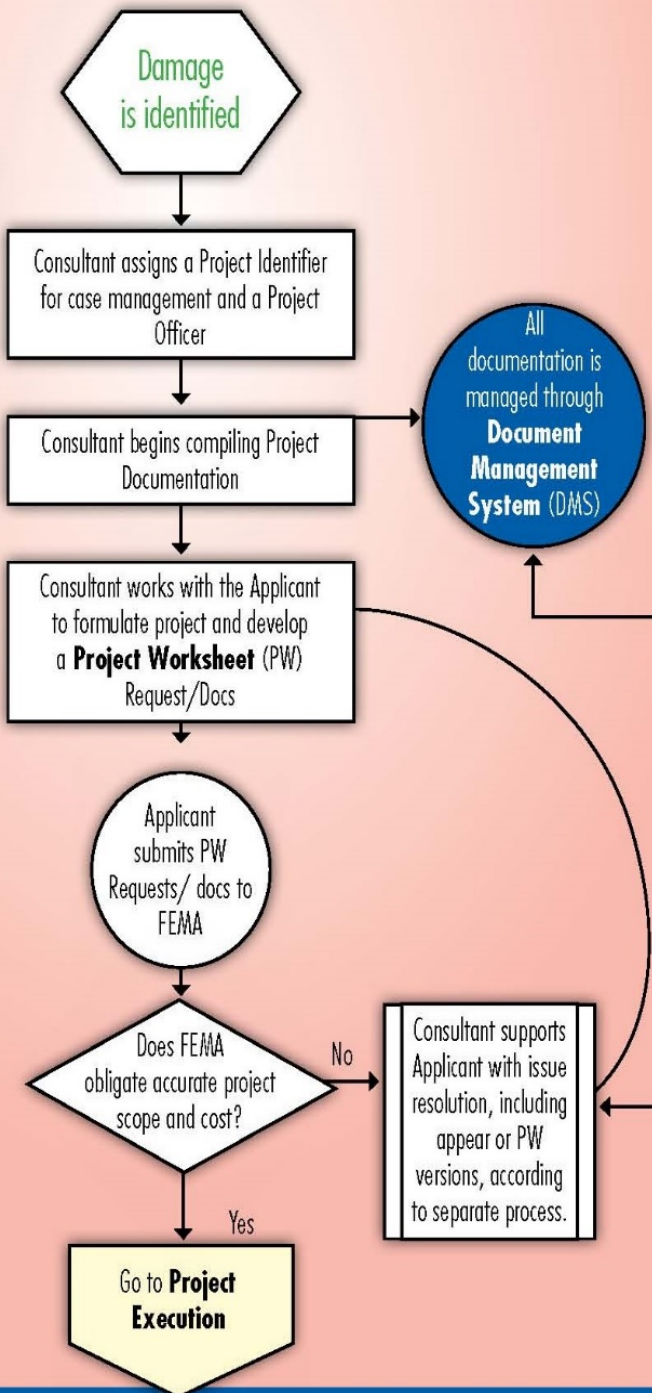
### Federal Grant Assistance

GP's process for Grant Management and Administration is paired with our experience and understanding of Federal Policy and its application. As laws and programs adjust to meet new requirements and as varying events demand increased or new Recovery funding, it is important to have Policy Analysts that can seamlessly incorporate these changes into established processes and provide LPSS decision makers with the best information possible in order to maximize benefits.



## Prepare Project Worksheets and Detailed Damage Inspection Reports

### PROJECT FORMULATION Project Worksheet Development



#### 1) Damage is Identified

GP proposes to support the preliminary damage assessment (PDA) through our Recovery Management Division that includes our Damage Assessment Task Force. As part of our Rapid Response Deployment Team, GP assign experienced personnel who will employ a systematic approach to Damage Identification, Project Listing and Damage Assessment that includes available GIS and other planning and zoning documents, standardized assessment forms, centralized processing, specialized assessment teams and advanced document control systems. Our trained staff will perform their assignment under the FEMA recognized tasks of Project Listing, Damage Description Development and Scope Development. These tasks are eligible for reimbursement and our team will assign their effort accordingly.

The LPSS will have 60 days to identify all damages to FEMA following the Kick-Off meeting. It is important to understand that Identifying Damages only requires limited description of severity and/or cost estimate. Still, in order to reduce duplication of effort and to ensure a thorough accounting of LPSS assets GP proposes to begin identifying damages immediately follow an event on which it is activated.

Working toward an ultimate goal of fully obligated FEMA/FHWA grants, GP will approach damage identification as the foundation of the Program.

Our team will closely coordinate with LPSS staff to calculate the area of impact and the estimate scope of damages. This analysis will allow our management team to recommend an adequate staffing proposal to complete the work in the required allotment of time. Once approved, our team will deploy to begin operations equipped with communication devices, cameras, handheld GPS, lap top computer/tablets, assessment forms and measurement equipment/tools.

Damages and Emergency Work will be identified and calculated with as much initial documentation as possible to include photographs, GPS coordinates, damage dimensions, and cost estimates from third parties or performed internally. Emergency Work will be collected through GP staff embedded in the Finance Section of the EOC. This data will be grouped into eligible categories of Labor, Equipment, Materials and Debris by our FEMA PA Unit. A complete list of Damages and categorized Emergency Work with an accompanying Cost Estimate will be kept and can be used to support FEMA's PDA.

## **2) Project Assignment**

Using the PDA listing of projects the Project Manager will assign a GP Project Specialist to begin developing a Project Worksheet. The PM will also assign a “Reference” number to each project that identifies LPSS, the FEMA eligible Category of Work, the assigned Project Officer, and the sequential PW number created. If John Doe wrote the first PW for Category A Debris Removal work the “Reference” number would read; LPAJD001.

Once a project has been assigned to a Project Specialist, our Data Management Specialist will be notified via our web-based management system that a case file needs to be created. The Data Management Specialist will populate a project with the appropriate information and establish a case management folder in our secure cloud based server. The Project Officer will be notified when then account and file system has been created through an automatic notification system.

## **3) Document Gathering**

Once a Project is assigned for development it is the responsibility of the Project Specialist to collect the necessary documentation for the project. The Project Specialist will utilize GP’s document control procedures and nomenclatures for filling documentation in the secure cloud database. Having a structured naming conventions will assist in searching and retrieving documents. Document gathering may require different strategies depending on the Category of work.

### **a) Emergency Response Project Worksheets (Category A & B)**

In order to swiftly develop Category A and Category B project worksheets we rely on our information management process that builds projects from information and documentation gathered during preparation and immediate response. Staff embedded in the Finance Section of the EOC can access internal project cost information. While LPSS officials are focused on responding to events our staff is adding documentation such as; labor records, equipment usage, materials purchased and temporary facilities contracted, in to logical groupings that will be presented to FEMA for funding immediately upon Declaration.

### **b) Detailed Damage Assessment (Category C-G)**

Comprehensive damage assessments should be performed by specialists in the field of the damaged element. With complex facilities or complexes a Technical Assessment Team (TAT) is proposed. A TAT brings multiple specialist together on a single assessment to illustrate extent of damages and how one element of damage may have resulted in the damage of another. For instance, bringing a Mechanical Engineer and an Electrical Engineer together for a comprehensive damage assessment the team can identify damages to the electrical system and any potential damages to the mechanical system as a result of electrical surge, shortage or downtime. A clear narrative of how a facilities systems interconnect and have corresponding damages is necessary to prove cause.

Our Comprehensive Damage Reports itemize all recommended repairs to bring the facility into operating order and compartmentalizes these repairs or improvement into four (4) categories: Direct Damage, Codes/Standards Requirements, Hazard Mitigation, Recommended Enhancements (Maintenance). By identifying all damages, requirements, mitigation and improvements we reduce the FEMA review time which increases the Recovery timeline.

### Standardized Damage Assessment: Inspection/Damage

In addition to the standard FEMA Work Summary forms, GP team utilizes assessment forms to standardize assessments. Our assessment sheets are specific to a number of structures and include detailed checklists for damages unique to each structure. A simple to follow punch list of damage severity, type and cause allows the user to quickly evaluate structures a variety of structures. There are over 100 pages of specialized assessment forms and instructions to guide users in the field.

Drainage Assessment Data Sheet (continued)									
Damage Severity	L: Light	M: Moderate	H: Heavy						
Damage Type	1: Destroyed	2: Missing	3: Movement	4: Material damage	5: Material loss				
Damage Cause	C: Corrosion	F: Flooding	I: Impact	W: Wind					
Measurements	D: Depth	H: Height	L: Length	Q: Quantity	S: Size	W: Width			
<b>Bridge Deck</b> <input type="checkbox"/> Concrete <input type="checkbox"/> Wood <input type="checkbox"/> Other: _____ Length _____ Width _____									
System/ Item (measurement)	Damage severity, type, cause & extent			Observations and required repairs (description, type, material, measurements)					
	Severity	Type	Cause	Extent					
Surface (DLW)									
Joints (QL)									
Drainage system (QS)									
Approach slabs (QLW)									
Railing (LH)									
Sidewalks (LWH)									
Curbs/ medians (LH)									
Coating (QLW)									
Utility supports (QS)									
Mounted utilities (QLS)									
<b>Bridge Superstructure</b> <input type="checkbox"/> Concrete <input type="checkbox"/> Steel <input type="checkbox"/> Wood <input type="checkbox"/> Other: _____									
System/ Item (measurement)	Damage severity, type, cause & extent			Observations and required repairs (description, type, material, measurements)					
	Severity	Type	Cause	Extent					
Beams (QLSW)									
<input type="checkbox"/> Concrete, _____									
<input type="checkbox"/> Steel, _____									
<input type="checkbox"/> Other, _____									
Diaphragms (QS)									
Connections (QS)									
Bearings (Q)									
Coating (QLW)									
Mounted structures (QS)									
Steel framing (QS)									
Wood framing (QS)									
<b>Notes:</b> _____									
_____ OF _____									

Building Assessment Data Sheet (continued)	
<b>Site Checklist</b>	
<b>General</b>	
Building Name _____	
Stories (#, description) _____	
Building dimensions: L _____' x W _____' (SF) _____	
Parcel size: L _____' x W _____' (ACRES) _____	
Basement: <input type="checkbox"/> None <input type="checkbox"/> Partial <input type="checkbox"/> Full <input type="checkbox"/> Other _____	
<b>Other Structures</b>	
<input type="checkbox"/> Garage (#, type) _____	
<input type="checkbox"/> Barn (#, type) _____	
<input type="checkbox"/> Shed (#, type) _____	
<input type="checkbox"/> Other _____	
<b>Access</b>	
<input type="checkbox"/> Adequate <input type="checkbox"/> Inadequate, _____	
<b>Soil condition</b>	
<input type="checkbox"/> Sandy <input type="checkbox"/> Silty <input type="checkbox"/> Clayey <input type="checkbox"/> Expansive <input type="checkbox"/> Other _____	
<b>Drainage Patterns</b>	
<input type="checkbox"/> Ponding <input type="checkbox"/> Flooding <input type="checkbox"/> Debris/blockage <input type="checkbox"/> Poor drainage <input type="checkbox"/> Other _____	
<b>Utility Service</b>	
<input type="checkbox"/> Water	Utility Company _____ Tel. _____
<input type="checkbox"/> Electricity	Utility Company _____ Tel. _____
<input type="checkbox"/> Telephone	Utility Company _____ Tel. _____
<input type="checkbox"/> Gas	Utility Company _____ Tel. _____
<input type="checkbox"/> Other	Utility Company _____ Tel. _____
<input type="checkbox"/> Other	Utility Company _____ Tel. _____
<b>Adjacent Land Use</b>	
<input type="checkbox"/> Undeveloped <input type="checkbox"/> Farms <input type="checkbox"/> Parks <input type="checkbox"/> Residential <input type="checkbox"/> Commercial <input type="checkbox"/> Other _____	
<input type="checkbox"/> Low-density <input type="checkbox"/> Medium-density <input type="checkbox"/> High-density	
<b>Potential Improvements</b> (fill out after assessment is complete)	
<input type="checkbox"/> Renovation, _____	
<input type="checkbox"/> Expansion, _____	
<input type="checkbox"/> Exterior, _____	
<input type="checkbox"/> Interior, _____	
<input type="checkbox"/> Structural, _____	
<input type="checkbox"/> Site, _____	
<input type="checkbox"/> HVAC, _____	
<input type="checkbox"/> Electrical, _____	
<input type="checkbox"/> Security, _____	
<input type="checkbox"/> Utility Service, _____	
<input type="checkbox"/> Power backup, _____	
<input type="checkbox"/> Fire safety, _____	
<input type="checkbox"/> Other, _____	
_____ OF _____	

Finally, The Project Specialist will be responsible for completing a Document Control Checklist imbedded in the Recovery Software. This checklist will ensure that each potential level of required documentation has been evaluated for its relevance. It will also serve as a guide for Project Specialists and Project Managers what documentation is still needed throughout the Grant Management Process. QA/QC Managers will continually monitor completeness and accuracy of this checklist in comparison to the case management file.

### 4) Project Development

With all proper documentation collected the Project Specialist will develop the Project Worksheet (PW). Our Damage Description and Scope of Work will be crafted in a manner that attempts to answer any and all questions an auditor may have three to five years from the time of project close-out. A complete 406 Hazard Mitigation analysis must be performed for each Project Worksheet to ensure maximization of project scope and reduction in future damages.

### Project Eligibility Determinations

As part of the Project Development procedures an eligibility determination will be conducted. The leadership team that GP has dedicated for your LPSS was responsible for drafting most of the Policy and Procedures used

by FEMA and HUD. This in-depth understanding of Policy and the gravitas necessary to successfully challenge Regional misunderstanding of law or policy will be invaluable to LPSS when identifying Eligible Projects. Being confident in what is eligible for each different Program will allow the LPSS the ability to maximize funding by created funding strategies that may utilize multiple funding sources for one project.

#### a) Project Scope of Work Development and Cost Estimation

Our team has extensive experience leading damage assessment, scope development and cost estimating for a variety of infrastructure across the Country. We utilize FEMA's CEF in our Project Worksheet development in order to provide FEMA with a recognizable report that all parties can discuss with a common understanding of function. Over the years we have developed a long and close relationship with RS Means that has enabled us to seek their assistance in complex analysis or to challenge FEMA's lack of understanding or misuse of the RS Means cost estimation tools. A specific example of this type of collaboration with RS Means and FEMA is when we held a joint meeting with RS Means, FEMA and Springfield, MA to reconcile the Cost Estimate for the Springfield Armory which was struck by an F3 tornado. An RS Means representative support the City's cost estimate and clearly explained to FEMA personnel the methods RS Means uses to calculate unit costs. This added an additional \$15MM in allowable costs to the project.

#### Standardized FEMA Documentation

As we develop Project Worksheets we will utilize current FEMA documentation such as the FEMA 90-91 to input all information. Other information will be captured on the appropriate FEMA template. This will result in a document FEMA is familiar with and can easily navigate through.

LOUISIANA OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS ATTACHMENT B - FORCE ACCOUNT EQUIPMENT SUMMARY RECORD										PAGE ____ OF ____	
APPLICANT		PAID NO.		PROJECT NO.		DISASTER					
LOCATION/SITE				CATEGORY		PERIOD COVERING TO					
DESCRIPTION OF WORK PERFORMED											
Type of Equipment		OPERATOR'S NAME		Dates and Hours Used Each Day				Costs			
INDICATE SIZE, CAPACITY, HORSEPOWER, MAKE, AND MODEL AS APPROPRIATE	EQUIPMENT CODE NUMBER			DATE					TOTAL HOURS	EQUIPMENT RATE	TOTAL COST
				Hours					0.0		\$0.00
				Hours					0.0		\$0.00
				Hours					0.0		\$0.00
				Hours					0.0		\$0.00
				Hours					0.0		\$0.00
				Hours					0.0		\$0.00
				Hours					0.0		\$0.00
				Hours					0.0		\$0.00
GRAND TOTALS									0.0		\$0.00

LOUISIANA OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS ATTACHMENT C - MATERIAL SUMMARY RECORD										PAGE ____ OF ____	
APPLICANT		PAID NO.		PROJECT NO.		DISASTER					
LOCATION/SITE				CATEGORY		PERIOD COVERING TO					
DESCRIPTION OF WORK PERFORMED											
VENDOR	DESCRIPTION	QTY	UNIT PRICE	TOTAL PRICE	DATE PURCHASED	DATE USED	BRO FROM (CHECK ONE)				
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
GRAND TOTAL				\$0.00							

LOUISIANA OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS ATTACHMENT D - RENTED EQUIPMENT SUMMARY RECORD										PAGE ____ OF ____	
APPLICANT		PAID NO.		PROJECT NO.		DISASTER					
LOCATION/SITE				CATEGORY		PERIOD COVERING TO					
DESCRIPTION OF WORK PERFORMED											
TYPE OF EQUIPMENT INDICATE SIZE, CAPACITY, HORSEPOWER, MAKE, AND MODELS AS APPROPRIATE	DATES AND HOURS USED	WOPR	WOPR OFR	TOTAL COST	VENDOR	INVOICE NO.	DATE AND AMOUNT PAID	CHECK NO.			
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
				\$0.00							
GRAND TOTAL										\$0.00	

LOUISIANA OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS ATTACHMENT A - FORCE ACCOUNT LABOR SUMMARY RECORD										PAGE ____ OF ____	
APPLICANT		PAID NO.		PROJECT NO.		DISASTER					
LOCATION/SITE				CATEGORY		PERIOD COVERING TO					
DESCRIPTION OF WORK PERFORMED											
NAME	DATE	Dates and Hours Worked Each Week						Costs			
		TOTAL HOURS	HOURLY RATE	DEMENT RATE HR	TOTAL HOURLY RATE	TOTAL COSTS					
NAME	REG.						0.00			\$0.00	\$0.00
JOB TITLE	O.T.						0.00			\$0.00	\$0.00
NAME	REG.						0.00			\$0.00	\$0.00
JOB TITLE	O.T.						0.00			\$0.00	\$0.00
NAME	REG.						0.00			\$0.00	\$0.00
JOB TITLE	O.T.						0.00			\$0.00	\$0.00
NAME	REG.						0.00			\$0.00	\$0.00
JOB TITLE	O.T.						0.00			\$0.00	\$0.00
NAME	REG.						0.00			\$0.00	\$0.00
JOB TITLE	O.T.						0.00			\$0.00	\$0.00
NAME	REG.						0.00			\$0.00	\$0.00
JOB TITLE	O.T.						0.00			\$0.00	\$0.00
TOTAL COST FOR FORCE ACCOUNT LABOR REGULAR TIME											\$0.00
TOTAL COST FOR FORCE ACCOUNT LABOR OVERTIME											\$0.00

Our system has taken great measure to ensure the fields populated coincide with FEMA standardized reporting. Our system can adjust to populate what every form FEMA utilizes by a simple process of uploading forms and relating form fields to program cells. This allows us to always be in-line with the current FEMA process and procedures. The most common forms used to track information are the Work Summaries for Labor, Equipment, Rented Equipment, Materials, and Contracts.

### ***Hazard Mitigation Integration***

GP intends on implementing a thorough review of each Project Worksheet as an independent document and as a critical element to the Sub-Grantees' recovery mosaic. Individual analysis intended on maximizing infrastructure resiliency through 406 Hazard Mitigation is a major component of our damage assessment, scope development and PW writing. Utilizing a complete project scope that includes hazard mitigation our team can better understand available funds which may be applied to an overarching Recovery strategy.

By approaching Project Worksheet development in this fashion our Project Managers will be able to identify potential opportunities for combining or separating projects in order to maximize Federal benefits and to rebuild a more resilient community.

Additionally, our proposed scope of work would incorporate obtaining all available HMGP funding and the successful integration and implementation of such funding into a comprehensive project funding strategy. Additional Hazard Mitigation funding sources may include:

- Flood Mitigation Assistance (FMA)
- Hazard Mitigation Grant Program (HMGP)
- Repetitive Flood Claims (RFC)
- Severe Repetitive Loss (SRL)
- Pre-Disaster Mitigation (PDM)

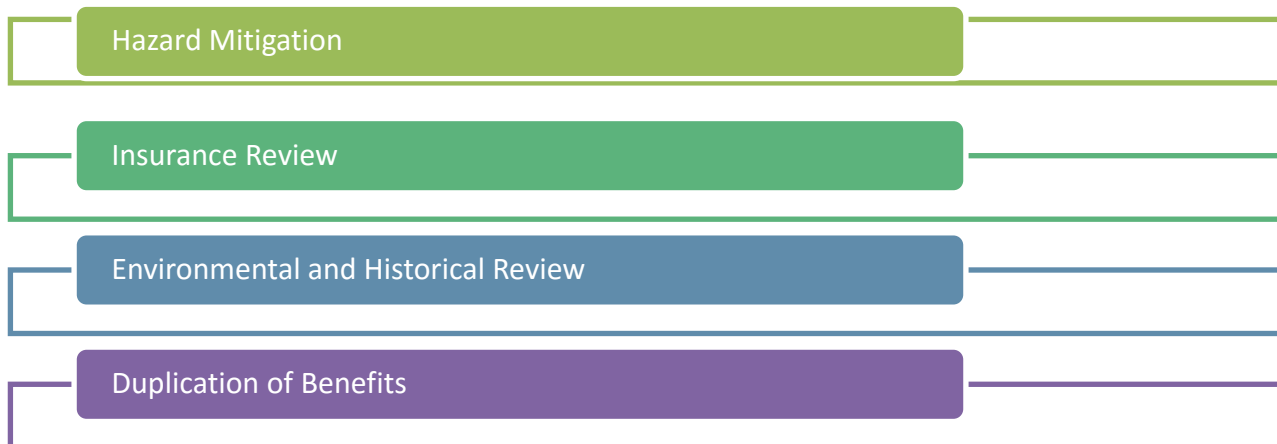
### **b) Alternate and Improved Project Funding Consultation**

As part of the PW development process, eligible PWs will undergo a Long-Term Recovery review to identify the potential for Alternate, Improved or Alternate Procedure grant development. Each PW will be analyzed to determine the most beneficial approach and base that determination on Recovery Goals and Objectives as well as coordination with other Recovery Program Funding.

### **c) Special Consideration Assistance**

The GP team has been successful in implementing Public Assistance Alternative Procedures for Massachusetts applicants and proposes to bring that experience to MEMA. We will also apply our policy expertise to support FEMA during their review and perform multiple, necessary reviews on each projects/grant. Special Consideration Reviews include:





#### **5) Request Project Worksheet**

Once the Project Worksheet has an approved Damage Description, Scope of Work and Cost Estimate, all of which are supported by adequate documentation, the Project Worksheet will be fully reviewed with LPSS Representatives. With LPSS approval the completed PW will be submitted to the FEMA PAC for review and obligation.

The date the PW was submitted will be tracked in the RPM system and time to obligation will be measured as a program metric. Close coordination with FEMA will be maintained during the obligation process.

#### **6) Review Project Worksheet**

Once the PW has either been obligated or has been given to the LPSS to sign one of two actions will be taken:

##### **a) Approve Project Worksheet**

The PW is in-line with the scope of work and cost estimate the LPSS has requested and is approved for signature by the LPSS. This will initiate the Project Execution phase of the project.

##### **b) Reject Project Worksheet**

The PW does not include an accurate reflection of the scope or cost estimate submitted by the LPSS. At this point a series of actions will be taken by the Project Manager. First, the Project Manager will coordinate with the Project Specialist to identify errors and/or omissions in the PW. Second, the Project Specialist will establish an issue resolution meeting with FEMA to list the errors and/or omissions included in the Project Worksheet. The result of the issue resolution meeting will determine if the differences can be resolved through a clarification or if additional documentation or policy statements are needed. If additional documentation is required it will restart the process and be tracked accordingly in the work flow. Once the documentation has been added the submittal and review process repeats itself.

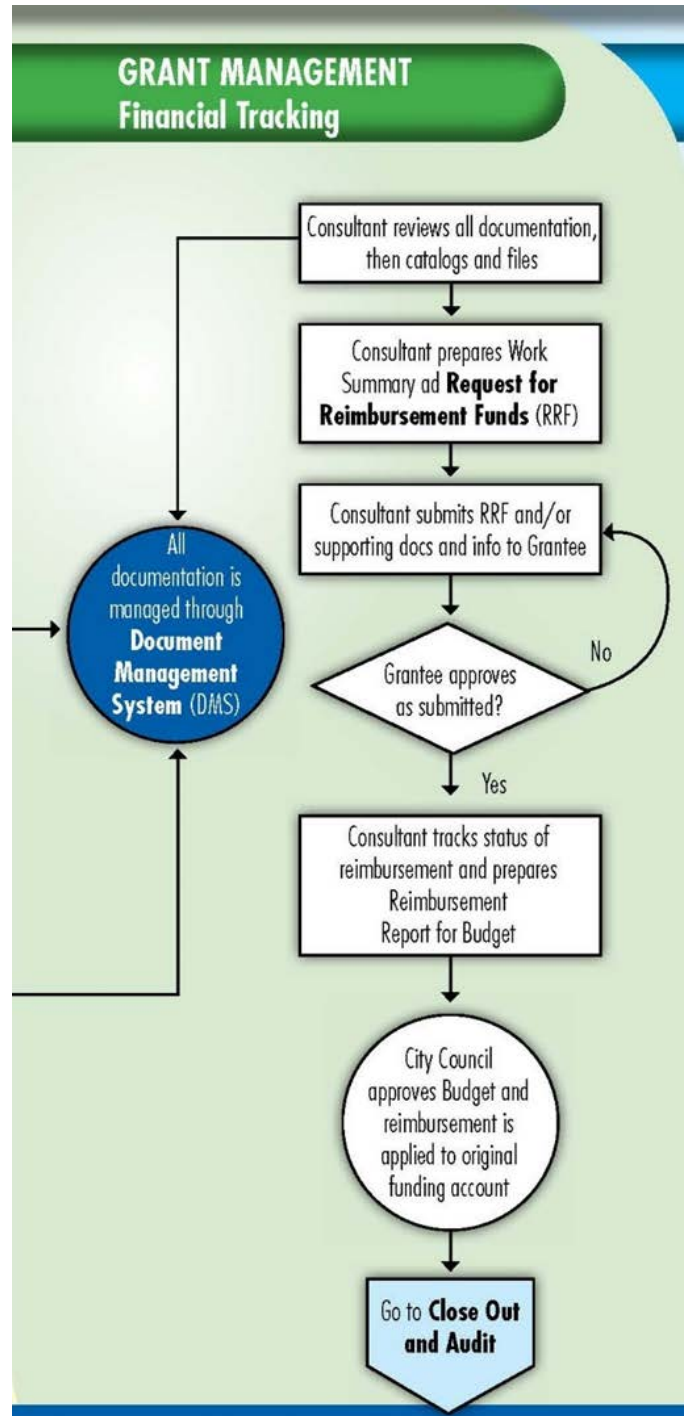
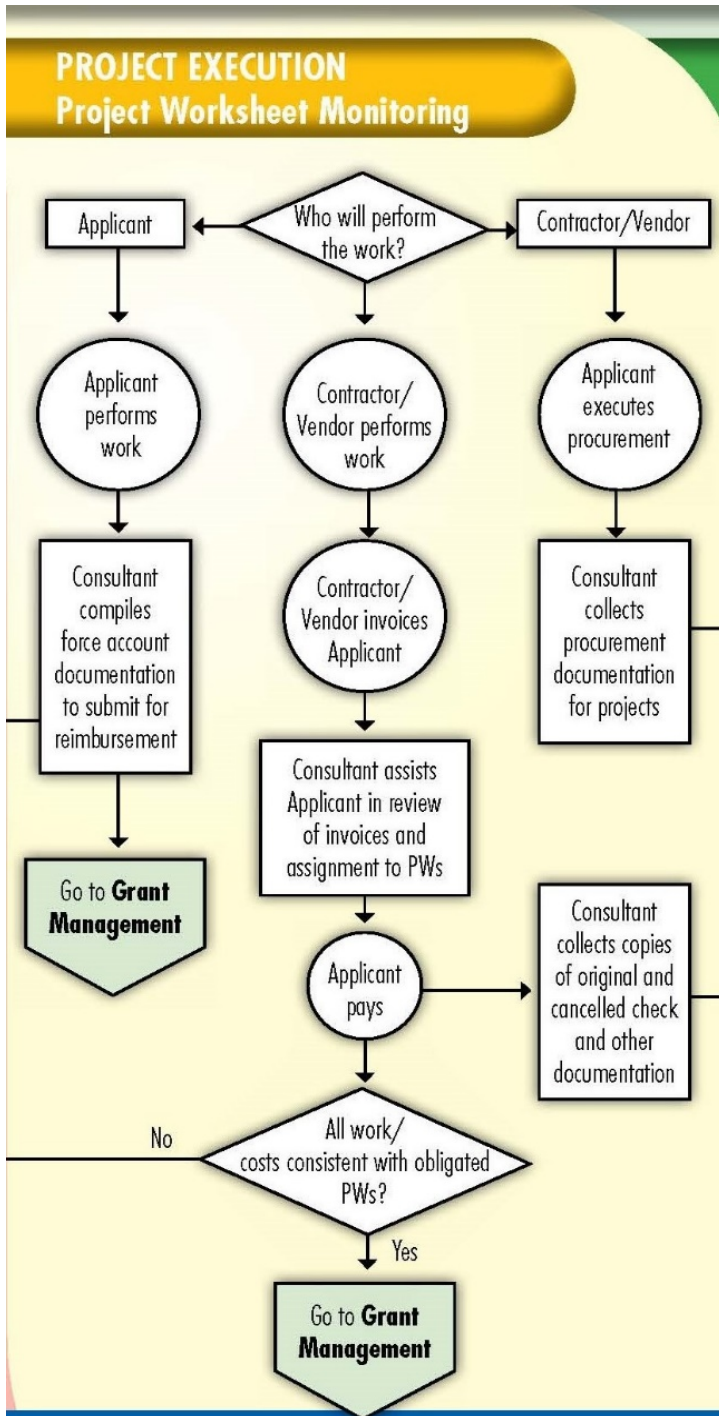
If the differences cannot be resolved the matter will be elevated by the Project Manager to Appeals status.

#### **7) Advance to Project Execution**

Upon final approval by FEMA, State and LPSS, the PW will typically serve as the primary funding source for the project. The Recovery Management process advances to the Project Execution phase.

Support Federal Recovery Program Administration (FEMA, HUD, EDA, DOT, NRCS)

GP will follow a series on linked processes and procedures in the Project Execution and the Grant Management phases of the Recovery Management life cycle to support Federal Recovery Program Administration. This process ensures regulatory compliance as well as facilitating and tracking proper cash flow from Grant to budget account.



These steps begin during Project Planning, continue until Close-Out and often act concurrently with one another. For the sake of this proposal we will list the GP steps as they are displayed in the process chart beginning with the Project Execution phase.

### **Project Execution Phase**

#### **1) Pre-Project Planning (Who will perform the Work?)**

GP will collaborate with the LPSS to determine the most efficient and cost effective approach to performing the work. This may be through LPSS employee labor, equipment and materials, contracted labor, or a combination of both. As we develop an execution strategy, GP Project Managers will construct the controls necessary to manage costs and eliminate unintentional scope creep.

#### **2) Applicant Performs Work**

If it is determined that the LPSS will perform the work GP will hold informative meetings with LPSS employee's that thoroughly explain the expectations for level and extent of documentation. GP will review documentation from the project on a daily basis to ensure accuracy and compliance. If work was performed under emergency conditions, GP will collect all available documentation and construct an eligibility narrative that describes the type of work performed, who performed it, how they performed it, why they performed it and how much it cost the LPSS.

##### **a) Compile Force Account Documentation and Submit for Reimbursement**

As an Applicant led project progresses, GP Data Managers will continue to collect and file critical documentation in the prepared case management file. Documentation in the Case Management file will be available for retrieval by the assigned Grant Administrator and notification will be sent automatically when new documentation has been added. This advances to the Grant Management Phase (see step 2).

#### **3) Contractor/Vendor Procurement**

If it is determined that all or some of the work will need to be contracted out a formal procurement evaluation and recommendation may be performed by GP Compliance Specialist. This recommendation may determine if the LPSS's standard procurement policy meets or exceeds Federal and/or State requirements under 13 CFR.

##### **a) Applicant Executes Procurement**

The LPSS's Procurement Office will make the final determination on what style of procurement it will perform. At this point the LPSS will issue the proper advertisement, notifications and bid/proposal. GP Compliance Specialist may review bids/proposal to determine complete compliance with Federal requirements. Any language that may be determined by OIG or FEMA to deny Federal funding will be identified and the LPSS Procurement Office will be notified. When all bids or proposals are received GP may support evaluation to determine vendor compliance.

##### **b) Procurement Compliance and Documentation**

Throughout the procurement process GP proposes that a Data Manager track and file all information related to the procurement. A documentation checklist specific to procurement compliance is included in our Recovery Management application.

#### **4) Contractor/Vendor Performs Work**

When a bid/proposal is awarded the LPSS will issue a Notice to Proceed (NTP). Work may be managed by GP Project Managers should the LPSS require. Details on our Recovery Project Management process are included in Section 1.5.

**a) Project Invoicing**

Upon receipt of a contractor invoice a LPSS Finance Analysts (may be staffed with qualified GP employee) will conduct a quality review to ensure accuracy in calculations and coding. Financial Analysts will input data into LPSS's financial management system.

**5) Consultant Reviews Invoices and Aligns to Grant**

GP Project Managers will receive Project Invoices and review invoice details against the Grant's Scope of Work to ensure compliance. Once approved invoices will be electronically filed by GP Data Manager. The invoice will then be logged into the Recovery Program Management software and tagged to the appropriate project so its payment and reimbursement can be tracked and monitored. Once an invoice has been entered and filed a notification will be sent to the assigned GP Grant Administrator and the Request for Reimbursement protocol will begin (see Grant Management Phase #2).

**6) Applicant Pays Invoices**

Once the invoice has been reviewed for accuracy and compliance a recommendation for payment will be made by the GP Project Manager to the LPSS Department Director.

**i) Document Retention**

GP Data Managers will coordinate with LPSS Department personnel to maintain multiple copies of invoices and payment records. Due to the regulations and scrutiny resulting from use of Federal program funding it is advised to have separate close-out files for auditors that are centrally located (Section 1.3).

**7) PW/Project Cost Overrun Analysis**

As invoicing continues through the life of the project our process allows for monitoring of the grant's budget and its burn rate. Our Grant Administrators will have notifications automatically sent to their emails and dashboard if project spending exceeds 20% of its scheduled burn rate. A full analysis will be performed at the end of the project to determine any cost overruns. Specific actions will result from those findings.

**i) Overrun**

When a Grant Administrator receives a notification that a project has exceeded 20% of its scheduled burn rate for the current project phase the Grant Administrator will immediately contact the Project Management for clarification. If the Project Manager determines that the cost overrun is due to an increase in eligible scope or change orders the Project Manager will initiate the Project Worksheet Version Request protocol (Section 1.1.1). This same PW Version Request process is performed at the end of the project if a cost overrun exceeds 20% of the PW eligible value.

**ii) No Overrun**

If no overrun is identified than the PW the Grant Administrator will log the project as ready for close-out in the RPM system.

**8) Advance to Grant Management**

Invoices and other costs from the Project Execution Phase may be processed for reimbursement throughout the life of the project. In some cases all work is completed before an initial request is made due to the size of the project and/or the LPSS's internal budget capacity. When an invoice or other group of cost are available for reimbursement it is advanced to Grant Management

## **Grant Management Phase**

### **1) Consultant Reviews Documentation and Files**

As documents and data is filed and entered by Data Managers supporting the Project Execution Phase, Grant Administrators are automatically notified by email and through their dashboard. Grant Administrators review all documentation to ensure compliance and relation to assigned Grant.

### **2) Prepare Work Summary and Request for Reimbursement**

Following review, Grant Administrators will compile this documentation into FEMA Work Summaries depending on the classification of work (Labor, Equipment, Materials, Rented Equipment). All relevant and necessary support documentation will be attached to the Work Summaries.

### **3) Submit RFR and supporting Documentation**

When a completed Work Summary is finalized the Grant Administrator will prepare a Request for Reimbursement (RFR). The RFR will be comprised of all Work Summaries and supporting documentation. This request and documentation will be uploaded to FloridaPA.com. Date the document was submitted will be tracked internally as part of a measurable metric for Program chase flow improvement.

### **4) Grantee Review**

Once submitted the GP Grant Administrator will contact the FDEM Grant Specialist to establish the LPSS's RFR as a priority. During this contact the GP Grant Administrator will encourage dialoged between FDEM and the LPSS during the review process. Open and immediate communication will improve Program chase flow improvement.

#### **a) Grantee Request for Information**

If at any time during its review FDEM may request additional clarification or documentation to approve the reimbursement. It should be noted that the FDEM Grant Specialist will not be as familiar with the project scope and history as the LPSS Project Manager or Grant Administrator. The Grant Administrator will contact the Project Manager if any questions fall outside of their purview. Additional information will be compiled under the same protocol beginning with Step #1 of this phase.

Should an irreconcilable disagreement arise, GP will provide the LPSS with proven success in Appeal Development. We build a case based on facts and documentation and combine that with policy expertise and a clear understanding of past precedent and how such policy has been applied elsewhere. GP's track record of success with Appeals and Arbitration have been demonstrated throughout or experiences during Katrina, Ike and Sandy as well as many other significant events.

#### **b) Approval**

After FDEM approval the Grant Administrator will log approval date and begin tracking duration between approval and LPSS receipt of payment.

### **5) Applicant Budgeting Process**

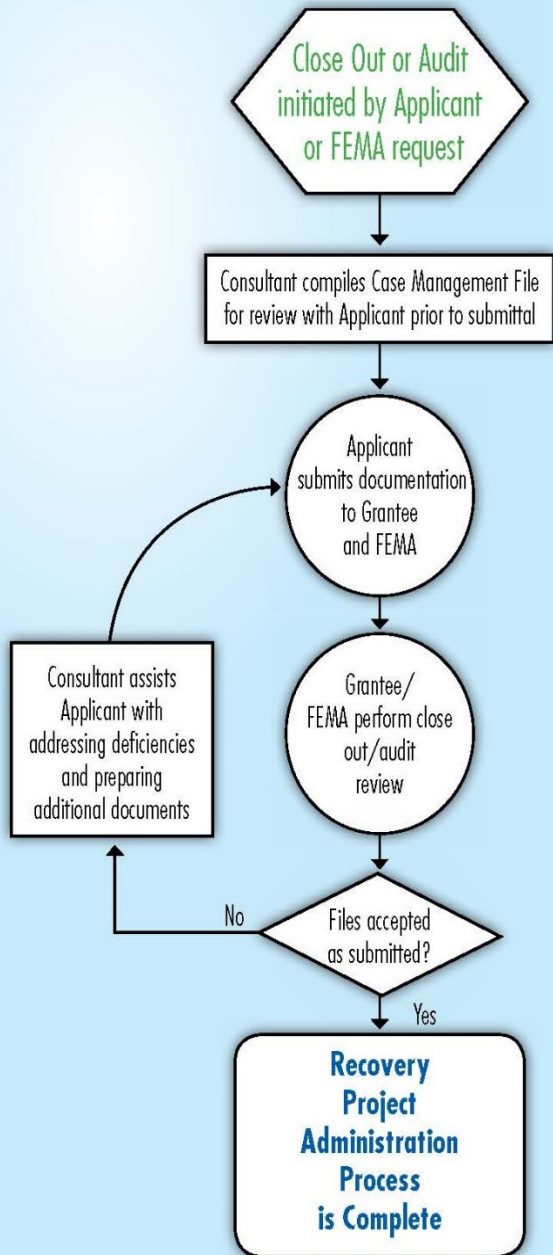
The LPSS may request assistance with the appropriations process. GP Grant Administrators and/or Finance Analysts will work closely with the LPSS's Budget Department to answer questions and account. Notification of approval will be sent to Finance in weekly reports.

### **6) Advance to Close-Out**

When all reimbursements have been made to a Grant it is advanced to the Close-Out Phase.



## PROJECT CLOSE OUT Audit



### 1) Close-Out or Audit Initiated

Once a Grant is advanced to the Close-Out Phase a Close-Out specialist will initiate the Close-Out process.

### 2) Prepare Case Management File

Since the Close-Out/Audit process has been simplified through the use of RPM and our case management system, GP significantly reduces the duration of this process.

The Close-Out Specialist will perform a final review of the Document Management Checklist and the Case Management File. They will then evaluate the financial management report logged in RPM that balances the Grant and expenses. Each Account will have a full record of transactions that support the current balance at time of Close-Out/Audit.

Finally, the Close-Out Specialist will prepare a P-4 form that captures all information related to the Grant and requests close-out.

### 3) Submit Close-Out Documentation

FDEM will be notified and comprehensive documentation package along with P-4 form will be submitted.

### 4) Grantee/FEMA review

Following submission, FDEM and/or FEMA will review the content. Two outcomes are possible.

#### a) Request for Information

Should additional information or clarification be requested the Close-Out Specialist will address issues by coordination with the Project Manager and/or the Grant Administrator. If an OIG audit is performed on any of your projects, we will work with the Office of Inspector General (OIG) to submit and explain project documentation and draft any response to findings.

#### b) Close-Out/Audit Approved

The Grant is tagged as completed and files stored for retention.

### 5) Process Complete

## Documentation and Reporting

GP will provide the LPSS with regular reports that include:

- **Monthly Project Status Reports** focus on schedule and cost status, proposed/pending changes, and current project issues. These reports include detailed financial and schedule performance for each project including change orders, forecast-at-completion and expenditure tracking. In addition, these reports provide a tool for management to follow the progress of each project.
- **Exception Reports** provide a forum for the initial disclosure of project issues that will potentially cause a project delay by 30 days or cause a cost overrun of more than a defined percentage. These reports provide an opportunity to quickly address project impediments and determine the appropriate response to bring project performance in line with the project plan.
- **Change Order Report** reflects the original budget and indicates all subsequent changes approved by the LPSS or currently in the approval process. By also recording anticipated changes, the report allows a realistic assessment of the program and shows remaining budget by contract.
- **Quarterly Program Performance Report** measures progress of the program based on schedule and cost data against the stated goals of the overall program

## Recovery Program Management

GP is prepared to offer a structured menu of Recovery Management support services throughout the Design, Procurement, Construction, and Post-Construction phases of all program related projects. We recognize that the LPSS will be faced with an uncharacteristic number of concurrent projects within a fixed budget. It is the goal of the joint team effort to assist the LPSS in optimizing the value of funds available by implementing detailed Cost Control measures. In parallel, we will implement and support a host of Quality Control and Schedule Control measures to assist in the value optimizing efforts, as well as assuring uniform policies, processes, and procedures that will maximize the LPSS's operations.

The services tailor the individual control needs (Quality, Cost, Schedule, and Agreement) to each project phase and are vehicles for review, analysis, and documentation. Provided below is a detailed listing of these services and their relationship between project phases and control measures.

Service	Task	Description
<b>Design</b>		
	Quality Control	<ul style="list-style-type: none"> <li>- Plans &amp; Specs Review</li> <li>- Constructability</li> <li>- System Selection</li> <li>- Conformance Requirements</li> <li>- Coordination of Building Systems</li> </ul>
	Cost Control	<ul style="list-style-type: none"> <li>- Prepare Cost Estimates</li> <li>- Life-Cycle Cost Analysis</li> <li>- Value Engineering</li> <li>- Cash Flow Projections</li> </ul>
	Schedule Control	<ul style="list-style-type: none"> <li>- Design Schedules</li> <li>- Short Interval Schedules</li> <li>- Bidding Schedules</li> <li>- Milestone Schedules</li> </ul>
	Agreement Control	<ul style="list-style-type: none"> <li>- Review procurement regulations</li> <li>- Determine long-lead items</li> </ul>

		<ul style="list-style-type: none"> <li>- Obtain contingent design approvals</li> <li>- Public Reviews</li> <li>- Negotiations</li> </ul>
<b>Procurement</b>		
	Quality Control	<ul style="list-style-type: none"> <li>- Identify potential contractors &amp; vendors</li> <li>- Conduct pre-bid conferences</li> <li>- Encourage qualified contractors to bid</li> <li>- Analyze bids for conformance to technical requirements</li> </ul>
	Cost Control	<ul style="list-style-type: none"> <li>- Promote competition</li> <li>- Maintain cash flow report</li> <li>- Analyze bids for conformance to budget</li> <li>- Do project accounting cash flow reports</li> </ul>
	Schedule Control	<ul style="list-style-type: none"> <li>- Establish date for pre-bid conference &amp; implement bidding schedule</li> <li>- Analyze bids for conformance to schedule requirements</li> </ul>
	Agreement Control	<ul style="list-style-type: none"> <li>- Implement procurement</li> <li>- Place bid advertisements</li> <li>- Manage distribution of bid docs &amp; addenda</li> <li>- Analyze, negotiate &amp; award contracts</li> <li>- Select testing &amp; inspection firms</li> <li>- Prepare routine reports</li> </ul>
<b>Construction</b>		
	Quality Control	<ul style="list-style-type: none"> <li>- Monitor construction quality compliance</li> <li>- Procure FFE</li> <li>- Review Shop Drawings</li> <li>- Review O&amp;M plans, procedures &amp; manuals</li> <li>- Review change order designs</li> </ul>
	Cost Control	<ul style="list-style-type: none"> <li>- Prepare Cost Estimates</li> <li>- Life-Cycle Cost Analysis</li> <li>- Value Engineering</li> <li>- Cash Flow Projections</li> </ul>
	Schedule Control	<ul style="list-style-type: none"> <li>- Prepare &amp; maintain construction schedules &amp; monitor progress</li> <li>- Coordinate inspections by design consultants &amp; testing agencies</li> <li>- Evaluate impact on schedule due to changes in the work</li> <li>- Prepare start-up schedules</li> <li>- Develop move-in Strategy</li> </ul>
	Agreement Control	<ul style="list-style-type: none"> <li>- Administer Contracts</li> <li>- Implementation procedures for submittals, change orders, pay requests &amp; other project documents</li> <li>- Prepare occupancy permits</li> <li>- Arrange life-safety &amp; public health inspections</li> <li>- Prepare O&amp;M contracts</li> </ul>
<b>Post-Construction</b>		
	Quality Control	<ul style="list-style-type: none"> <li>- Coordinate final testing &amp; acceptance of equip &amp; systems</li> <li>- Implement &amp; manage punch list</li> <li>- Coordinate remedial work and warranty inspection</li> </ul>
	Cost Control	<ul style="list-style-type: none"> <li>- Finalize cash flow report</li> <li>- Project Accounting</li> <li>- Final Cost Report</li> </ul>
	Schedule Control	<ul style="list-style-type: none"> <li>- Implement move-in schedule</li> <li>- Schedule FF&amp;E installation</li> </ul>
	Agreement Control	<ul style="list-style-type: none"> <li>- Obtain as-built drawings &amp; O&amp;M manuals</li> <li>- Coordinate installation of FF&amp;E</li> <li>- Deliver project files</li> </ul>

**Work Breakdown Structure:** One of the first steps GP will take is to define the work breakdown structure (WBS). The WBS identifies the accounting process required to organize program scope, record and characterize program elements, and thereby provides a framework for analyzing, planning, processing, reporting, and comparing, performance metrics. The WBS facilitates management reporting at varying levels of detail for various types of inquiry.

***For Recovery projects that rely on Federal funding governed by 13 CFR and 44 CFR it is most critical that the WBS is established early and accurately for tracking project expenses and personnel time.***

The hierarchical structure of the WBS supports the need to manage a variety of activities, at multiple levels of detail with flexibility, as discrete project scopes and work tasks are defined. The WBS must be sufficiently comprehensive to prevent scope omissions in preparation of baseline estimates, budgets and schedules.

The WBS forms the basis for organizing and structuring the coding of cost and schedule data with reporting requirements and the document control system. By coding cost/ schedule information to the WBS elements, detailed and accurate cost/schedule reports can be generated in support of planning and management at the program and project levels.

GP currently employs default WBS that conforms to FEMA eligible tasks for Program and Construction Management and Direct Administration Costs. This default WBS is adjustable to add or remove tasks based on the project or grant requirements.

### Pre-Construction Planning

Our team will work closely with the LPSS Planning and Engineering Departments to utilize the Project Definition component of the Pre-Construction phase to establish the functional and performance requirements of individual projects. It is at this stage that considerations will be made for building codes, space or aesthetic requirements. All benchmarks for costs and scheduling will be established during the Project Definition and a concise project delivery strategy will be devised. The cost of changes increase exponentially each time the project enters a new phase, therefore the benefit of the Project Definition component is the ability to address expectations before design, minimize the number and impact of late requirements-driven change orders, and keep the scope, budget, and schedule in equilibrium. During the Start Up phase of each Program related project we will address the following items:

Partnering	Agency Permit Coordination
IT Management System	M/WBE Outreach Coordination
Accounting Standards	Public Engagement and Media Coordination
Reporting Standards	Program Specific Web Page
e-Manual for Policies, Processes and Procedures	Mentorship/Preceptorship Program
Standard Consultant Scopes of Services	Office/FF&E Set Up
Standard AE Scopes of Services	IT Management System Set Up
Standard CM Scopes of Services	Web Page Set Up
Standard Consultant Fees	Orientation Meetings
Standard AE Fees	Data Assembly and Analysis
Standard CM Fees	Site Reconnaissance
Design Guidelines and Ed Specs	Staff Training
CADD Standards and Formats	Scope and Budget Validation
Specification Standards and Formats	Project Delivery Method Confirmation
Horizontal (Bulk) Procurement	Project Schedule Confirmation
Cost Estimate Standards and Formats	Start Up Phase Accounting

### Review Design Plans, Testing, and Construction Details

GP will provide the technical review of architectural plans, soil tests, foundation designs, construction details, elevations certificates and other specifications for elevation projects. GP not only brings local experience combined with national perspective but we add a very unique and important skill set that most Engineering Firms don't, we bring actual Construction experience. That real life understanding of how a project alters between initial design and final construction could save the LPSS untold time during project execution. Our Construction Managers will be able to spot elements in a design proposal that would not otherwise become an issue until construction. At that time the Contractor would notify the A/E that the design is inadequate, unrealistic or not cost effective and the A/E would process a change order. All of this slows a project and adds unanticipated costs. The use of Design/Bid skilled Construction Managers gives us the perspective necessary to streamline projects and limit surprises.

### Hazard Mitigation Grant Program (HMGP) Administration

Our proposed scope of work to support the LPSS with the obtainment of HMGP funding and the successful management and implementation of project include: mitigation project identification, grant application development, and grant implementation; to include:

<b>Flood Mitigation Assistance (FMA)</b>
<b>Hazard Mitigation Grant Program (HMGP)</b>
<b>Repetitive Flood Claims (RFC)</b>
<b>Severe Repetitive Loss (SRL)</b>
<b>Pre-Disaster Mitigation (PDM)</b>

Specifically, GP will provide unique expertise including:

- Expertise in FEMA's Flood Module and Depth Function Analysis Benefit Cost software (Versions 4.4.5 and earlier) for a variety of mitigation projects (detention basins, channelizations, bridge raising, home elevations, home acquisition/demolition, home mitigation/ reconstruction, and wind retrofitting).
- Strategic mitigation and acquisition expertise.
- Assist in the acquisition and demolition of flood-damaged and flood prone structures funded under HMGP, FMA, SRL, PDM, and RFC. Ensure flood victims get treated fairly and equitably throughout the acquisition process, including locally provided, non-URA relocation assistance.
- Participating on client's mitigation planning committees to evaluate mitigation projects and recommending funding opportunities.
- Facilitated the development and verification of CRS Applications
- Facilitated the development of FEMA approved DMA-2000 compliant Comprehensive Mitigation Plans and Flood Mitigation Plans
- Providing in-depth analysis, data validation, and data correction/update of FEMA's NFIP databases (RL, Paid Claims, Policies). Including identification of properties that have been mitigated and providing required updates to FEMA/NFIP.



### *Public and Individual Meetings*

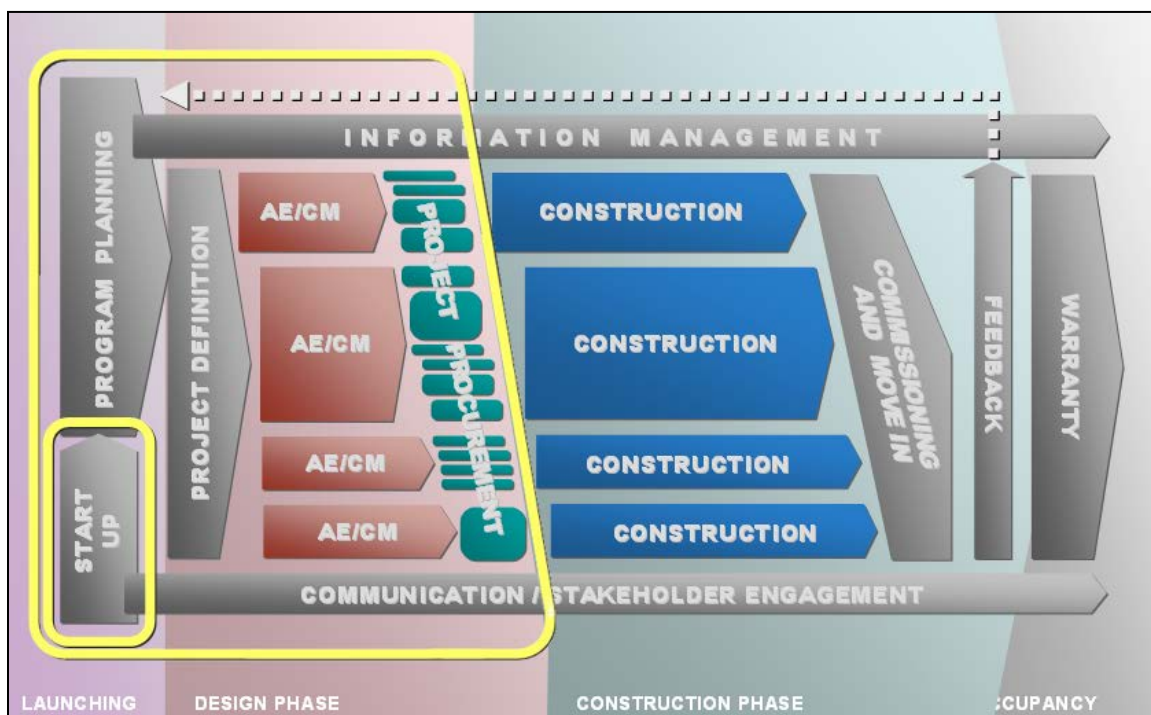
Our team has successfully implemented a City wide public outreach campaign and customer service program for the City of New Orleans' Department of Public Works during their Hurricane Katrina Recovery efforts. Understanding the different neighborhood demographics and cultural uniqueness allowed us to mobilize custom outreach techniques in order to maximize participation and ensure all parties concerns were addressed. A dedicated phone number for Program issues was provided to the public with our Public Information Officer (PIO) responding to each inquiry or concern. The PIO also coordinate constituent concerns/issues with Council Members and followed up when the constituent's concern was adequately addressed. Our Public Information Officer, Ondina Canales, is trained in Public Communications and is bi-lingual which is helpful during outreach to vulnerable populations of diverse origin.

We would propose the development of internal and external websites for collaboration and communication. In compliance with this requirement and in order to take advantage of the transparency a website allows, we include all Recovery information, status and documentation that is pertinent for public consumption. Internal SharePoint sites will allow for stakeholders to easily access and share important documents at any time. External websites that utilize GIS capabilities can provide current and scheduled recovery project status to allow for transparency in the recovery and create public interest. By keeping the public well informed and allowing them to see the progress of re-development in their neighborhoods, government can greatly reduce misinformation and speculation.

### *Prepare Project Scope and Budgets*

The Design Management component of the Pre-Construction phase will allow the team to facilitate Architect/Engineer (AE) and Construction Manager (CM) design workshops to stimulate project ideas, trigger key decisions, and build rapport between all the team members.

The Procurement component will allow the inclusion of contract requirements in services and bid documents for safety and minimizing disruption.



For engineering and construction, our experience staff of local Engineers and Construction Managers can write RFQ/RFP solicitations, select service providers, and conduct competitive bid processes in accordance with the

Stafford Act, Florida Bid Law, and local procurement regulations. In drafting contracts, we understand that it is essential that the contract accurately reflects the scope of work authorized by FEMA, HUD or other Granting Agency.

### **Construction Bid Documents**

As explained in Section 1.8.2, our team's Design/Build Experience gives us a unique and important skill set that most Engineering Firms don't. This skill set will allow us to develop comprehensive and understandable bid documents that will be designed to ensure limited bid extensions for responses to bidder questions. Streamlining each phase and task of the construction process will give us the opportunity to meet Federal timelines for project delivery.

### *Program Compliance*

Our organization structure emphasizes Project Controls and understands that Recovery Management requires an additional scrutiny due the element of third-party funding and specific Program Requirements. Our team is familiar with FEMA SUPERCIRCULAR 2CFR CHAPTER II, PART 200 and will comply with all parts.

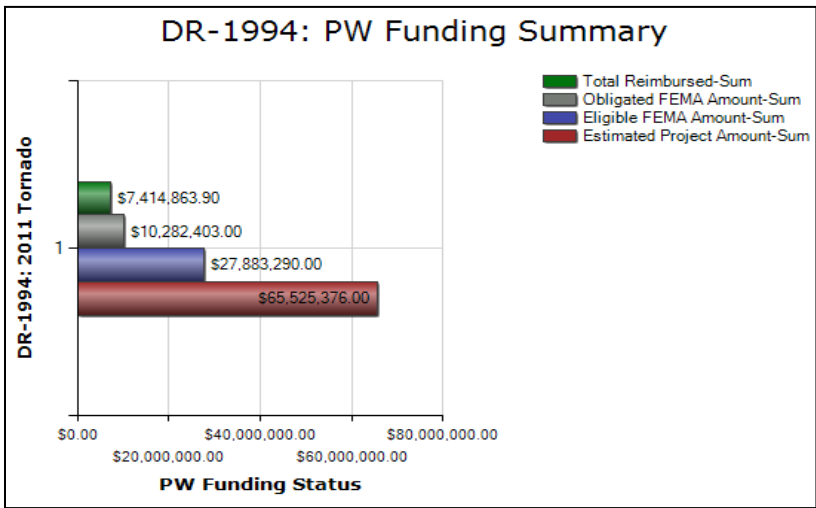
To control circumstances or issues that can be anticipated which may be detrimental to the project's cost or schedule, early identification and analysis of these risks and the development of a course of action to mitigate their impact is required. To reduce risks in the design and construction phases, a number of activities must take place during the design, and be captured in the overall budget control plan. These include;

- **Constructability Reviews:** Constructability reviews of design documents are conducted under the direction of the Project Manager. The purpose of this process is to make sure that the project can be constructed using the lowest cost standard construction practices.
- **Work Phase Plan:** The work phase plan is the development of a logical systematic sequencing of the work to minimize service impacts by the Project Manager, Project Design personnel and project scheduling personnel.
- **Procurement Strategy:** The Project Controls team works with the Project Manager and Design Manager to evaluate contract compliance with 13 CFR.
- **Funding Agency Considerations:** While a project's funding source is determined in the planning stage, consistent attention to the design's development and the established project worksheet will make sure projects maximize available funding sources.
- **Insurance Coordination:** Insurance resolution as being a key part of recovery. Not only resolving insurance claims, but doing so in a manner that maximizes federal funding and minimizes delays is difficult, but is also something the GP team has extensive experience doing.
- **Exception Reporting:** Timely indications of project deviations allows the management team to quickly evaluate the issues causing the cost or schedule deviation and develop alternatives to address them. Early intervention allows the team to better mitigate the impacts of delays or cost increases and lessen the effect on both the project and program overall.
- **Procedures:** Development and consistent implementation of procedures for all phases of a project and the project controls work products helps to make sure the entire team of consultants and constructors supporting the District's Facilities Plan are operating in a prescribed manner that is designed to manage the risks identified.
- **Quality Assurance Plan:** A thoughtful, comprehensive QA Plan clearly defines the agency's goals and standards for procedure compliance and quality work products. Auditing accepted consultant quality plans will help make sure that work is being conducted as desired and intended. Contractor quality plans should be required with a bid document so as to have a basis for holding the contractor responsible and liable for quality work. Construction management field inspectors will have an agreed upon tool to make sure the contractor is doing what it said it would.

Financial Tracking

**Tracking Expenses is the first step in establishing control of Recovery.** We will accomplish this by tying all relevant data for reimbursement to the expense. With this approach you can analyze a number of variables that will help you identify process deviations, locate cash flow roadblocks and reduce funding gaps. Easily creating custom reports based on any number of your expense data points will drastically reduce Administration time and provide Executives the information they need to make informed decisions.

Additionally, this tool allows for flexible reporting that can be generated for a single project, a single site in a project, or the entire recovery program. Our system provides Clients with the appropriate tools to track the progress of invoices from contractor submittal to reimbursement and, lastly, to vendor payment. Moreover, Clients can carefully examine the pace of a Grant from its inception to obligation. The ability to meticulously track the Recovery Grant process provides the Client with an opportunity to both identify delays in specific phases in the obligation and reimbursement process and also expeditiously address program impediments with the appropriate response measures to bring cash flow in line with project funding strategies.

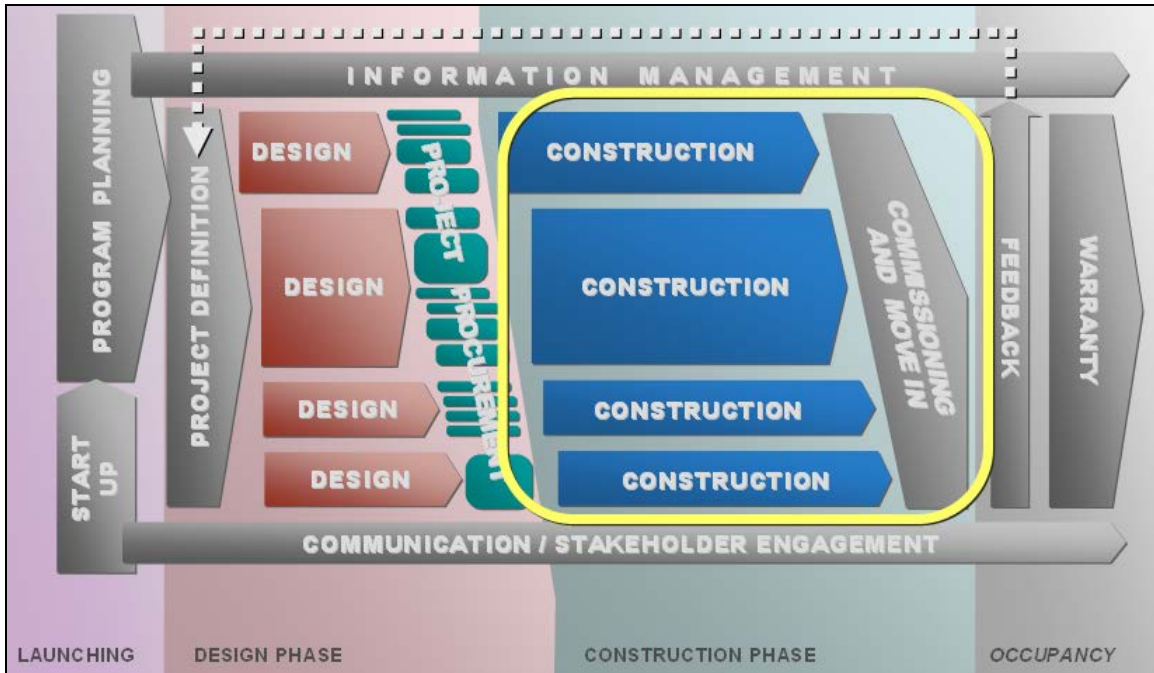


Incorporating Jackson LPSS staff into the Grant Management Life Cycle we can expedite data collection and avoid duplication of effort. Utilizing web-based, collaborative tools we can set automated notification for individual team members when critical tasks, reviews or authorizations are triggered and/or are due. This increases efficiency, reduces meeting requirements and expands programmatic vision for all team members.

Construction Inspection

Before and during construction we propose to have Contractor Compliance Workshops. These workshops will be purposed to instruct and inform contractors on the additional compliance regulations required as a result of federally-funded projects. We believe by relaying our expectations to all participants we can achieve a much higher rate of initial compliance and reduce reproduction of documentation.

Additionally, our team would recommend the use of our customized Construction Management forms during construction. These forms have been used in other Recovery Programs and have been helpful in limiting the inclusion of non-eligible construction without proper review and approvals. We incorporate eligible Grant scope into standard construction management site forms so contractors can clearly separate work performed to align with the appropriate grant. Thresholds for expanded scope of work can be established to incorporate additional reviews from FEMA or other Federal Agencies before LPSS approval.



It will be the responsibility of our Project and Construction Managers to ensure contractor invoices are compliant with established reporting criteria and deliver to the Recovery Finance Unit for reimbursement processing. As the Program Managers for the City of New Orleans' Infrastructure Recovery Program we utilized a web accessible data base for Construction Managers and Contractors to log quantities by site. No site was paid until 100% of the site was completed and certified as complete by the Construction Manager.

### Change Management

Our Project and Construction Managers will continue to monitor the Recovery Projects to ensure scope of work additional hidden damages are uncovered or if costs increase following grant approval our Managers will coordinate with respective applicant, FEMA and State to ensure all additional elements or costs are captured in an amendment or version.

Case or Grant Managers will be assigned to facilitate swift processing of grant documentation while Project and Construction Managers will maintain focus on constructability and project timelines.

### Contract Closing

Our Grant Administrators will be tasked to conduct Contract Closings with the Homeowners, contractors and the LPSS. Versed in Federal Policy and procedure the Grant Administrator will be supported by the Project Managers in the event specific Project questions or issues arise at closing. The Project Manager will be able to immediately address technical questions concerning construction and design that either the Homeowner or Contractor may have. As always, the Project Manager will be available to the Homeowners and Contractors throughout construction.

## 1. Assigned Personnel Experience and Background:

The capacity to deliver competent resources that can be effectively managed will factor heavy in LPSS's determination of the selected vendor. GP has had success providing LPSS with local, technically experienced and professional nature. Our accomplishments for LPSS on past projects will be replicated by providing highly experienced and technically knowledgeable personnel familiar with Process Design and Improvement, Utilities Infrastructure, and Federal Disaster Recovery Programs to include FEMA's Public Assistance.

GP will provide a well-trained, fully equipped, and competently supervised staff to work in tandem with LPSS as approved by LPSS management. GP will also provide LPSS with specialized resources to accomplish specific tasks related to disaster recovery and Federal funds. By careful planning with LPSS management our staff will be available to mobilize within minutes of notification, integrate with the LPSS team, deliver top notch services, and de-mobilize seamlessly.

The information provided below will demonstrate the availability of adequate resources to complete any task assigned by LPSS. Our team will provide LPSS with resources to meet the most complex technical challenge or the most overwhelming staffing challenge. We have selected individuals that can be on site in a matter of minutes once notified and have a deep understanding of LPSS's organization and capacity. Proposed Staffing

### *Program Manager (not billed)*

**David H. Ziegler Sr. (PMP)** – Mr. Ziegler is Business Unit Director of GP's Chemical Weapon Destruction and Homeland Security & Emergency Management Business Units, Mr. Ziegler has an MBA from Eastern University and is a Project Management Professional (PMP) managing project-teams and completing large (>\$1B) and challenging projects on time, within budget and within scope. He has lead major Disaster Recovery programs as well as corporate wide training programs for some of the Country's largest organizations. His Project Experience includes:

#### **Director, Chemical Weapon Destruction (DoD) Facilities (Pueblo, CO & Richmond, KY)**

Mr. Ziegler manages the training operations at two (>\$1B) Department of Defense (DoD) Chemical Weapon Neutralization facilities with operations in Pueblo, CO and Richmond, KY. He has overall operational and P&L responsibilities including proposal writing, client-negotiations, strategy-development, EVMS, forecasting and reporting.

#### **Director, Homeland Security & Emergency Management Services**

Mr. Ziegler manages project teams supporting Homeland Security and Emergency Management planning, training and exercise initiatives at the Federal, State and Local level. Highlighted projects include:

**Indiana Department of Public Health (IDPH):** Program Director on a multi-year project with IDPH where 40 GP employees provide staff augmentation across 10 offices statewide supporting emergency preparedness operations.

**Transportation Security Administration (TSA):** Emergency logistical/communications operations for the Transportation Security Administration (TSA) supporting 472 U.S. airports across the United States.

Mr. Ziegler will be responsible for negotiating contract awards and budget proposals with LPSS Management

### *Senior Advisor for Public Assistance*

**Mark Merritt** – Mark C. Merritt is co-founder at DCMC Partners, a strategic management consulting firm that builds on its founders' decades of leadership in the private and public sectors. Prior to DCMC, Mark C. Merritt



was co-founder and partner at Witt O'Brien's, where he served as Senior Vice President of the firm's Recovery Division. Merritt and his team of technical experts managed large-scale disaster debris clean-up operations; worked with clients to navigate the challenging regulatory areas of insurance and government reimbursement; and supported clients in evaluating, financing, and executing opportunities to rebuild after disasters.

Under his leadership, his team managed and implemented more than \$20 billion in federal reimbursement, including \$17 billion in FEMA Public Assistance and \$3.5 billion in FEMA Hazard Mitigation Grant Program funding. ***This includes LEADING the successful negotiation and development of the Louisiana Recovery School District's (RSD) innovative consolidated Project Worksheet worth billions of obligated dollars.***

When he started Witt Associates more than a decade ago, Merritt recognized the need for and pioneered the market for state and local government disaster recovery. Drawing from his extensive federal experience in recovery operations, Merritt worked alongside federal officials to create recovery policies, train new recovery experts, define federal-state-local organizational structures for recovery, and raise awareness of financial reconciliation programs. Due in large part to Merritt's efforts, state and local governments, non-profit organizations, and companies now – without exception – understand the value in hiring technical experts to guide them through aftermath of complex, catastrophic disasters.

Merritt has raised the standard for disaster recovery consulting. Governors and mayors proactively seek out Merritt's guidance following significant disasters. Merritt and his team have worked every major disaster in the U.S. and its territories over past 13 years. Merritt managed large-scale disaster recovery efforts for the State of Louisiana (after Hurricane Katrina and subsequent storms) and for the State of New Jersey (following Superstorm Sandy). These clients attribute billions in funding to Merritt and his team that the states would not have otherwise received from the federal government (including \$3 billion in Louisiana and nearly \$.5 billion in New Jersey).

Merritt graduated from West Point Military Academy. He served six years of active duty in positions ranging from an intelligence officer to an executive officer and aid to three different Army Generals. Following active duty, he served in the Army Reserves as Company Commander at Fort Mead. Merritt has had the opportunity to work and coordinate at all levels, a skill that has translated to his disaster work. He is as comfortable explaining recovery processes to local community advocates as he is presenting to CEOs of Fortune 100 companies.

Following his military service, Merritt started at FEMA as a Program Assistant to the Director in the agency's recovery division. There he learned the intricacies of recovery programs and served as recovery representative to the White House. He was promoted to FEMA Deputy Chief of Staff and spearheaded the agency's first-ever team to review, reconcile, and close-out past disaster recovery programs. In its first year the team returned more than \$2 billion in federal assistance to the U.S. Treasury. Merritt has maintained his close relationships with FEMA colleagues and continues to work on national recovery policy issues.

Mr. Merritt will provide assistance as required to senior team members and GOHSEP using his past experiences as current relationships in FEMA Region VI and FEMA HQ. He will serve as a Deputy Project Manager in support of the program to ensure Senior Leadership and 10+ years of continuity to GOHSEP.

#### *Senior Recovery Specialist*

**Joshua Norman** – Mr. Norman is the Recovery and Resiliency Unit Manager for GP Strategies. He is a highly experienced Recovery Manager leading major engagements for the City of New Orleans Katrina Recovery and the State of Texas following Hurricane Ike. As a pioneer in the field of Recovery Management services, Mr. Norman has supported the National Advisory Council Stafford Act Sub-Committee on policy changes to Debris, Emergency

Protective Measures and Alternate and Improved Projects. Always seeking to improve delivery of Recovery services, Mr. Norman designed and developed a comprehensive Recovery Management software application that supports Applicant based recovery administration. This program has been successful in capturing millions in Direct Administrative Costs as well as supporting internal audits for applicants.

Mr. Norman will serve as the overall Project Manager for all deployments and ensure workforce levels are met and performance expectations are exceeded. In the position Mr. Norman will coordinate directly with the LPSS Project Manager. In addition, Mr. Norman will rely on Mr. Mark Merritt as a Deputy Project Manager to offer continuity for the last 10+years and provide assurance to GOSHEP that the project has senior level coverage at all times.

#### *Public Assistance Coordinators*

**Lazaro Gutierrez** - Mr. Gutierrez resides just under 40 miles away from Colorado Springs in Castle Rock, CO. He has held positions of leadership and management representing the Florida Department of Emergency Management (FDEM) and the State of Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) during response and recovery operations following several Nationally-Declared disasters and emergencies, including Hurricanes Katrina, Rita, and Gustav; and Tropical Storm Ernesto. His previous experience as a Public Assistance Coordinator and a Project Officer involved performance and management of business and financial operations; management and supervision of other technical assistance and administrative personnel; financial analysis; management of teams of technical, administrative, and financial professionals; and quality assurance and control for project and administrative work.

Mr. Gutierrez has strong Project Management experience beyond the FEMA Public Assistance program as well. This sets him apart as a strong and assertive leader that knows how bring resolution to conflict and projects to completion.

**Curtis Miklas** - Mr. Miklas has held positions of leadership and management representing the Federal Emergency Management Agency (FEMA), the Virginia Department of Emergency Management (LPSS) and the State of Louisiana Governor's Office of Homeland Security and Emergency Preparedness (LPSS) during response and recovery operations following several Nationally-Declared disasters and emergencies, including Hurricanes Katrina, Rita, and Gustav; and Tropical Storm Ernesto. His previous experience as a Public Assistance Coordinator and a Project Officer involved performance and management of business and financial operations; management and supervision of other technical assistance and administrative personnel; financial analysis; management of teams of technical, administrative, and financial professionals; and quality assurance and control for project and administrative work.

Mr. Miklas' understanding of the FEMA Public Assistance Program, his ability to accurately interpret and apply FEMA regulations, policies and guidance; and his effective negotiation with recovery stakeholders for optimal issue resolution have resulted in increased funding for the impacted governmental entities he has represented. Highlights of his professional achievements and client successes are provided below.

**Elizabeth Orr** – Elizabeth has 8 years' of progressive experience in the field of emergency planning, response, mitigation and disaster recovery and over 14 years' experience in the areas of Design Management, Construction Management and Program Management to include job site oversight as Owner's rep. She has experience training Executives and Administrators on Recovery through Table-Top Exercises with focus on Executive Leadership and Decision Making. Her leadership ability and customer service record has been on display during her deployments as Recovery Manager for the City of New Orleans and Slidell following Hurricane

Katrina, NYU Medical Center following Superstorm Sandy, and in Santa Rosa LPSS FL and Berkeley LPSS SC following severe flooding.

**Greg Morley** – Greg has recently served as an Incident Management Core/Emergency Management Specialist for FEMA being deployed to multiple disasters across the country. In this position he assessed damages to infrastructure and developed cost estimates for costs incurred at over 400 sites related to seventeen separate presidentially-declared disasters in Georgia, Maine, Massachusetts, New Hampshire, Rhode Island, Virginia and Vermont. He has formulated grant applications to reimburse state agencies and communities for the cost of Emergency Protective Measures and repairs to infrastructure. Ensured that the work to be performed would comply with Federal environmental, historic preservation and procurement regulations in order that the underlying grant applications would withstand the scrutiny of an audit.

**Lemuel Malcom** - Mr. Malcom is a driven, results-oriented, self-starter, with broad experience in all aspects of FEMA Public Assistance, Project and Program Management, Appeals and Business Analysis. Mr. Malcom holds an MBA degree, as well as a concentrated knowledge of client relations, conflict resolution, and risk management. He is a qualified Public Assistance Subject Matter Expert, proficient in process methodology development and implementation, specializing in chaos management. As a FEMA veteran, having worked hurricane and storm recovery efforts nation-wide, he was responsible for the leadership, coordination, and completion of Federal disaster relief projects, following the applicable Stafford Act statutes. He has led a team of up to 25 Public Assistance Specialists in grant writing, documentation and process analysis, as well as back-end reconciliation of invoices between municipalities and vendors, in order to ensure funds dispersed were in accordance with the mandated statutes. Mr. Malcom is well versed in both older and newer versioned PWs and is experienced in writing hazard mitigation proposals as well as collecting and presenting material for Appeal consideration. Mr. Malcom is familiar with leading these processes including every step in the project life-cycle (initiation, planning, execution, Appeal and closeout), as well as resource management.

**Michael McDaniel** - Since 1991 Mr. McDaniel has been involved in the profession of Emergency Management. Starting in the State of Florida his career has sent to work on the largest disasters the Country has ever endured. Including Katrina and Sandy. His experience coordinating with the Grantees to include Louisiana, Florida and New Jersey and their LPSS's has provided opportunity to hone his skills in diplomacy and customer services. As part of our team Michael will represent LPSS with the utmost of professionalism and diligence.

**Solomon Ademuyiwa** - Mr. Ademuyiwa is an experienced disaster recovery specialist professional with demonstrated expertise in the areas of emergency management, disaster planning, response, and mitigation and provided technical assistance to states and local governments. His knowledge, skills, and abilities are proven in the areas of training, evaluation, motivation, especially within a team environment. He is a results-oriented manager with the ability to coordinate multiple projects in emergency operations, mitigation planning, hazard mitigation compliance, environmental compliance, and agricultural business management. Solomon has outstanding interpersonal, motivational, and presentation skills; he is analytical, articulate, and diligent.

#### *Public Assistance Technical Liaison*

**Carlos Sosa** - Mr. Sosa is a Licensed Architect, Construction Manager and Energy Consultant with over 18 years of experience in all facets of the construction industry. He is experienced in the design and delivery of multiple project types with particular knowledge and expertise in mixed-use, recreational, office and residential projects. Carlos has a proven ability to effectively communicate with and manage the diverse parties involved in the development process (clients, consultants, contractors, government and community representative, etc.) to ensure the delivery of a coherent, timely and on-budget project. Comprehensive development skill set

encompassing all phases of the process from conception to delivery. Skills include market analysis, site selection, government relations (zoning permitting and approvals), planning and design, revenues and expense analysis, project management and, and construction administration.

**Randy Allard** - Mr. Allard is a RS Means Certified CEF Estimator/ Disaster Recovery Specialist who was responsible for developing over 100 construction cost estimates for federal funded (FEMA) disaster related restoration work in Louisiana following Katrina and New York following Sandy. Randy's projects included a major emphasis on high-profile medical and educational facilities. As an employee for FEMA, Randy served as a Cost Estimating Format (CEF) Instructor responsible for training professional staff in FEMA cost estimating procedures and software. Lead estimator for a \$2.1 Billion school restoration/recovery project, which was the single largest project worksheet ever written by FEMA. CEF Expert in 50% Repair versus Replacement Calculation which is used to determine the economic viability of a building restoration project. Trained in National Flood Insurance Program (NFIP), along with FEMA Policy and Procedures.

**Andrew Merolla** – Andrew has over 20 years' experience in fields of engineering. Through many projects and disaster deployments he has showcased his ability to use experience and knowledge to estimate detailed projects and present comprehensive facts to justify recommended actions. He prepared cost estimates and assisted in development of the second largest Project Worksheet in FEMA history for the NY CHHC critical infrastructure hospital project.

**Mark Beaulieu PE, MBA** – Mark is a senior engineer for GP and review plant performance, technology, operational effectiveness, staffing requirements, and other critical factors influencing ongoing utility requirements. Assess management plans and determine power plant needs, objectives and formulate a sustainable strategy. Perform operational oversight duties as required to ensure effective and efficient operations. Perform a needs assessment and gap analysis to determine the plant's current state, desired future state, and specific needs. Recommend strategies and projects to achieve desired future state. As such he will be able to support major initiatives of critical infrastructure damage.

**Mona Brown PE** - Ms. Brown provides project oversight, project management, content development, mechanical engineering, training, and material development services for IPP, utility, cogeneration, and industrial facilities. She has a strong background in gas turbine/combined cycle and boiler fossil power plant systems, Six Sigma, thermodynamic cycle design, and performance optimization. She is a registered Professional Engineer.

**Richard Koehler PE** - Mr. Koehler is a Senior Mechanical Engineer in GP Strategies' BU132 Process and Aerospace Group. He has over 30 years of experience in the design and analysis of piping, vessels, mechanical, and structural support systems to a variety of design codes. Mr. Koehler has extensive experience in design and as-built field engineering support for industrial, commercial, chemical, fossil fuel, and nuclear facilities. Mr. Koehler also has provided process improvement expertise to clients involving CMMI, MI, and PSM processes.

**Michael Boismenu PE** - Mr. Boismenu is a senior lead for the Energy Services Division of General Physics Corporation. As a former plant manager for various facilities, he has the required experience to recommend comprehensive solutions to various types of consulting projects. Mr. Boismenu has developed system training documents, including system descriptions, operating instructions, qualification checkoffs, exams, and P&IDs for clients in the fossil industry.

Mr. Boismenu performed a complete operational, maintenance, support services, engineering, and organizational design assessment of the AEC Lowman Station. This plant was undergoing a major Air Quality

Control (AQC) retrofit using a wet scrubber and SCR. Mr. Boismenu was the lead analyst and writer for a comprehensive Most Efficient Organization (MEO) study. The final report for that project included many recommendations to optimize staffing levels, improve operating practices, and streamline maintenance procedures. Potential ROI calculations for all recommendations were included. AEC is currently implementing the majority of these recommended changes and improvements.

#### *Hazard Mitigation Specialist*

**Yusuf Mustafa** - Mr. Mustafa is an emergency management professional with more than 10 years' experience in disaster preparedness, response, recovery & mitigation in local, state, and federal environments. His management capabilities focus on both strategic measures and tactfulness in getting jobs done. Mr. Mustafa excels at advising and guiding public applicants immersed in the immediacy of the moment and readily facilitates solutions to needs not yet understood. He has provided Public Assistance support following over 21 disasters in the State of Florida, Alabama, and New York. Mr. Mustafa led the critical infrastructure hospital team serving New York City in recovering from Hurricane Sandy by managing the obligation of over 900 million dollars including approximately \$450 million dollars in mitigation costs.

#### *Hazard Mitigation Assistance Benefit-Cost Analysis Specialist*

**Latif Jinado** - Jinadu is an expert in public assistance coordination and disaster recovery processes. His fifteen years of disaster recovery experience includes providing disaster response/management, federal grant development and review, engineering review, and benefit cost analysis. He has been responsible for providing complete BCA development and strategic consultation with applicants, which result in approvable projects using the best methodology with the objective of surviving multiple layers of FEMA review. He has thorough knowledge of applicable software/hardware and, technical drawings/plans/manuals. He has provided technical support/assistance to local units of government on programmatic issues / appeals, and has communicated with all levels of government concerning program issues and deployment to emergency sites.

## 4. COST PROPOSAL

GP rate schedule is provide below based on the guidance provided in the RFP:



## Attachment A - Rate Schedule (1)

Total Hourly Rate (17 evaluation points)  
Travel & Per Diem w/ GSA (3 evaluation points)

<b><u>Labor Category</u></b>	<b><u>Hourly Labor Rate</u></b>
<b>Policy Expert</b>	183.00
<b>Project Manager</b>	116.00
<b>Project Controls Specialist</b>	93.00
<b>Document Controls Specialist</b>	70.00
<b>Administrative Assistant</b>	31.00
<b>PA Policy Specialist</b>	85.00
<b>Reimbursement Specialist</b>	50.50
<b>Closeout Specialist</b>	70.00
<b>Data Manager</b>	35.00
<b>Accounting / Audit Support Specialist</b>	70.00
<b>Insurance Specialist</b>	105.00
<b>Damage Assessment Team Lead</b>	137.50
<b>Subject Matter Expert</b>	130.25
<b>Cost Estimator</b>	110.50
<b>Principal</b>	140.00
<b>Total Hourly Rate</b>	\$1,426.75
<b>Travel, Per Diem &amp; Etc. (with GSA)*</b>	<b>Please Circle One:</b>
<b>* - If proposer circles NO, please explain methodology in regards to rates charged for travel, per diem &amp; etc.</b>	<b>YES</b>
	<b>NO</b>

(1) Typical Annual Escalation Rate is 5% Unless Negotiated Otherwise

## 5. DBE/MBE/WBE

GP will utilize Galt Group to meet the DBE requirement. While Galt will serve as a valued partner, GP plans to utilize multiple DBE partners when specialized services are needed. GP has a strong network of Louisiana based W/MBE firms.

Galt Group Inc. is a Professional Engineering, Disaster Emergency Management and Program & Project Management Consultancy firm. Galt's team of professionals include licensed professional engineers, former FEMA disaster managers and experienced program and projects managers that currently perform management services for existing Galt governmental clients. They are a SBA Small Disadvantage Business-SDB and Small Business-SB company and hold a host of additional state and local minority and small business certifications.

From the time of engagement of Galt's services, whether at project start or in-progress, our experienced professionals provide solutions at every phase. Given our teams extensive personal and corporate experiences working for all client types, federal, state, local government and private sector, we are well experienced in the myriad of administrative processes and protocols in supporting governmental clients and are able to work for all clients.

## 6. PROOF OF INSURANCE



# CERTIFICATE OF LIABILITY INSURANCE

Page 1 of 1  
DATE (MM/DD/YYYY)  
04/01/2015

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 be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b>  Willis of Maryland, Inc. c/o 26 Century Blvd. P. O. Box 305191 Nashville, TN 37230-5191	<b>CONTACT</b> NAME: PHONE (A/C, NO, EXT): <b>877-945-7378</b> FAX (A/C, NO): <b>888-467-2378</b> E-MAIL ADDRESS: <b>certificates@willis.com</b>	
	INSURER(S) AFFORDING COVERAGE	
<b>INSURED</b>  GP Strategies Corporation 70 Corporate Center 11000 Broken Land Parkway Suite 200 Columbia, MD 21044	INSURER A: <b>Great Northern Insurance Company</b> NAIC # <b>20303-100</b>	
	INSURER B: <b>Liberty Insurance Underwriters Inc</b> <b>19917-200</b>	
	INSURER C: <b>Vigilant Insurance Company</b> <b>20397-100</b>	
	INSURER D:	
	INSURER E:	
INSURER F:		

**COVERAGES****CERTIFICATE NUMBER: 23026404****REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			35914035	4/4/2015	4/4/2016	EACH OCCURRENCE \$ <b>1,000,000</b> DAMAGE TO RENTED PREMISES (Ea occurrence) \$ <b>1,000,000</b> MED EXP (Any one person) \$ <b>10,000</b> PERSONAL & ADV INJURY \$ <b>1,000,000</b> GENERAL AGGREGATE \$ <b>2,000,000</b> PRODUCTS - COMP/OP AGG \$ <b>Included</b>
A	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			73556608	4/4/2015	4/4/2016	COMBINED SINGLE LIMIT (Ea accident) \$ <b>1,000,000</b> BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ <b>10,000</b>			100004153307	4/4/2015	4/4/2016	EACH OCCURRENCE \$ <b>5,000,000</b> AGGREGATE \$ <b>5,000,000</b>
C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input checked="" type="checkbox"/> Y/N <b>N</b> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	71741258	4/4/2015	4/4/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ <b>1,000,000</b> E.L. DISEASE - EA EMPLOYEE \$ <b>1,000,000</b> E.L. DISEASE - POLICY LIMIT \$ <b>1,000,000</b>
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)							

**CERTIFICATE HOLDER****CANCELLATION**

Evidence of Insurance Only :	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>Patricia E. Ligon</i>