



Blanket Contract # 20161134

City of Springfield Blanket Contract Tracer Log

INSTRUCTIONS: Upon receipt, please initial and write in the date of receipt on this Tracer form. When your department has approved and signed the blanket contract, please initial and date in the forwarding section and deliver to the next department.

DEPARTMENT	DATE RECEIVED		DATE FORWARDED TO NEXT DEPT.	
	Initials	Date	Initials	Date
Office of Procurement			RW	07/12/16
Disaster & Recovery Compliance	tg	7/18/16	tg	7/18/16
City Comptroller	MCSA	7/18/16	MCSA	7/18/16
Law	CF	7-20-16	CF	7-20-16
CAFO	CF	7-22-16	HP	7/28/16
Mayor	CF	7/28/16	CF	7/29/16
Office of Procurement			llw	7/29/16

Vendor No.: 13471 Contract No: 20161134 Blanket Contract Date: 06/01/2016

Blanket Contract Amount \$ 100,000.00

Blanket Renewal Date: 04/01/2017

Blanket Contract Expiration Date: 06/30/2019

Req No.: 16016498

Act No.: 26451807-530105-64516

Bid No.: 16-154

Vendor Name: GCR, Inc.

Blanket Contract Purpose: Consultant Services for Community Development

Requesting Dept.: Office of Disaster and Recovery

TYPE OF DOCUMENT (Please select at least one):

- New
 Amendment
 Extension
 Renewal

**AGREEMENT FOR CDBG-DR & CDBG-NDR CONSULTANT SERVICES FOR
COMMUNITY DEVELOPMENT**

Upon execution by all parties, this agreement (hereinafter "Agreement") shall be effective as of June 1, 2016, by and between the **CITY OF SPRINGFIELD**, a municipal corporation within the County of Hampden, Commonwealth of Massachusetts, with its principal offices at 36 Court Street, Springfield, Massachusetts 01103, acting by through the Office of Disaster Recovery & Compliance, with the approval of the Mayor (collectively referred to herein as the "City"), and **GCR INC.**, a Louisiana Corporation with a principal place of business at 2021 Lakeshore Drive, Suite 500, New Orleans, Louisiana, 70122 (hereinafter referred to as the "Consultant").

WHEREAS, the City issued a Request For Proposals ("RFP") (Bid No. 16-154) seeking a qualified consultant to assist with administrative and planning tasks related to CDBG, CDBG-Disaster Recovery ("CDBG-DR") and CDBG-Natural Disaster Resiliency ("CDBG-NDR") funding; and

WHEREAS, the Consultant was chosen as the most advantageous proposal and the City selected the Consultant for award of a contract; and

WHEREAS, the Consultant's proposal listed The Cloudburst Group, a Maryland Corporation with a principal place of business at 8400 Corporate Drive, Suite 550, Landover, Maryland, 20785, as a partner/subcontractor (hereinafter referred to as the "subcontractor") to assist with performing the services; and

WHEREAS, the Consultant represents and warrants that the Consultant and the subcontractor have the skills, experience and qualifications to perform the services and is willing to do so under the terms and conditions of this Agreement;

NOW THEREFORE, the Parties mutually agree as follows:

I. SCOPE OF SERVICES

A. The Consultant shall perform the services and provide the deliverables described in this Agreement, in RFP 16-154 and Addenda thereto which are attached hereto as Exhibit A and in Consultant's Technical Proposal attached hereto as Exhibit B, which exhibits are incorporated herein by reference. These services may be summarized as follows:

1. Consultant will be responsible for assisting and advising the City on required post-NDRC award submissions to HUD. This will include preparing financial and administrative manual, program/project frameworks, updated budgets, waivers, and any subsequent substantial amendments.
2. Consultant will be required to advise and make recommendations to the City regarding CDBG, CDBG-DR and CDBG-NDR regulations and best practices. This may include researching regulations or programs in other communities.
3. Consultant will be responsible for preparing, in consultation with the City, policies and procedures, checklists, sub-recipient manuals, applications and other program and/or project documents as needed.

4. Consultant will be required to participate in conference calls and meetings with City staff, HUD, partners and sub-recipients as part of program/project implementation.
5. Consultant will be responsible for staying abreast of all changes and federal register notices regarding CDBG, CDBG-NDR, CDBG-DR and P.L. 113-2.
6. Consultant will be responsible for staying abreast of groundbreaking and innovating disaster preparedness, recovery and resiliency solutions that are being implemented and introduced across the country.
7. Consultant must familiarize itself with the City of Springfield, its Disaster Recovery and Resilience Strategies, unmet needs, economic development and infrastructure goals, and the overall political and urban landscape of the City.
8. Consultant's subcontractor will assist Consultant with planning, design, implementation and evaluation of programs for the City, but the Consultant retains primary responsibility for ensuring that those services are completed in accordance with its obligations under this Agreement.

See Exhibit A and Exhibit B.

- B. Consultant's Warranty: The Consultant warrants that the services provided hereunder will be performed in a professional and workmanlike manner and shall conform to the requirements more specifically set forth in this Agreement, Exhibit A, and Exhibit B.
- C. Consultant's Key Personnel: The Consultant's key personnel assigned to this Project shall be as described in the Consultant's Proposal (Exhibit B), and the Consultant shall not change such key personnel without prior notification to, and the consent of, the City's Director of Disaster and Recovery Compliance.
- D. Confidentiality Agreement
 1. During the term of this contract, the Consultant may have access to and become acquainted with information of a confidential or proprietary nature ("Confidential Information"), which may be either applicable or related to the present or future business of the City or the business of the City and/or its officials and employees. Such Confidential Information includes, but is not limited to, personal information, financial information, the City's financial information, strategic plans and other confidential information concerning the City. The Consultant shall (i) not use for its own benefit or knowingly disclose to or use for the benefit of any other person, any Confidential Information without the City's prior written consent; (ii) use at least the same degree of care and precautions to protect the Confidential Information from disclosure that it employs with respect to its own confidential information; (iii) disclose Confidential Information only to those of its employees or contractors who require access to perform its obligations under this Agreement; and (iv) take appropriate action by instruction, agreement or otherwise with the City's employees or other persons allowed such access to satisfy the foregoing obligations.
 2. This Section shall not apply to any information which (i) is or becomes publicly available through no fault of the Consultant; (ii) is already in the Consultant's possession without restriction on disclosure when disclosed by the City; (iii) is independently developed by the

City without use of Confidential Information; or (iv) is rightfully obtained from third parties without restriction on disclosure.

3. The Consultant agrees that any and all reports prepared and conclusions reached in the performance of this Agreement are for the confidential information of the City and the Consultant shall not disclose any of the same in whole or in part to any person whatsoever or discuss the same with any person whatsoever, other than the City's authorized representatives, except when called upon to do so and when authorized by the City.
- E. The Consultant is responsible for ensuring that all services under this Agreement are performed to the City's satisfaction, in accordance with the City's schedule, and in compliance with any applicable grant requirements.
- F. In the performance of this Agreement, the Consultant's primary contact person at the City is Tina Quagliato, Director of Disaster and Recovery Compliance ("City Liaison") available at tquagliato@springfieldcityhall.com. The City Liaison or his designee will be the Consultant's contact person at the City, will respond to the Consultant's questions related to the Project, and will receive the Consultant's reports and deliverables related to the Project.
- G. Ownership of Documents: The parties agree that the City will own all data, reports, and other deliverables generated pursuant to this Agreement.

II. TERM AND TIME FOR COMPLETION OF SERVICES

- A. Term of Agreement: The term of this Agreement shall commence on June 1, 2016 and shall terminate on May 31, 2017.
- B. Option to renew: The City, in its sole discretion, shall have the option to renew for one (1) additional one (1) year term, from June 1, 2017 to May 31, 2018.
- C. Any material changes to the terms of this Agreement, including the time for performance and/or fee for services, must be contained in a written amendment signed by all authorized representatives of the parties listed on the signature page to this Agreement.

III. COMPENSATION

- A. Maximum Liability of the City: The City's maximum liability for the first year of this Agreement shall be ONE HUNDRED THOUSAND DOLLARS AND ZERO CENTS (\$100,000.00), payable at a rate of \$118.00 per hour, as set forth in the Consultant's Price Proposal, attached hereto as Exhibit C, and incorporated herein by reference (*for purposes of the hourly rate only*).
 1. In the event the City exercises the option to renew the Agreement, the parties will enter into an Amendment to this Agreement setting forth the agreed upon maximum liability of the City and applicable hourly rate/s for such renewal period, which Amendment must be signed by all parties.
- B. Fees Include All Costs: The maximum liability amount set forth in this Article shall include all costs and expenses incurred by the Consultant in the performance of services under this Agreement, including commuting time, travel costs (including fuel, meals, lodging), cost of materials, copying, e-mail and phone and fax communications, attendance at all meetings (district, school committee etc.) and conferences required to perform the services hereunder.

Expenses are not separately reimbursable under this Agreement other than as specifically set forth herein. The City shall not be liable for any services, expenses, or costs in connection with this Agreement in excess of the amount currently appropriated therefore under this agreement or any amendments hereto.

- C. Invoices: The Consultant shall invoice the City monthly for services provided during that month. Invoices must be submitted within 30 days of the last day of the month when they were performed. Payment will be made subsequent to processing by the City Comptroller and City Treasurer. The City will process payment within 30 days of receipt of invoices. Invoices should be submitted to:

*Tina Quagliato
Disaster and Recovery Compliance
City of Springfield
36 Court Street, Room 405
Springfield, MA 01103*

Approved invoices received prior to the execution of this Agreement shall be paid within thirty (30) days of execution.

- D. Appropriations for expenditures by the City and authorizations to spend for particular purposes are made on a fiscal year basis. The fiscal year of the City is the twelve (12) month period beginning on July 1 and ending on June 30 of the following year. The obligations of the City under this Agreement for any subsequent fiscal year following the fiscal year in which the Agreement is executed are subject to the appropriation to the City of funds sufficient to discharge the City's obligation which accrues in such subsequent fiscal year, and to the authorization to spend such funds for the purpose of this Agreement. In the absence of such appropriation or authorization, this Agreement shall be terminated immediately without liability for damages, penalties or other charges arising from early termination.
- E. The Consultant is an independent contractor and as such, any taxes and other requirements of federal, state and local governmental bodies, including worker's compensation and unemployment insurance, to the extent required by law, shall be its sole responsibility.

IV. RECORDS

- A. The records of the Consultant insofar as they relate to this Agreement shall be kept on a generally recognized accounting basis. The City or any of its duly authorized representatives or agents shall have immediate access to any books, documents, papers and records of the Consultant which are pertinent to this Agreement for the purposes of making audit, examination, excerpts, copies and transcriptions, at no cost to the City.
- B. The Consultant shall retain all records and accounts, including financial records, for seven (7) years after the expiration of this Agreement, and upon termination or expiration of this Agreement, shall turn all such records over to the City.
- C. Right to Audit: The City shall have the right at any time to inspect documents related to this agreement. This shall include the right to copy any books, documents, papers or records related to this Agreement. The City shall have the right at any time to audit any documents related to this Agreement.

- D. Access to Documents: The City or any of its duly authorized representatives or agents shall have immediate access to any books, documents, papers and records of the Consultant which are pertinent to this Agreement for the purposes of making audit, examination, excerpts, copies and transcriptions, at no cost to the City.

V. TERMINATION

A. By the City:

- i. The City may terminate this Agreement for cause if the Consultant breaches any material obligation under this Agreement by sending written notice to the Consultant, signed by the Director of Disaster and Recovery Compliance, or the Mayor, or either of their respective designees, effective 30 days after receipt unless the Consultant cures such breach within the 30 day period or, if such breach cannot be cured within 30 days, unless the Consultant commences to cure such breach within the 30 day period and diligently and continuously works to cure the breach thereafter.
- ii. The City reserves the right to terminate this Agreement for convenience upon 30 days written notice to the Consultant, signed by the Director of Disaster and Recovery Compliance, or the Mayor, or either of their respective designees. Upon termination for convenience, the City shall pay the Consultant for satisfactory services rendered up to the date of termination.

- B. By the Consultant: The Consultant may terminate this Agreement if the City breaches any material obligation under this Agreement by sending written notice to the City, effective 30 days after receipt unless the City cures such breach within the 30 day period or, if such breach cannot be cured within 30 days, unless the City commences to cure such breach within the 30 day period and diligently and continuously works to cure the breach thereafter.

- C. In the event of termination and/or expiration of this Agreement the Consultant shall return all originals of documents, data, papers, and studies provided by the City and shall provide reports prepared by the Consultant for the Project to the City Liaison within five (5) business days.

VI. SUCCESSORS & ASSIGNS

Neither the City nor the Consultant shall assign any interest in this Agreement or transfer any interest in the same without prior written approval of the other party thereto.

VII. EQUAL EMPLOYMENT OPPORTUNITY

During the performance of this Agreement, the Consultant agrees as follows:

- A. In the performance of this Agreement, the Consultant will not discriminate against any employee or applicant for employment because of race, color, religion, age, sex, sexual orientation, gender identity, disability, family status or national origin. The Consultant will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, age, sex, sexual orientation, disability, family status or national origin.
- B. The Consultant shall, in all solicitations, or advertisements for employees placed by or on behalf

of the City, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, age, sex, sexual orientation, gender identity, disability, family status or national origin.

- C. In the event of the Consultant's non-compliance with the non-discrimination clauses of this Agreement, this contract may be canceled, terminated or suspended in whole or in part, and the Consultant may be declared ineligible for further City contracts.

VIII. CONFLICT OF INTEREST

- A. The Consultant covenants that it has no interest, nor shall it acquire any interest, directly or indirectly, which would conflict in any manner or degree with the performance of the services hereunder.
- B. No member, officer or employee of the City, or its designees or agents, no member of the governing body of the City, and no other public official of the City who exercises any functions or responsibilities with respect to the performance of this Agreement, during his or her tenure, shall have any interest, direct or indirect, in this contract, or proceeds thereof, for the work to be performed under this Agreement in violation of the provisions of Chapter 268A of the General Laws.
- C. Compliance With Ethics Laws Requirements: To the extent applicable, the Consultant agrees to comply with the provisions of Mass. Gen Laws ch. 268A, as amended by Chapter 20 of the Acts of 2009 ("Act"), which took effect on September 29, 2009. To the extent that certain of its key employees providing services to the City may be considered "municipal employees" or "special municipal employees" under Mass. Gen. Laws ch. 268A, sec. 1(g) or 1(n), such employees of the Consultant may be required to complete and provide certification of compliance with the new State Ethics Commission online training requirements. Information concerning these requirements is available on the State Ethics Commission website (www.mass.gov/ethics), or by calling the Commission's Legal Division at 617-371-9500.

IX. APPLICABLE LAW & EXCLUSIVE FORUM

The laws of the Commonwealth of Massachusetts shall govern the validity, interpretation, construction and performance of this Agreement. The sole and exclusive forum for the resolution of any question of law or fact arising out of this Agreement, to be determined in any judicial proceeding, shall be the Superior Court of Hampden County (except claims for a value of less than \$25,000.00, which may be brought in the Springfield District Court), or the United States District Court for the Western District of Massachusetts, all sitting in Springfield, Massachusetts. It is the express intention of the parties that all legal actions and proceedings related to this Agreement or the rights or relationship of the parties arising therefrom shall be solely and exclusively brought and heard in said courts.

X. COMPLIANCE WITH THE LAWS

The Consultant shall comply in every respect with all applicable state and federal laws, orders, regulations and rules, and local ordinances in the performance of the services under this Agreement.

XI. NOTICES

Notices to the parties under this Agreement shall be sent to the following addresses unless that party

specifically requests that notices be sent to a different person or address.

To the Consultant: Todd Bouillion, COO
GCR, Inc.
2021 Lakeshore Drive, Suite 500
New Orleans, LA 70122

To the City: Tina Quagliato
Office of Disaster Recovery & Compliance
City of Springfield
36 Court Street, Room 405
Springfield, MA 01103

With a copy to: City Solicitor
City of Springfield Law Department
36 Court Street, Room 210
Springfield, MA 01103

XII. INDEMNIFICATION & INSURANCE

- A. Indemnification: The Consultant shall assume the defense of (with counsel acceptable to the City) and indemnify and hold harmless the City and their respective officers, agents and employees, from any and all suits and claims against it or any of them arising from any breach of this Agreement by the Consultant, and/or any negligent or intentional act or omission of the Consultant, its agents, associates, Providers, employees, partners or servants, in any way connected with the performance of this Agreement. This provision shall survive the termination of the Agreement.
- B. Insurance Requirements: The Consultant shall, at its own expense obtain and maintain during the entire term of this Agreement, the following types of insurance at the coverage limits listed herein, at a minimum:
1. General Liability Insurance: General Liability Insurance in the amount of One Million Dollars (\$1,000,000.00) per occurrence, and Two Million Dollars (\$2,000,000.00) in the aggregate, covering the Consultant and any person or business entity for whose performance the Consultant is legally liable, arising out of the performance of this Agreement, naming the City of Springfield as an "additional insured".
 2. Professional Liability: Professional Liability Insurance, including errors and omissions coverage, in the amount of One Million Dollars (\$1,000,000.00) per occurrence, and Two Million Dollars (\$2,000,000.00) in the aggregate, covering the Consultant and any person or business entity for whose performance the Consultant is legally liable, arising out of the performance of this Agreement, naming the City of Springfield as an "additional insured".
 3. Auto Liability Insurance and Worker's Compensation Insurance: All required automobile insurance coverage for any vehicles used in the performance of this Agreement, and worker's compensation insurance required by law, at all times during the term of this Agreement.
 4. Subcontractors: The Consultant shall provide, maintain and require its subcontractors,

including The Cloudburst Group, to provide and maintain all insurance for its employees, including workers compensation and unemployment compensation, in accordance with the statutory requirements of the Commonwealth of Massachusetts. The Consultant is an independent contractor and is not an employee or agent of the City.

- C. Certificates of Insurance: The Consultant shall file with the City a certificate/s evidencing such coverage and outlining policy limits and information relative to coverage and the persons covered thereby, which Certificate must be attached to this Agreement as Exhibit D.

XIII. GENERAL PROVISIONS

- A. If any term or provision of this Agreement should be declared invalid by a court of competent jurisdiction, the remaining terms and provisions of this Agreement shall be unimpaired.
- B. Failure by either party at any time to require performance by the other or to claim a breach of this Agreement will not be construed as a waiver of any right under this Agreement.
- C. This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and permitted assigns.
- D. The Consultant is an independent contractor, and nothing in this Agreement shall be construed as making the City and the Consultant partners or as creating the relationship of employer and employee, master and servant, or principal and agent between them, for any purpose whatsoever.
- E. The expiration or termination of this Agreement shall not affect provisions therein which by their terms and meaning are of a continuing nature.

XIV. ENTIRE AGREEMENT

This Agreement represents the entire and integrated Agreement between the City and the Consultant, and supersedes all prior negotiations, representations or agreements, either oral or written. This Agreement may be amended only by written instrument signed by the authorized representatives of the parties listed on the signature page of this Agreement.

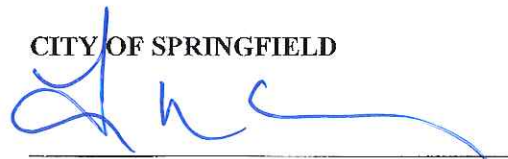
IN WITNESS WHEREOF, the City of Springfield and GCR, Inc., have executed this Agreement as a sealed instrument on the day and year the same is signed by all parties hereto, on the latest date noted below.

THE CONSULTANT,
GCR, INC.



By: Todd Bouillion
Its: Chief Operating Officer
Date Signed: July 11, 2016

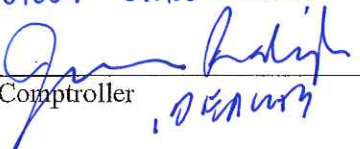
CITY OF SPRINGFIELD




Tina Quagliato
Director of Disaster and Recovery Compliance
Date Signed: 7/18/16



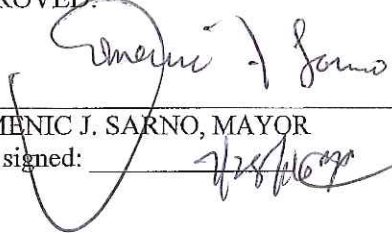
Lauren Stabilo
Chief Procurement Officer

Approved as to Appropriation:
26451807 - 550105 - 64516 \$100,000.00
 7/19/16


City Comptroller

Approved as to Form:


City Solicitor

APPROVED:


DOMENIC J. SARNO, MAYOR
Date signed: 7/28/16

Reviewed:


Chief Administrative and Financial Officer
Date signed: 7/28/16

CORPORATE CERTIFICATE

*THIS MUST BE THE NAME OF THE PERSON AUTHORIZED IN YOUR BY-LAWS TO SIGN CONTRACTS -

**SINCE AN OFFICER CANNOT CERTIFY TO HIMSELF, SOMEONE MUST SIGN THIS OTHER THAN THE PERSON SIGNING THE CONTRACT -

I, ** Dan Cox A Resident of New Orleans in

The State of Louisiana DO HEREBY CERTIFY: that I am
the Clerk/

President
~~Secretary~~ of GCR Inc.

A Corporation duly Organized and existing under and by virtue of the laws of the

State of Louisiana

And that I have custody of the records of such Corporation: and that as of the date herein below recited

* Todd Bouillion Chief Operating Officer, Vice President
(Officer, person who is signing the Contract) (Title)

Authorized to execute and deliver in the name and on behalf of the CORPORATION the following:

GCR, INC.

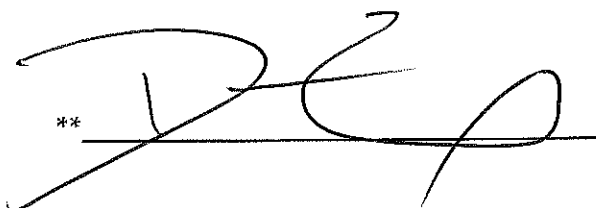
CONTRACT NO. 20161134

CONSULTANT SERVICES FOR COMMUNITY DEVELOPMENT

WITNESS WHEREOF, I have hereunto set my hand and affixed the Corporate Seal

Of such corporation this 11th day of July 2016

(Affix)
(Seal)
(Here)

** 

TAX CERTIFICATION AFFIDAVIT FOR CONTRACTS

72-0852541

Individual Social Security Number State Identification Number Federal Identification Number

Company: GCR Inc.

P.O. Box (if any): Street Address Only: 2021 Lakeshore Drive, Suite 500

City/State/Zip Code: New Orleans, LA 70122 E-mail: tbouillion@gcrincorporated.com

Telephone Number: (504) 304-2500 Fax Number: (504) 304-2525

List address(es) of all other property owned by company in Springfield: None

Please identify if the bidder/proposer is a Corporation X

Individual Name of Individual:

Partnership Names of all Partners:

Limited Liability Company Names of all Managers:

Limited Liability Partnership Names of Partners:

Limited Partnership Names of all General Partners:

You must complete the following certifications and have the signature(s) notarized on the lines below. Any certification that does not apply to you, write N/A in the blanks provided.

FEDERAL TAX CERTIFICATION

I, Todd Bouillion certify under the pains and penalties of perjury that GCR Inc., to my best knowledge and belief, has/have complied with all United States Federal taxes required by law.

GCR Inc. Todd Bouillion Date: March 18, 2016 Bidder/Proposer/Contracting Entity Authorized Person's Signature

CITY OF SPRINGFIELD TAX CERTIFICATION

I, Todd Bouillion certify under the pains and penalties of perjury that GCR Inc., to my best knowledge and belief, has/have complied with all City of Springfield taxes required by law (has/have entered into a Payment Agreement with the City).

GCR Inc. Todd Bouillion Date: March 18, 2016 Bidder/Proposer/Contracting Entity Authorized Person's Signature

COMMONWEALTH OF MASSACHUSETTS TAX CERTIFICATION

Pursuant to M.G.L. c. 62C s49A, I, Todd Bouillion certify under the pains and penalties of perjury that GCR Inc., to my best knowledge and belief, has/have complied with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

GCR Inc. Todd Bouillion Date: March 18, 2016 Bidder/Proposer/Contracting Entity Authorized Person's Signature

Notary Public

STATE OF Louisiana Parish of Orleans

March 18, 2016

Then personally appeared before me [name] Todd Bouillion [title] COO of [company] GCR Inc., being duly sworn, and made oath that he/she has read the foregoing document, and knows the contents thereof, and that the facts stated therein are true of his/her own knowledge, and stated the foregoing to be his/her free act and deed and the free act and deed of [company name] GCR Inc.

Notary Public

DAVID R. RIZZO NOTARY PUBLIC (NOTARY ID 68756) PARISH OF ORLEANS-STATE OF LOUISIANA My Commission Expires is Issued For Life

My commission expires:

YOU MUST FILL THIS FORM OUT COMPLETELY AND, SIGNATURES MUST BE NOTARIZED ON THIS FORM AND YOU MUST FILE THIS FORM WITH YOUR BID/CONTRACT.

EXHIBIT A

CITY OF SPRINGFIELD: RFP 16-154 AND ADDENDA THERETO
(See attached)

CITY OF SPRINGFIELD, MASSACHUSETTS
OFFICE OF PROCUREMENT
36 COURT STREET ROOM 307, SPRINGFIELD, MA 01103

REQUEST FOR PROPOSALS

RFP (Bid) Number 16-154

Will be received at the Office of Procurement until 2:00 P.M. MARCH 30, 2016 and will be logged in at that time. Proposals received after the due date and time will be returned unopened.

All packages must be marked with Proposer's business name, the above RFP number and the due date.

This Request for Proposals is for: **CDBG-DR/CDBG-NDR Consultant**
(Per the attached specifications)

As requested by: Springfield Office of Disaster Recovery and Compliance

THIS FORM MUST BE COMPLETED, SIGNED, AND RETURNED WITH BID.

This Proposal is submitted by: _____
(Individual/Company Name)

(Individual/Company Address)

I acknowledge receipt of addenda numbered: _____

Signed by: _____
(Printed or Typed Name and Title)

(Signature and Date)

Telephone #: _____ Fax #: _____

Email: _____

ADVERTISEMENT
CITY OF SPRINGFIELD, MASSACHUSETTS
OFFICE OF PROCUREMENT

**SEALED REQUEST FOR PROPOSALS FOR: RFP: CDBG-DR-CDBG-NDR Consultant - Per
Bid Number 16-154**

will be received until 2:00 PM: **March 30, 2016** BY: The Office of Procurement

Lauren Stabilo, Chief Procurement Officer
36 Court Street, Room 307, Springfield MA 01103
Phone (413) 787-6284 fax 787-6295

at which time the bids will be privately reviewed in the Office of Procurement Bid Room.
Bid documents and specifications will be available at no charge beginning **Monday, March
14, 2016** at 9:00 A.M.

The City of Springfield has been awarded \$22 million in U.S. Department of Housing and Urban Development CDBG-DR funds. The City was recently awarded \$17 million in CDBG-NDR funds through the National Disaster Resilience Competition. The City receives an annual entitlement of \$3.4 million in CDBG funds.

The City of Springfield is seeking proposals from qualified individuals, firms, entities and/or joint ventures (hereafter "Consultants") to provide consulting services to assist the City with various administrative and planning tasks related to CDBG, CDBG-DR and CDBG-NDR awards. One such task is: Consultant will be responsible for assisting and advising the City on required post-NDRC award submissions to HUD.

The City of Springfield supports the goal of twenty percent minority and women (MWBE) participation in all contracts. The Chief Procurement Officer reserves the right to waive any informality in and to reject any or all bids if it is in the public interest to do so.

Note: to newspaper: Insert the above advertisement in the Springfield Union-News ONLY under the heading "Legal Notice" on the following date: **March 14, 2016**
Phone: 787-6285 - Reference: RFP (Bid) **No. 16-154**



City of Springfield

**Request for Proposals for
CDBG-DR/CDBG-NDR Consultant**

Bid No. 16-154

Proposals Due: March 30, 2016 at 2:00 P.M.

Part I: Introduction

The City of Springfield has been awarded \$22 million in U.S. Department of Housing and Urban Development CDBG-DR funds. The City was recently awarded \$17 million in CDBG-NDR funds through the National Disaster Resilience Competition. The City receives an annual entitlement of \$3.4 million in CDBG funds.

The City of Springfield is seeking proposals from qualified individuals, firms, entities and/or joint ventures (hereafter "Consultants") to provide consulting services to assist the City with various administrative and planning tasks related to CDBG, CDBG-DR and CDBG-NDR awards.

Part II: Scope of Services

The City of Springfield is seeking proposals from qualified individuals, firms, entities and/or joint ventures (hereafter "Consultants") to provide consulting services for various administrative and planning tasks related to CDBG, CDBG-DR and CDBG-NDR awards.

The City is seeking a contract term of one year with the option to renew for one (1) additional year with a thirty day termination notice.

The successful proposer will have a Highly Advantageous combination of the following experience:

1. Providing consulting services to municipalities, state and/or government agencies that have received U.S. Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery funds (CDBG-DR). This should include, but not be limited to, familiarity with the preparation of CDBG-DR Action Plans, Citizen Participation Plans, unmet Needs Assessments and Action Plan amendments. This should also include an understanding and familiarity of CDBG-DR grants under P.L. 113-2. Proposer should demonstrate that they have had extensive experience with creation, implementation and management of CDBG-DR programs. Programmatic areas should include housing, economic development, community engagement, workforce training and/or infrastructure. Proposer should have extensive knowledge of resilience programs and strategies employed by other governmental organizations throughout the United States.
2. Superior knowledge of HUD CDBG Regulations, CDBG National Objectives, CDBG and CDBG-DR eligibility requirements.
3. Superior knowledge and understanding of the National Disaster Resilience Competition. This will include an in-depth understanding of the NOFA, including criteria, scoring, application and award process laid out in the NOFA. Proposer should have been part of a successful NDRC team or assisted in the application process.
4. Familiarity with the City of Springfield, its' Disaster Recovery and Resilience strategies, unmet needs, economic development and infrastructure goals and the overall political and urban landscape of the City. Proposer should be well –versed in the City's Phase I and Phase II NDRC applications.

The Consultant shall be responsible for and provide the following services and/or tasks:

1. Consultant will be responsible for assisting and advising the City on required post-NDRC award submissions to HUD. This will include preparing financial and administrative manual, program/project frameworks, updated budgets, waivers, and any subsequent substantial amendments.
2. Consultant will be required to advise and make recommendations to the City regarding CDBG, CDBG-DR and CDBG-NDR regulations and best practices. This may include researching regulations or programs in other communities.
3. Consultant will be responsible for preparing, in consultation with the City, policies and procedures, checklists, sub-recipient manuals, applications and other program and/or project documents as needed.
4. Consultant will be required to participate in conference calls and meetings with City staff, HUD, partners and sub-recipients as part of program/project implementation.
5. Consultant will be responsible for staying abreast of all changes and federal register notices regarding CDBG, CDBG-NDR, CDBG-DR and P.L. 113-2.
6. Consultant will be responsible for staying abreast of groundbreaking and innovating disaster preparedness, recovery and resiliency solutions that are being implemented and introduced across the country.
7. Consultant should be familiar with the City of Springfield, its' Disaster Recovery and Resilience strategies, unmet needs, economic development and infrastructure goals and the overall political and urban landscape of the City.

Part III: Submission Process

Submission Requirements

Separate, sealed written proposals containing price and non-price proposals are due no later than **March 30, 2016 by 2:00 p.m.** Any proposals received after this time and date will not be considered and will be returned unopened to the proposer. The submission must be identified with the caption, "RFP: CDBG-DR/CDBG-NDR Consultant – Per Bid No. 16-154"

**Lauren Stabilo, Chief Procurement Officer
Office of Procurement
36 Court Street, Room 307
Springfield, MA 01103**

**A complete submission must be received by the Office of Procurement
By: Wednesday, March 30, 2016 by 2:00 p.m.**

The City reserves the right to waive any informality in the proposal, to reject any or all proposals or to accept any proposal which it deems to be in the best interest of the City.

A pre-proposal meeting will not be held for this project.

Submission of Proposals

Proposers must submit One (1) unbound original and four (4) bound copies of the Complete *Technical Proposal* and must submit separately from Price Proposal. Proposers must submit one (1) unbound original and four (1) copies of the Complete *Price Proposal*.

THE TECHNICAL (NON-PRICE) PROPOSAL SHALL NOT BE SUBMITTED WITH THE PRICE PROPOSAL.

The original Technical Proposal and Cost Proposal must be signed by authorized representative of your firm who can legally bind the proposer to a contractual relationship. The separately sealed Technical (Non-Price) Proposal and Cost Proposal must each be marked with a notation on the box "Proposal (Bid No. #16-154)", Request for Proposals for CDBG-DR/CDBG-NDR Consultant" and the name of the firm submitting the Proposal.

Submittal of one (1) copy of the Technical (Non-Price) Proposal via CD-ROM in Adobe Acrobat PDF is required.

NO FINANCIAL INFORMATION IS TO BE INCLUDED IN THE TECHNICAL (NON-PRICE) PROPOSAL.

Proposals will be received until 2:00 p.m. EST on **Wednesday, March 30, 2016** at the Office of Procurement. The deadline will be strictly observed. Proposals delivered to any other office or location will be rejected as non-responsive. If at the time of the scheduled RFP submission, City Hall or the Office of Procurement is closed due to uncontrolled events such as fire, snow, ice, wind, or building evacuation, the RFP submission will be postponed until 2:00 p.m. on the next business day on which they are open.

Proposals shall be delivered by U.S. Mail, Federal Express or other such service or by hand. Delivery by facsimile or email is prohibited. It is the Proposers sole responsibility to ensure that its proposal is received at the proper location at or prior to the deadline.

Inquiries

Questions Regarding the RFP

All inquiries from prospective Consultants, whether from individuals, firms or joint ventures must be submitted in writing to the Office of Procurement and/or via email at lstabilo@springfieldcityhall.com

Vendors who request a clarification of the RFP requirements may submit written questions via email to the Chief Procurement Officer, Lauren Stabilo at lstabilo@springfieldcityhall.com by close of business, **Wednesday, March 23, 2016**. A written Addendum responding to all questions will be provided to all vendors who have requested an RFP. Addendum will be sent to all vendors no later than end-of-day **Thursday, March 24, 2016**.

Include in your document via email a contact name, phone number, fax number, e-mail address, page, and item number of the item in question.

All questions regarding the RFP should be emailed to:

**Chief Procurement Officer, Lauren Stabilo, lstabilo@springfieldcityhall.com and
The Director of Disaster Recovery Compliance Office, Tina Quagliato,
tquagliato@springfieldcityhall.com**

Revisions and/or Addenda to the RFP

The City reserves the right to revise the RFP and/or to issue addenda to the RFP. The City also reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of an agreement. In the event it becomes necessary to revise any part of the RFP, addenda will be provided to all parties on record with the Chief of Procurement of the City as having received the RFP from the City.

Each Proposer shall acknowledge receipt of all addenda, and include such addenda in their proposal.

Part IV: Submission Requirements for Non-Price (Technical) Proposal

The Consultant's RFP submission shall include a letter of transmittal, signed by an individual(s) authorized to bind the prospective Consultant contractually. The letter must state the RFP submission will remain valid for ninety (90) days from its submission date and thereafter until the prospective Consultant withdraws it, until a contract is executed or until the procurement is terminated by the City, whichever comes first.

All information pertaining to the prospective Consultant's approach to meeting the requirements of the RFP response shall be organized and presented in the prospective Consultant's submission. The instructions contained in this RFP must be strictly followed. Accuracy and completeness are essential. Omissions and ambiguous or equivocal statements will be viewed unfavorably and will be considered in the evaluation.

All response requirements must be submitted for each party comprising the prospective Consultant's organization, firm, or joint venture as well as any sub-consultants and sub-contractors.

The City may reject any and all submissions that do not meet the requirements set forth.

RFP Submission Contents

The Consultant's RFP submission shall contain the following information in the sequence presented and under a separate heading:

1. Describe the prospective Consultant's general understanding of the scope of services and the key issues associated with performing the required consulting services and the specific disciplines involved. In addition, include statements covering the prospective Consultant's familiarity with CDBG, CDBG-DR, CDBG-NDR/NDRC and P.L. 113-2.
2. Provide a detailed plan for how the prospective Consultant plans to carry out the services requested within this RFP.
3. Include summary résumés of key personnel proposed to staff this project and descriptions of comparable projects performed by the personnel to be assigned to this work. For each such key employee, indicate whether such employee is to be assigned on a full-time or part-time basis. If an employee is to be assigned part-time, indicate the percentage of his or her time that will be devoted to this project.
4. Provide the names, addresses and telephone numbers of clients for whom the prospective Consultant has performed work similar to that proposed and who may be contacted as references. Preferably, references should include municipalities or governmental agencies similar to the City and should include the recent similar projects previously mentioned. *Must provide a minimum of three references.*
5. Include a project organization chart and a staffing scheduling chart indicating present and future staffing commitments for the prospective Consultant. The staffing scheduling chart should show current projects as well as future planned projects and how this work will be staffed.
6. Should include a detailed description of all related projects, experience and ability that will demonstrate compliance with the experience and expertise the City is requesting.

Conflict of Interest

Each prospective Consultant is advised that their performance of work for the City may, at any time, raise questions about real or perceived conflicts of interest because of its relationship to other entities or individuals, including but not limited to, private and/or public owners of properties that abut or may be affected by the Project and/or other state-created entities with potentially conflicting interests or concerns.

Accordingly, the City reserves the right to:

1. Disqualify any prospective Consultant or reject any proposal at any time solely on the grounds that a real or perceived legal or policy conflict of interest is presented;

2. Require any prospective Consultant to take any action or supply any information necessary to remove the conflict, including but not limited to obtaining an opinion from the Massachusetts State Ethics Commission; or
3. Terminate any contract arising out of this solicitation if, in the opinion of the City any such relationship would constitute or have the potential to create a real or perceived conflict of interest that cannot be resolved to the satisfaction of the City.

In addition, representatives, employees, sub-consultants and/or sub-contractors of the successful Consultant will be required to agree to certify from time to time, in a form approved by the City, that in connection with work under this RFP, they are in full compliance with the provisions of MGL, Chapter 286A and any other applicable conflict of interest laws. The prospective Consultant agrees to disclose in writing any facts the City may need in order to resolve questions about potential conflicts of interests occurring during the period of solicitation or performance hereunder and upon request of the City supply a full and complete list of its relationships to other entities and individuals. In such event, the prospective Consultant shall consult with the Commonwealth of Massachusetts's authorized representative to learn what action must be taken to resolve such conflicts and to comply with all applicable laws.

Each of the prospective Consultants shall submit to the City all such potential conflicts or a written certification this it has none.

Part V: Submission Requirements for Price Proposal

The Consultant must submit a *separate price proposal* for the work described in *Part II: Requested CDBG-DR/CDBG-NDR Consulting Services*, which is to be submitted under separate and sealed envelope. Exterior of envelope should be clearly marked "BID # 16-154 - PRICE PROPOSAL". The Price Proposal Submission will remain sealed until completion of the evaluation of the Non-Price (technical) Proposals.

The Price Proposal should provide an hourly rate for consulting services and any other applicable charges that will apply.

Part VI: Selection Criteria

All proposals shall be evaluated in conformity with the requirements of Massachusetts General Laws, Chapter 30B and federal procurement regulations. A Selection Advisory Committee, comprised of representatives from the Department of Disaster Recovery & Compliance, Office of Housing and Office of Community Development will evaluate the proposals received. The Selection Committee will use both Minimum Threshold Criteria and Comparative Evaluation Criteria to evaluate proposals.

The Minimum Threshold Criteria will establish the basic eligibility of the proposal for further review. Acceptable proposals then will be evaluated in accordance with the Comparative Evaluation Criteria provided. The City intends to select the most advantageous proposal, from a responsive and responsible proposer, taking into consideration all evaluation criteria and price.

Minimum Evaluation Criteria

Submissions must meet the following minimum criteria in order to be considered:

1. The Consultant and its' team must have a minimum of three (3) years of experience providing CDBG-DR consulting services to governmental organizations that are comparable to the City of Springfield.
2. The Consultant must have a minimum of two (2) HUD funded disaster recovery and/or resilience projects that it successfully oversaw the creation and/or implementation of.

Comparative Evaluation Criteria

The following ratings will be used to measure the relative merits of each proposal that met the above delineated Minimum Evaluation Criteria, against each of the criteria listed below. The criteria are those qualifications that are valuable to the City and for which the City may agree to pay more.

Highly Advantageous: The proposal fully meets and significantly exceeds the standards of the specific criterion.

Advantageous: The proposal fully meets the evaluation standard of the specific criterion.

Not Advantageous: The proposal does not fully meet the evaluation standard of the specific criterion, is incomplete, unclear, or both.

Unacceptable: Proposal is non-responsive to criterion.

A. Providing CDBG-DR Consulting Services to Governmental Agencies

- HA The Proposer has demonstrated more than five (5) years of experience providing CDBG-DR consulting services to comparable government(al) organization(s). This includes involvement in the creation, implementation and management of CDBG-DR programs in the areas of housing, infrastructure, community engagement and/or workforce training.
- A The Proposer has demonstrated between three (3) years and five (5) years of experience providing CDBG-DR consulting services to comparable government(al) organization(s). This includes mild involvement in the creation, implementation and management of CDBG-DR programs in the areas of housing, infrastructure, community engagement and/or workforce training.
- NA Proposer has not demonstrated at least three (3) years of experience providing CDBG-DR consulting services to comparable government organization(s). Proposer has not demonstrated involvement in the creation, implementation and management of CDBG-DR programs in the areas of housing, infrastructure, community engagement and/or workforce training.
- U Non-responsive.

B. Knowledge of HUD CDBG/CDBG-DR Regulations

- HA The Proposer has demonstrated a superior understanding of HUD CDBG Regulations, National Objectives and CDBG/CDBG-DR Eligibility Requirements.
- A The Proposer has demonstrated an adequate understanding of HUD CDBG Regulations, National Objectives and CDBG/CDBG-DR Eligibility Requirements.
- NA The Proposer has not demonstrated an adequate understanding or familiarity of HUD CDBG Regulations, National Objectives and/or CDBG/CDBG-DR Eligibility Requirements. The proposer has experience with CDBG, but does not demonstrate adequate experience with CDBG-DR.
- U Non-responsive.

C. Knowledge of National Disaster Resilience Competition (NDRC)

- HA The Proposer has demonstrated that they have superior knowledge and understanding of the NDRC NOFA and competition. Proposer was part of a successful NDRC team and has demonstrated in-depth knowledge of the NDRC criteria, scoring, application, award and post-award process.
- A The Proposer has demonstrated that they have adequate knowledge of the NDRC NOFA and competition. Proposer was not part of a successful NDRC team and/or has demonstrated some knowledge of the NDRC criteria, scoring, application, award and post-award process.
- NA The Proposer has not demonstrated familiarity and knowledge of the NDRC NOFA and competition. Proposer was not part of a successful NDRC team and/or has not demonstrated adequate knowledge of the NDRC criteria, scoring, application, award and post-award process.
- U Non-responsive.

D. Familiarity with the City of Springfield's Disaster Recovery and Resilience Strategies

- HA The Proposer has demonstrated superior familiarity and understanding of the City of Springfield, its' disaster recovery and resilience strategies, unmet needs, economic development and infrastructure goals and the overall political and urban landscape of the City. The proposer is well-versed in the City's Phase I and Phase II NDRC applications.
- A Proposer has demonstrated adequate knowledge of the City of Springfield, its' disaster recovery and resilience strategies, unmet needs, economic development and infrastructure goals and the overall political and urban landscape of the City. The proposer has demonstrated some knowledge of the City's Phase I and Phase II NDRC applications.
- NA Proposer has been unable to demonstrate adequate knowledge of the City of Springfield, its' disaster recovery and resilience strategies, unmet needs, economic development and infrastructure goals and the overall political and urban landscape of the City. The proposer has not demonstrated familiarity with the City's Phase I and Phase II NDRC applications.
- U Non-responsive.

Award of Proposal

To be considered, proposals must be responsive (complete in all material respects) and meet all minimum requirements. The City intends to award a contract to the most advantageous proposal that the City determines will best assist the City to reach its goal of obtaining the highest quality services at the best value to the City. The successful proposal may or may not be the lowest price proposal.

The City shall award the proposal by written notice to the selected proposer. The City, in its sole discretion, may condition an award on successful negotiation of revisions to the proposer's plan of service. However, proposers shall not specify items for negotiation in their proposals or otherwise condition their proposals on negotiation of requirements in the RFP, including requirements of the agreement. Inclusion of any such condition in a proposal shall be cause for rejection of the proposal.

The City may not enter into an agreement unless funds are available for the first fiscal year at the time of contracting. Payment and performance obligations for succeeding fiscal years shall depend upon the availability and appropriation of funds. The City, therefore, reserves the right to cancel the agreement if funds are not appropriated or otherwise made available in any fiscal year succeeding the first year.

The City intends to award a contract to the Proposer that offers the greatest value to the City within the budgetary limitations.

City of Springfield, Massachusetts
Office of Procurement

SUBMISSION REQUIREMENTS

Proposals shall be typewritten or written in ink on the enclosed forms. Officials of Corporations shall designate their official titles. Partners or Sole Owners shall so state, giving names of all interested Parties. Bid must be submitted in a sealed container and shall be guaranteed for ninety (90) days. Bidder shall not base Proposals on verbal information from any employee of the City. The City reserves the right to reject any or all bids.

Request for Proposal: CDBG-DR/CDBG-NDR Consultant - Bid No. 16-154
Opening Date: March 23, 2016 at 2:00 PM (EST)

Office of Procurement Submission Checklist

Bids must be received on or before the due date and must include the following, signed, & notarized as required: Failure to submit the following may be cause for immediate REJECTION.

_____ (1) RFP Form (Cover sheet) completed and signed

_____ (2) Certification Against Collusion & Fraud completed.

_____ (3) Tax Certification Affidavit Signed & Notarized

_____ (4) Affirmative Action Form Signed

_____ (5) One (1) Unbound Original (marked accordingly) and Four (4) Bound copies of complete **Technical Proposal**.

_____ (6) One (1) Unbound Original (marked accordingly) and Four (4) Bound copies of complete **Cost Proposal**.

(COST PROPOSALS MUST BE SEALED SEPERATELY FROM TECHNICAL PROPOSALS)

_____ (7) One (1) CD-ROM of the Technical (Non-Price Proposal) in Adobe Acrobat PDF is required

_____ (8) Receipt of all addenda if issued.

_____ (9) All requirements as stated in the Proposal specifications

_____ (10) All bids will be evaluated. Failure to submit documents may result in determination that your bid is non-responsive.

PRICE PROPOSAL

Springfield Office of Disaster Recovery and Compliance RFP 16-154 CDBG-DR/CDBG-NDR Consultant

The City of Springfield will award the contract for CDBG-DR/CDBG-NDR Consultant to the vendor who submits the most advantageous proposal, taking into account all costs associated in satisfying all criteria stated in the RFP. Please provide a complete US Dollar (\$) estimate for the services described in the RFP.

The hourly rate for consulting services shall be stated **in figures and words**. All blanks must be filled in. You must attach a breakdown sheet for any additional, applicable charges that may apply.

**The Price Proposal must be submitted separately from
The Technical (Non-Price) Proposal.**

Hourly Consultant Rate for 2016-2017

Hourly Rate: \$ _____ Monthly fee: (in figures) \$ _____

(And in words) _____ dollars

Total Proposed Price: \$ _____

Attach Breakdown sheet for additional, applicable charges that may Apply.

COLLUSION OR FRAUD STATEMENT

THE UNDERSIGNED CERTIFIES UNDER PENALTIES OF PERJURY THAT THIS BID IS IN ALL RESPECTS BONA FIDE, FAIR AND MADE WITHOUT COLLUSION OR FRAUD WITH ANY OTHER PERSON. AS USED IN THIS SECTION THE WORD "PERSON" SHALL MEAN ANY NATURAL PERSON, JOINT VENTURE, PARTNERSHIP, CORPORATION OR OTHER BUSINESS OR LEGAL ENTITY.

(NAME OF PERSON SIGNING BID)

(SIGNATURE)

(COMPANY)

TO BE INCLUDED IN ALL SPECIFICATIONS

COMPLIANCE WITH FEDERAL, COMMONWEALTH OF MASSACHUSETTS, AND CITY OF SPRINGFIELD TAX LAWS.

A. COMPLIANCE WITH TAX LAWS

The contractor must be in compliance at the time it submits its bid and afterwards if selected as the contractor, with all Federal, Commonwealth of Massachusetts and City of Springfield tax laws, the contractor will be disqualified from the bidding procedure.

B. TAX CERTIFICATION AFFIDAVIT.

The contractor **must** complete and return the Tax Certification Affidavit with the contractor's bid/proposal. Failure to complete and return the Tax Certification Affidavit will disqualify the contractor from the bidding procedure.

C. VERIFICATION OF COMPLIANCE WITH FEDERAL AND MASSACHUSETTS TAX LAWS.

If the City of Springfield discovers that the contractor is not in compliance with Federal or Massachusetts tax laws, the contractor shall be excluded from the bidding procedure.

D. COMPLIANCE WITH THE CITY OF SPRINGFIELD TAXES.

If the City of Springfield discovers that the contractor owes the City of Springfield any assessments, excise, property or other taxes, including any penalties and interest thereon, the contractor shall be excluded from the bidding procedure.

The contractor at all times during the term of an awarded contract shall observe and abide by all Federal, Commonwealth of Massachusetts and City of Springfield tax laws and remain in compliance with such laws, all as amended.

TAX CERTIFICATION AFFIDAVIT FOR CONTRACTS

Individual Social Security Number _____ State Identification Number _____ Federal Identification Number _____

Company: _____

P.O. Box (if any): _____ Street Address Only: _____

City/State/Zip Code: _____ E-mail: _____

Telephone Number: _____ Fax Number: _____

List address(es) of all other property owned by company in Springfield: _____

Please Identify if the bidder/proposer is a:

Corporation _____

Individual _____ Name of Individual: _____

Partnership _____ Names of all Partners: _____

Limited Liability Company _____ Names of all Managers: _____

Limited Liability Partnership _____ Names of Partners: _____

Limited Partnership _____ Names of all General Partners: _____

You must complete the following certifications and have the signature(s) notarized on the lines below. Any certification that does not apply to you, write N/A in the blanks provided.

FEDERAL TAX CERTIFICATION

I, _____ certify under the pains and penalties of perjury that _____, to my best knowledge and
(authorized agent) (Bidder/Proposer)
belief, has/have complied with all United States Federal taxes required by law;

Date: _____

Bidder/Proposer/Contracting Entity _____ Authorized Person's Signature _____

CITY OF SPRINGFIELD TAX CERTIFICATION

I, _____ certify under the pains and penalties of perjury that _____, to my best knowledge and
(authorized agent) (Bidder/Proposer)
belief, has/have complied with all City of Springfield taxes required by law (has/have entered into a Payment Agreement with the City).

Date: _____

Bidder/Proposer/Contracting Entity _____ Authorized Person's Signature _____

COMMONWEALTH OF MASSACHUSETTS TAX CERTIFICATION

Pursuant to M.G.L. c. 62C §49A, I, _____ certify under the pains and penalties of perjury that _____,
(authorized agent) (Bidder/Proposer)
to my best knowledge and belief, has/have complied with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Date: _____

Bidder/Proposer/Contracting Entity _____ Authorized Person's Signature _____

Notary Public

STATE OF _____, 2016

County of _____, ss.

Then personally appeared before me [name] _____, [title] _____ of [company name] _____, being duly sworn, and made oath that he/she has read the foregoing document, and knows the contents thereof; and that the facts stated therein are true of his/her own knowledge, and stated the foregoing to be his/her free act and deed and the free act and deed of [company name] _____.

Notary Public. _____

My commission expires: _____

YOU MUST FILL THIS FORM OUT COMPLETELY AND, SIGNATURES MUST BE NOTARIZED ON THIS FORM AND YOU MUST FILE THIS FORM WITH YOUR BID/CONTRACT.

AFFIRMATIVE ACTION PLAN
(GOODS AND SERVICES BID ONLY)

NAME OF PROJECT _____ BID NO. _____

A.) What is the total number of employees that is currently employed by your company?

NUMBER OF EMPLOYEES										
OVERALL TOTALS (SUM OF COL B THRU F) A	MALE					FEMALE				
	WHITE (NOT OF HISPANIC ORIGIN) B	BLACK (NOT OF HISPANIC ORIGIN) C	HISPANIC D	ASIAN OR PACIFIC ISLANDER E	AMERICAN INDIAN OR ALASKAN NATIVE F	WHITE (NOT OF HISPANIC ORIGIN) B	BLACK (NOT OF HISPANIC ORIGIN) C	HISPANIC D	ASIAN OR PACIFIC ISLANDER E	AMERICAN INDIAN OR ALASKAN NATIVE F

B.) What is your anticipated work force for this project/service? _____
Number of Minorities _____ Number of Females _____

C.) Is your company at least 51% owned and controlled by one of the following groups members? Please circle the appropriate categories.

MALE--FEMALE: Black, Hispanic, Asian, American Indian,
Alaskan Native, Cape Verdean, Caucasian.

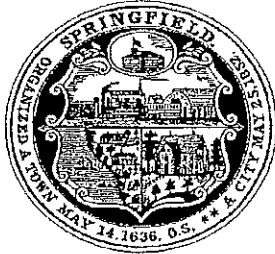
AUTHORIZED SIGNATURE DATE

FIRM

ADDRESS

TELEPHONE NUMBER

**THIS FORM MUST BE SUBMITTED BY THE BIDDER WITH THE BID /PROPOSAL,
AND SIGNED BY THE BIDDING COMPANY IF THE REQUIRED INFORMATION IS
PROVIDED OR NOT.**



**CITY OF SPRINGFIELD
OFFICE OF PROCUREMENT
36 COURT STREET, ROOM 405, SPRINGFIELD MASSACHUSETTS 01103**

Friday, March 25, 2016

Addendum No. 1 Bid No. 16-154 - RFP: CDBG-DR/CDBG-NDR Consultant

Bids are Due on: March 30, 2016 at 2:00 P.M. (See Opening date change below)

Ladies and Gentlemen:

This is an addendum to the above bid. Special attention should be given to this addendum to preserve the validity of any proposal submitted in response to this request. **Bid responses must acknowledge this and all addenda. Failure to acknowledge this addendum may cause for rejection of your bid.**

This Addendum Contains: Responses to all questions received and notification that this RFP will be postponed until April 20, 2016 at 2:00 PM (EST).

Below you will find the City's responses to questions received on/or before Wednesday, March 23, 2016.

Q1. With the City of Springfield's 20% MWBE Participation goal, will MWBE firms that submit as sole vendors be able to win a portion or all of the contract? Will multiple contracts be awarded? **A: Yes it is just a goal.**

Q2. Will the City of Springfield accept other jurisdiction's MWBE certification as long as it is in good standing? **A: Yes.**

Q3. The Resilience Concept was just introduced under the Sandy Federal Register Notice in 2013. Will those firms that have been involved with Sandy CDBG-DR administration be given strong consideration? **A: The City will take into consideration all relevant experience that is appropriately documented in submissions and will weigh that against the evaluation criteria set forth. Springfield's 2013 DR allocations are under P.L. 113-2, a Sandy allocation. The City anticipates that all proposals received will demonstrate proficiency and understanding of handling of funds allocated under P.L. 113-2 and other laws that are applicable to Springfield.**

Q4. Will firms that commit to hiring local Section 3 eligible firms or individuals also be strongly considered? **A: The City expects any firm that contracts with the City to comply with Section 3 requirements and goals.**

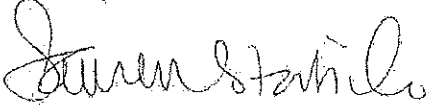
Q5. Will the City of Springfield provide space for the selected firm to work or will the firm be required to open a local office? **A: No**

Q6. Should firms outside the Springfield, MA include per diem in the rate structure as a fully loaded rate? **A: The City is only requesting a flat hourly rate.**



If you have sent your response, you may send any changes to the Office of Procurement before the time for opening. These must be sealed with the name of your firm and the bid number clearly marked on the envelope.

Sincerely,



Lauren Stabilo, Chief Procurement Officer

Please acknowledge receipt of this addendum by signing below and returning to this office via fax to (413) 787-6295 or email to Lauren Stabilo at lstabilo@springfieldcityhall.com. Failure to acknowledge addendum may result in rejection of bid.

Signed: _____
(Name & Title – Please Print)

Company: _____
(Signature)

EXHIBIT B

CONSULTANT'S TECHNICAL PROPOSAL
(See attached)



**City of Springfield
CDBG-DR/CDBG-NDR Consultant
RFP Number 16-154**

April 20, 2016



THECLOUDBURSTGROUP

**TECHNICAL PROPOSAL
SIGNED ORIGINAL**



GCR Inc.

2021 Lakeshore Drive, Suite 500
New Orleans, Louisiana 70122

UNO Research & Technology Park
Advanced Technology Center

TEL 504 304 2500 / 800 259 6192
FAX 504 304 2525
www.GCRIncorporated.com

April 18, 2016

Ms. Lauren Stabilo, Chief Procurement Officer
City of Springfield
Office of Procurement
36 Court Street, Room 307
Springfield, MA 01103

RE: RFP-16-154 - CDBG-DR/CDBG-NDR Consultant

Dear Ms. Stabilo:

GCR Inc. (GCR) is pleased to submit this proposal to provide consulting services to assist the City with administrative and planning tasks related to CDBG, CDBG-DR and CDBG-NDR awards. GCR is a professional firm committed to the design and implementation of disaster recovery programs and solutions for public entities.

With our deep experience in disaster recovery project management, grant writing and management, community resilience planning, and technology services, GCR is uniquely qualified to provide the services identified in the scope of work. Our partner for this engagement, the Cloudburst Group (Cloudburst), provides a full range of consulting services to federal, state and local governments, and nonprofit agencies in planning, design, implementation and evaluation of programs for socially and economically disadvantaged persons, both domestically and abroad.

The GCR Team's extensive knowledge of CDBG and CDBG-DR grant management processes, place-based mitigation solutions, and experience working in diverse communities to expand local capacity, buy-in, and adoption of resilient strategies that protect people and property demonstrate our ability to provide an exceptional level of support to the City of Springfield. Moreover, our team's experience with HUD's National Disaster Resilience Competition (NDRC) is unmatched, having supported the City of Springfield, State of California, Shelby County, TN, and the State of Louisiana with the development of successful NDRC applications.

Of particular relevance is the GCR Team's experience working in Springfield. GCR's work includes supporting the City in the preparation of its NDRC application. Cloudburst has assisted the City with developing its five-year Consolidated Plan and Annual Action Plan as well as an extension request to HUD for the City's CDBG-DR expenditure deadline. Our prior work in Springfield provides our team with a base of knowledge from which to support the City and its partners in the administration of CDBG, CDBG-DR, and CDBG-NDR funded projects.



Ms. Lauren Stabilo
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GCR Inc. affirms that our submission will remain valid for ninety (90) days from the date of submission and thereafter until the prospective consultant withdraws it, until a contract is executed or until the procurement is terminated by the City, whichever comes first.

Thank you for the opportunity to submit this proposal, and we look forward to discussing this initiative in greater detail with you. If any additional information is required, please feel free to contact me at your convenience.

Sincerely,

A handwritten signature in black ink that reads "Todd Bouillion". The signature is written in a cursive, flowing style.

Todd Bouillion
Chief Operating Officer
tbouillion@gcricorporated.com

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1. Understanding of the Scope of Services

For this engagement, GCR Inc. (GCR) has partnered with the Cloudburst Group (Cloudburst). GCR and Cloudburst (hereafter the “GCR Team”) collectively bring an unrivaled level of relevant experience, subject matter expertise, and familiarity with the City of Springfield.

GCR recently supported the City of Springfield’s development of a successful application to HUD’s National Disaster Resilience Competition (NDRC). Our work included providing technical assistance related to HUD regulations and the specific requirements of the NDRC, grant writing services, project management support, stakeholder engagement, project development, and data analytics. We worked in close coordination with a number of City departments, including the Community Development, Parks and Facilities, and Public Works, as well as partners and stakeholders, including the Pioneer Valley Planning Commission, ReGreen Springfield, and Partners for a Healthier Community, over the duration of the project. In addition, our team gained a thorough knowledge of both local and regional challenges and the strategies and actions that are being implemented or have been proposed as ways to address those challenges, including the City’s efforts to reduce municipal energy usage by 20%, address home health hazards that contribute to a citywide asthma rate of 18%, reduce the urban heat island effect resulting from the loss of over 35% of the City’s tree canopy, and develop sources of clean, redundant energy at Baystate Medical Center and Watershops Pond that will better prepare the City to respond to and recover from future disasters.

Our partnership with the City during the NDRC application development process resulted in the formation of close working relationships with City personnel, partner organizations, and key stakeholders. Those relationships will serve as the foundation for our team’s future work in Springfield, eliminating the need for a ramp-up period and enabling the immediate commencement of the scope of services outlined in this proposal.

Furthermore, the Cloudburst staff proposed for this project have recent productive experiences working with the City of Springfield, particularly staff in the Community Development Department. In 2014, Cloudburst assisted the Community Development Department staff with developing the City’s five year Consolidated Plan and Annual Action Plan in the eCon Planning Suite, which was accepted by HUD. In 2015, Cloudburst assisted the Community Development Department staff with developing an extension request to HUD for the City’s CDBG-DR Expenditure Deadline Extension Request for submission to HUD, which was approved. Additionally, Cloudburst Manager TJ Martzial, a former Community Development Director for Portland Maine, is familiar with the Springfield area, and has a 35-year working relationship with the Boston HUD Field Office, including Springfield’s assigned CPD Representative.



GCR’s Community Planning and Resilience Division combines in-depth industry knowledge, technology, and proven planning processes to deliver solutions to private, governmental, corporate and institutional clients throughout the U.S. grappling with critical infrastructure, economic growth, and community development issues. Our unique blend of subject matter expertise and technology solutions sets us apart from our competitors. With over 260 employees, we possess the capacity to provide a full range of services to public and private-sector clients, from disaster recovery management consulting services and customized program management reporting tools to inclusive community planning initiatives that integrate housing, infrastructure, and economic development.

Since Hurricanes Katrina and Rita in 2005, GCR has developed recovery plans and solutions for a number of entities at federal, state and local levels including the Federal Emergency Management Agency (FEMA), Louisiana's Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), the U.S. Army Corps of Engineers, the Louisiana Housing Finance Agency, the Louisiana Recovery Authority, the State of Louisiana's Office of Community Development's Disaster Recovery Unit, the City of New Orleans, Jefferson Parish, St. Tammany Parish, and corporate clients such as Entergy New Orleans, Inc.

Most recently, in the aftermath of Superstorm Sandy, GCR has provided a portfolio of recovery management services to the City of New York and the states of New York and New Jersey, supporting the design and implementation of Community Development Block Grant-Disaster Recovery (CDBG-DR) funded projects and programs. Our team has a thorough understanding of the rules and regulations associated with CDBG-DR funding, including the specific requirements related to funding provided through Public Law 113-2.

GCR's team of subject matter experts brings experience in leading and supporting disaster recovery efforts around the United States including Louisiana, Mississippi, New York, and New Jersey. Prior to joining the firm, GCR's Director of Community Resilience and other staff members led Louisiana's recovery efforts following Hurricanes Katrina, Rita, Gustav and Ike – administering \$14 billion in CDBG-DR funding for rebuilding efforts. GCR's disaster recovery experts are practitioners most comfortable rolling up their sleeves to find a creative solution to complex problem. This team is supported by a technology services backbone which provides GIS services, transparency portals, grant management tools and reporting dashboards to help manage complex disaster recovery efforts more effectively. Our technology personnel have developed comprehensive data management solutions for multiple states, including an interactive dashboard to provide accountability tracking of federal dollars, currently in use by the states of Louisiana, New Jersey and New York.

Adding to the disaster recovery practitioners and technology services innovators, GCR's Community Planning and Resilience team includes a skilled group of community planning experts who offer a wealth of knowledge on sustainable development, demographic analysis, and best practices on bringing equitable, catalytic change to communities recovering from disasters. Our team turns evidence-based planning into data and visuals you can use. We use a range of sources, including retail gap analysis, real estate performance, market demand analysis, U.S. Census data, FEMA flood claims, Preference Typologies, and Place-Based Market Valuation to develop the tools needed to make development and investment decisions. Our custom datasets and online platform design set us apart from the competition through the use of custom data reports and graphics both online and offline. We turn volumes of data into essential, visually-appealing information for decision-making. From reports to design concepts, our team produces high quality products to visualize future land use, real estate developments, and streetscapes.

Specific to HUD's NDRC, GCR provided a range of services to multiple clients, providing our team with an exhaustive knowledge of the specific NDRC requirements as they are outlined in the Notice of Funding Availability and associated guidance. Furthermore, we bring the knowledge and expertise needed to implement CDBG-NDR funding in compliance with HUD regulations and in keeping with the unique objectives related specifically to the NDRC awarded projects.

We leverage the firm's diverse skill sets to provide comprehensive, customizable solutions to our clients. We provide resources that enable us to engage immediately in recovery efforts and offer comprehensive capabilities for rebuilding safer, stronger, and more resilient communities. Understanding that natural disasters and the resulting recovery efforts can vary greatly in magnitude, we offer our services to clients in a manner that is easily scalable, yet consistently effective.



Cloudburst, established 2005, is a small business located and incorporated in Landover, MD. Cloudburst provides a full range of consulting services to federal, state and local governments, and nonprofit agencies in planning, design, implementation and evaluation of programs for socially and economically disadvantaged persons, both domestically and abroad. Since our founding in 2005, Cloudburst has grown to a staff of approximately 60 full-time professionals, complemented by a cadre of long-term and short-term consultants and partner organizations, who manage approximately \$50M worth of projects. Cloudburst's three practice areas — Housing and Community Development, Land Tenure/Natural Resource Management, and Public Health — provide customers and communities with proven, innovative, and holistic solutions in affordable housing, homelessness, community and economic development, environmental compliance, job creation, public and behavioral health, and competencies in performance measurement and data analytics, knowledge management, and communications. Our firm's mission is to improve the effectiveness of policies and programs that advance public health goals, develop sustainable communities, increase access to housing, and improve economic opportunities, with an overarching focus on underserved and vulnerable populations.

The focus of Cloudburst's Housing and Community Development practice area is to improve the effectiveness of community-based social programs that create and support housing, economic opportunities, and viable living environments for our most vulnerable citizens. We do this by providing responsive, timely, cost-effective, and outcomes-driven strategic planning, technical assistance, environmental compliance, economic analysis, policy analysis/development, training, and program evaluation. Our staff comprises skilled former senior administrators of community development, homeless, and public housing programs, housing developers, economic development specialists, industrial hygienists, economists, environmental engineers, and government officials with years of direct experience working in nonprofit, local, State, and Federally-funded social service organizations. With this extensive "in-the-trenches" experience as a foundation, we offer expert applied guidance on statutory and regulatory requirements, program design, and project implementation. We also understand the challenges of translating policy into practice, and generating outcomes-based data on effectiveness and provide guidance to ensure clients achieve these goals. Our primary clients include the Department of Housing and Urban Development and the Department of Health and Human Services.

Cloudburst's team includes nationally recognized subject matter experts in the fields of housing, community development, social services, and environmental planning including technical assistance for CDBG-DR grant administration. This cross-cutting experience enables our team to help jurisdictions establish comprehensive plans and align plans with existing housing and community development programs within the jurisdiction.

City of Springfield – CDBG, CDBG-DR, and CDBG-NDR Consultant

As a combined team, GCR and Cloudburst provide the City of Springfield with the full spectrum of technical assistance, regulatory support, knowledge leadership, administrative capacity, and project management services.



2. Plans to Carry Out the Services Requested.

PROJECT SCHEDULE

The chart below presents a monthly schedule for delivering the scope of services. The timeline is based on several assumptions (e.g. expectations as to when HUD will release the Federal Register Notice formalizing the NDRC awards) and is limited to the first year of the engagement.

Proposed Project Schedule	2016						2017					
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
1 CDBG, CDBG-DR, & CDBG-NDR Regulatory Support												
1.1 Grant Agreement negotiations												
1.2 Program design												
1.3 Develop policies and procedures												
1.4 Compliance with regulatory requirements												
2 Knowledge Leadership & Strategy Development												
2.1 Research and integration of innovative practices												
2.2 Development and refine strategies to benefit LMI population												
2.3 Integrate resilience strategies with City's long-term objectives												
3 Administrative & Reporting Capacity												
3.1 General on-call support												
3.2 Data management and reporting												
3.3 Performance tracking and demonstrating outcomes												
3.4 Staff Trainings and capacity building												
3.4 Quality control												
4 Project Management & Coordination												
4.1 Project management support												
4.2 Unified engagement of external stakeholders												
4.3 Public facing communication materials												

Project Phases: The services described in the Scope of Services are organized into three overlapping phases to clarify when they will be delivered and how they connect across different tasks. The exact timing of each service will evolve as the projects and programs move forward and the City determines which roles it wants the GCR Team to assume.

- Launch Phase:** The initial period when the City organizes a new team to move the initiatives forward, the scope of the initiatives are adjusted to reflect the grant award, and grant-wide critical path issues are addressed before work on project and program specific issues begins. The launch phase should last no more than the first three months after work begins on the initiative and will include grant negotiations, evaluation of proposed programs and projects as well as existing systems and processes.
- Project and Program Finalization Phase:** The period focused on developing the specifics of projects and programs to allow implementation of the project or program. During this phase program designs and procedures are drafted and finalized, funding gaps are filled, requests for proposals are prepared and issued to select contractors. The amount of time necessary will vary from project to program, generally taking between three and nine months to be completed. The GCR Team expects this will be the phase where its involvement in the initiatives will be the most intense.
- Implementation Phase:** The period when the project or program is under way, construction has started and program applications are being collected, etc. Most of the NDRC grant period will be

implementation and it should start between months four to a year after launch of the NDRC grant. The level of engagement by the GCR Team will ramp-down gradually during this phase, with many services completed and others occurring in at a less concentrated level.

- *Ongoing Grant Administration:* This category covers services that are expected to be required throughout the life of the grant.

SCOPE OF SERVICES

The GCR Team's approach is to provide services to support an integrated initiative led by the City, which is a more sophisticated undertaking than the execution of a grant and a series of projects and programs. We recognize that the City's needs will evolve, and we will provide a diverse, multi-skilled team that can adapt to meet those needs. Outlined below are the work tasks, organized by project phase, proposed to complete the scope of services detailed in the RFP. We expect to work with the City to adjust and refine these work tasks to support the City's larger vision.

Task 1: CDBG, CDBG-DR, and CDBG-NDR Regulatory Support:

A primary benefit of our team's breadth of experience related to the administration of HUD CDBG and CDBG-DR funding is that we bring proven methods and tested guidance associated with ensuring regulatory compliance across a wide spectrum of projects and programs. Our team has directly managed and provided hands-on support on CDBG and CDBG-DR funded housing programs, public facilities construction projects, economic development initiatives, and planning processes. Additionally, the team understands that the best resilient recovery projects may utilize multiple funding sources. Our team has extensive experience combining funding sources to maximize the recovery dollars in a compliant manner. We have administered both large-scale, statewide projects and small-scale, local initiatives. Moreover, we understand and have effectively implemented compliance processes appropriate at both scales.

The GCR Team enters this engagement with a thorough understanding of the requirements associated with the administration of CDBG-DR funding provided through Public Law 113-2 and, more specifically, the rules and regulations associated with the NDRC and CDBG-NDR funding. Furthermore, our work with the City during the NDRC application development process means that our team is knowledgeable of the applicable local and state requirements. Our team will adhere to the City's established administrative protocols, assisting in the development of additional policies and procedures where needed. We will institute internal controls that are compatible with the City's existing procedures and in line with local, state, and federal requirements. These controls will govern a number of critical processes and activities, including timekeeping and fiscal management, procurement, record-keeping, citizen participation, accessibility, and reporting.

Launch Phase

Grant Agreement Negotiations: It is of paramount importance that the City is able to promote and preserve the goals and objectives outlined in the NDRC application. To that end, the negotiations with HUD leading up to the execution of the initial Grant Agreement will include topics that will establish the basis from which a number of critical decisions will be made throughout the lifecycle of the City's projects, including the amount of CDBG-NDR funding allocated to each component of the Urban Watershed Resilience Zone projects, the utilization of additional funding sources (including direct and

supporting leverage identified in the City's NDR application), and the key performance metrics that will be used to measure the success(es) of the City's projects.

Our team will provide hands-on support to the City as it engages in this critical phase of the process. Leveraging our established relationships with key HUD personnel and lessons learned from previous negotiations, we will partner with the City to develop its strategy for the initial Grant Agreement as well as subsequent agreements, accounting for project timelines, key milestones, and expenditure projections.

Project and Program Finalization Phase

Program Design: Transitioning from conceptual design to a fully formed program requires thoughtful consideration on a number of key topics, including eligibility criteria; the method by which the CDBG-NDR funds will be distributed or disbursed, which City agency(ies) or partner(s) will be responsible for carrying out specific program components; how to create a structure that maximizes efficiency, leveraging other financing sources, positioning for future projects, and how to honor the innovative nature of the City's projects while not violating regulatory guidelines. A well-designed program leverages existing and planned mechanisms, partnerships, and relevant initiatives to create a structure within which the City will be able to achieve its goals.

Our team brings broad experience designing innovative programs in the areas of housing, economic development, green and gray infrastructure, and the natural environment—all with a clear focus on achieving long-term community development objectives. We have led and supported initiatives that blend multiple funding sources (public and private) and know how to craft the most effective partnerships, avoiding unnecessary complexity, regulatory burden and duplication of efforts. These experiences enable our team to provide immediate support to the City and its subgrantees, examining proven program models and adapting them to fit the City's specific needs and objectives.

Our team will partner with the City in the program design process, providing recommendations based on our extensive and broad-ranging experience and analyzing the projected impacts of key program decisions in order to determine the best possible design.

Develop Policies and Procedures: As projects and programs move from design to implementation, it is critical to have in place clear and thorough policies and procedures to ensure that operations are consistent and compliant. In some cases, there may be existing policy manuals that govern the implementation of certain aspects of the City's portfolio of CDBG and CDBG-DR projects. However, due to the innovative nature of the proposed CDBG-NDR funded projects as well as the specific requirements associated with CDBG-NDR funding, it is likely that existing manuals will need to be updated or that new manuals will need to be developed.

Our team will work with the City and its subgrantees to understand what guidance exists and what is needed. Our experience developing similar documents as well as our knowledge of regulatory requirements provides the basis for us to produce the guiding documents needed both for managing internal activities and for demonstrating to outside entities (e.g. HUD personnel) that the City's projects are being administered in a uniform, compliant manner. Because we bring a wide range of tested and proven documents and processes, we will be able to quickly and cost-effectively adapt existing materials or establish new policies and procedures the City needs.

Compliance with Regulatory Requirements: Integral to both the design and implementation of CDBG, CDBG-DR, and CDBG-NDR funded projects is the need to comply with all applicable administrative and programmatic regulatory requirements. Recognizing the City's existing capacity in this area, our team is well-equipped to provide support in regulatory compliance where needed. We bring extensive experience in the areas of procurement and contract management, financial management, record keeping, and duplication of benefits verifications, among others. Moreover, we have developed a compliance toolkit that includes checklists, templates, forms, guidance documents, and other materials that will be immediately available to the City and its subgrantees.

It is likely that the City and its subgrantees will encounter regulatory challenges during the lifecycle of its projects, including the management of grant expenditure timelines, uniformity of physical and electronic files across City agencies and subgrantees, verifying duplication of benefits with limited or incomplete documentation, or creating data sharing agreements to ensure the City has the information needed for regular reporting to HUD. Our team stands ready to address any issues that may arise.

- **Procurement and Contract Management:** Our team will provide guidance to the City and its subgrantees regarding the overall CDBG requirements related to procurement as well as the specific requirements associated with funding provided under Public Law 113-2 and the NDRC. As directed, we will review bid documents, sample contracts, and other materials to ensure all required clauses are included. As vendors are selected, we will support the development and execution of contracts, again ensuring that all required clauses are included in the final contracts. As work commences, our team will monitor progress versus agreed upon schedules, making recommendations to the City and its subgrantees regarding the enforcement of penalties and the need to provide technical assistance directly to poorly performing vendors.
- **Financial Management:** Managing a large infusion of federal funds can be a challenge to even the most seasoned grantees. Recognizing the City's existing fiscal capacity, our team will augment the City's bandwidth and expertise, providing support where needed. We will assist in developing expenditure projections aligned with Grant Agreement timelines, compiling the data needed for regular reporting (including HUD's Quarterly Performance Reports), and tracking costs and updating budgets, and we will serve as an additional quality control check on critical financial matters.
- **Record Keeping:** Our team brings a thorough understanding of HUD's expectations with respect to records management. We have led and supported the development and implementation of record keeping protocols at both state and local levels and have provided training directly to subgrantees regarding proper file creation and maintenance. We will partner with the City and its subgrantees to understand what assistance is needed in this area, ensuring that clear, relevant guidance is provided to all entities.
- **Duplication of Benefits Verifications:** It is critical that grantees have a clear understanding of the total project cost versus the funding available for that project. While the Stafford Act establishes what constitutes a duplication of benefits (DOB), applying the Act in a consistent manner can be a challenge when multiple funding sources are being combined to fund a project. Our team brings extensive experience completing DOB reviews both for large-scale infrastructure projects and household specific initiatives.

Our approach in this area is straightforward - we will continuously analyze administrative and programmatic processes to determine risks and vulnerabilities and partner with the City and its subgrantees to make adjustments as needed to address identified issues. We emphasize the importance of a proactive approach, identifying potential issues or challenges before they arise and drawing from the full breadth of our experience to provide proven solutions.

Furthermore, we understand that certain critical compliance functions (e.g. record keeping and financial management) will be applicable throughout the lifecycle of the projects while other functions (e.g. duplication of benefits verifications) will be most relevant during specific timeframes. We will provide the appropriate support and technical assistance to address both long-term and short-term compliance needs, ensuring that the City and its subgrantees have a go-to team to address any and all questions or issues that arise.

Task 2: Knowledge Leadership and Strategy Development

Research and Integration of Innovative Practices

The breadth of the GCR Team's collective experiences and skill sets will provide the City with resources that are key to the integration of innovative practices within existing and planned efforts. Through their involvement in the NDRC and other resilience value driven initiatives, GCR personnel have developed a thorough understanding of the forward-thinking practices that cities and states are implementing throughout the country. In addition, GCR's Principal and Project Manager for this project are recognized as resilience subject matter experts and will serve as facilitators at the Rockefeller Foundation's next round of Resilience Academies. Their leadership will drive the research and incorporation of innovative practices within the City's NDRC project portfolio and, more broadly, across the City's full portfolio of community development projects. Furthermore, Cloudburst's close partnership with HUD enables it to provide critical insights into the application of innovative practices within the established regulatory framework.

Our team will partner with City personnel and local and state entities to identify the most relevant innovative practices – including those that have been implemented and those that have not yet been tested – to build a model and approach that is both forward-thinking and actionable (accounting for local conditions). We will develop a suite of recommendations and coordinate with the City to determine the most effective and cost-efficient methods for achieving the City's overarching community development objectives.

Integrate Resilience Strategies with City's Long-term Objectives

The GCR Team's knowledge of Springfield, its communities, its challenges, and its opportunities creates an environment within which innovative strategies can be implemented within a larger framework of long-term community development objectives. Our team fully recognizes that recent disasters did not create the City's challenges related to unemployment, poverty, or health issues. Rather, the disasters served to exacerbate existing issues, shining a spotlight on challenges the City has been experiencing for some time.

With that in mind, the GCR Team will work with the City to develop and implement an actionable, integrated strategy for addressing immediate recovery needs and increasing resilience – all with a clear focus on achieving long-term community development objectives. We will build upon the approaches developed in relevant guiding documents, including the City's Consolidated Plan, CDBG-DR

Action Plan, NDRC Phase I and Phase II applications, *Rebuild Springfield*, and regional plans (including *Our Next Future*, the *Pioneer Valley Climate Action and Clean Energy Plan*, and the *One Region, One Future* plan), using the strategies and actions outlined to ground innovative resilience practices within a larger contextual framework.

Examine and Refine Existing Strategies: The City's strategy for increasing its resilience, as outlined in its NDRC applications, includes a number of approaches for creating a more equitable and prosperous Springfield for all of its residents. In light of the recent CDBG-NDR award and the projects it will fund, it is prudent to examine the proposed strategies and make needed refinements in order to build on the success of the City's recent economic development strategies to craft tactical strategies that engage vulnerable populations (including low-to-moderate income households and typically underserved populations) in the creation of opportunity. Tapping into existing efforts, our team will work closely with the City to design strategies that give people within the community access to the economic potential available within the emerging resilience industries. Furthermore, there will be opportunities to leverage funding associated with other current or planned initiatives in the City in order to create a cumulative benefit to vulnerable populations.

Our team possesses the right experience to partner with communities to refine and strengthen existing strategies following disasters, large infusions of public or private funding, and other catalytic events that demand a reexamination of established approaches. GCR's recent experience supporting multiple communities participating in HUD's National Disaster Resilience Competition serves as a prime example. GCR's team worked in close coordination with government leaders, stakeholders, and community members to develop a comprehensive understanding of the strategies being deployed or proposed to meet their established community development objectives. Subsequently, we provided recommendations and detailed methodologies for refining those strategies in order to better align them with the jurisdiction's proposed framework for increasing its resilience.

Connect to Economic Opportunities: As the City identifies in its NDRC applications, it is critical that Springfield residents, particularly vulnerable populations, are connected to the economic opportunities resulting from investments being made across the City. To that end, our team will partner with the City and its subgrantees to identify potential economic and workforce development opportunities to benefit from economic growth within the project areas. Our team knows how to work with economic development partners on strategies for creating direct connections to new jobs and small business growth. We will use existing relationships with the City's economic development team, community leaders, non-profit organizations, and other individuals and groups that champion the cause of breaking down barriers to economic opportunities for the City's low-to-moderate income populations.

The City's Healthy Homes program and the development of the Springfield Innovation Center will provide opportunities for the City's residents to participate in the opportunities becoming available through current and planned recovery and resilience investments. Our team will work with City officials and their partners to build appropriate workforce development and job training components into overall program structures, thereby providing additional community benefits through the implementation of HUD funding.

Demographic Analytics of Project Service Areas: Understanding the composition of a community is a critical step in establishing and achieving desired outcomes. In many cases, traditional assumptions of

a neighborhood's makeup are proven inaccurate or incomplete upon close examination. Looking specifically at CDBG-NDR funds and the associated Overall Benefit Requirement (in addition to the city's stated goal of implementing projects that maximize benefits to vulnerable populations), it will be key to develop a detailed analysis of the persons that will benefit from the City's projects (both directly and indirectly).

Beginning with publicly available data sets, our team will integrate additional data sets provided by the City and its partners to establish a clear picture of community composition and conditions that will serve both to inform decision-making and demonstrate compliance with HUD's Overall Benefit Requirement. GCR generated detailed service-area projections for multiple NDRC clients during Phase II of the competition, including the City of Springfield. The information, presented in tabular and graphical formats, was a key component during both the conceptualization and development of projects and programs.

Community Engagement: As directed by the City, the team will build upon the extensive and inclusive community outreach and engagement efforts that the City has undertaken as part of its recovery and resilience-building efforts over the past few years, honing in on the citizens and stakeholders that will be most impacted by the Urban Watershed Resilience Zone projects. Engagement efforts will serve to educate community members regarding the planned projects and their impacts and will be opportunities to gather insights from residents regarding what they perceive to be the projects' benefits to vulnerable populations.

Our team reaches people where they are and does so through methods that are realistic and used by community stakeholders. Our work with the City and its partners (the Pioneer Valley Planning Commission in particular) provides us with a strong understanding of the neighborhoods within the Urban Watershed Resilience Zone. Outlined below are a selection of public outreach and engagement methods to be deployed at the direction of the City.

- **Targeted Neighborhood Meetings:** Beginning early in the process, and continuing throughout the implementation of the projects, our team will host a series of targeted public meetings. During these meetings, our team will work alongside the City and its subgrantees to explain the proposed goals, timeline, and processes to community members. Each public meeting will be used to obtain concrete feedback from residents and stakeholders, which will be reviewed during subsequent meetings with the City and its implementation partners. Going beyond traditional gatherings, all meetings will be designed to be highly interactive in order to help participants visualize outcomes, consider alternatives, and provide informed feedback. As appropriate, our team members will meet with focus groups on specific topics to ensure the public has a thorough understanding of the proposed projects.
- **Iterative Public Engagement Workshops:** Our team will seek input directly from community members and stakeholders throughout the project development process, creating a feedback loop that will strengthen the projects and ensure community buy-in when it is time to move to implementation. We will utilize mapping exercises, visual preference surveys, and questionnaires to gather feedback as the project is developed. Through an iterative process of project conceptualization, seeking input, project refinement, seeking input, and so on, the City and its subgrantees are able to remain nimble in their decision making process, affirming the importance of having community members meaningfully participate throughout the project's

development. Furthermore, successful projects are built upon accurate and informative data. Acknowledging the limitations of traditional data sources and seeking input directly from the individuals that will be most impacted by the projects' implementation provides for a set of checks and balances that is typically unavailable during the early stages of project development. The process of groundtruthing key assumptions, potentially stale data, or untested theories can be a powerful step in the development of transformational projects and acts as a counterweight to standard data sources and a traditional understanding of existing conditions.

- **Community Gathering Places:** As was stated previously, our team believes that it is critical to reach individuals where they are and in a manner that will elicit meaningful feedback. To that end, we will work with the appropriate personnel and leverage our knowledge of the area to identify key community gathering places for the purposes of communicating updates, gathering input, and providing notices of engagement opportunities to the public. Going beyond a simple meeting notice, we will develop briefing documents and interactive mechanisms for community members to provide input (e.g. surveys on tablets and written preference polling) that will both inform the public and provide opportunities for them to weigh in on the latest iteration of the projects.

Task 3: Administrative and Reporting Capacity

Project and Program Finalization Phase

On-call Support: As demonstrated through our prior engagements with Springfield, the GCR Team is fully committed to providing skilled, timely support to the City. Our team has been purposefully constructed to provide the capacity and diversity required to address the full spectrum of support needs that are likely to arise during the engagement. As such, our team is able to provide the City with both the added administrative bandwidth and the appropriate skill sets to ensure the success of its projects.

Data Management and Reporting: The GCR Team recognizes the critical importance of effective data management and reporting, and we will provide a full suite of tools to ensure that data is accessible, organized, and actionable. To that end, an early step in our engagement with the City and its partners will be to inventory existing data sets and determine where gaps exist. Concurrently, we will work with the City, subgrantees, and HUD to ensure DRGR is set up appropriately for the CDBG-NDR funded projects, understanding that there will likely be some differences from how DRGR reflects traditional CDBG-DR initiatives. We will develop standard reports -- from high level project snapshots to detailed data needed for HUD's quarterly performance reporting -- that reflect information relevant both to the City and its subgrantees and create a uniform transmission of information across all levels of project administration.

Performance Tracking and Demonstrating Outcomes: As the specific programs and projects are fully designed, establishing and tracking performance metrics (as they are defined in the City's NDRC application or otherwise) will be a key function. In addition, integrating the City's metrics across its full portfolio of CDBG, CDBG-DR, and CDBG-NDR projects will serve to demonstrate cumulative impacts. We will implement an efficient process by which subgrantees will report up to the City and the City can subsequently report up to HUD on project status and key performance indicators. In addition, we will provide GIS capabilities that will add a visual element to the reports and facilitate the production

of detailed analytics that will be key to effective decision making. Finally, our team will ensure the City has the support and information needed to update DRGR as changes are required.

Staff Trainings and Capacity Building: We will hold individual meetings with key staff members from the City and its subgrantees to assess immediate and long-term training and capacity building needs. Once the assessment is complete, we will develop a training schedule reflective of the overall project plan (i.e. the schedule will prioritize topics most relevant to the initial actions the state and its subgrantees will need to take – CDBG and CDBG-DR basics, DRGR setup, grant agreement management, initial program file creation, cross-cutting requirements, subgrantee agreements, etc.). Working in close coordination with the appropriate City personnel, the team will finalize the training schedule and begin preparing the necessary materials.

Trainings and capacity building exercises will be held per the agreed upon schedule; however, through close coordination with the City and its subgrantees, our team will continuously assess the need for additional training topics and re-prioritize previously identified needs as appropriate. Drawing from our team's CDBG and CDBG-DR program implementation experience, we will be able to anticipate potential capacity issues and provide valuable guidance prior to the point where the issue interrupts project implementation operations.

Project Oversight: The scale and complexity of the City's proposed project requires a robust team that is able to provide sufficient operational oversight capacity. Using our thorough understanding of the components associated with the implementation of large-scale infrastructure projects – from regulatory compliance and vendor management to quality control and task management – our team brings to bear a broad range of experience and capabilities, ready and able to augment the City's and its subgrantees' staffs.

Quality Control: Our team delivers high quality services and products that exceed our clients' expectations. The GCR Team will work with City staff to set clear expectations regarding the production of deliverables, including schedules, information to include, desired format(s), and method(s) of delivery. Similarly, we will build consensus regarding the schedule, logistics, and other factors related to accomplishing critical project tasks. Our team will partner with the City to establish clear protocols for document drafting that include an aggressive, yet realistic, timeline and well-defined roles and responsibilities. In addition, the GCR Team values the benefits that result from an environment of close coordination and efficient collaboration. We will maintain open lines of communication with City and subgrantee staffs, receptive to feedback and direction to ensure we deliver the highest quality service. Furthermore, we will use available tools (like Microsoft SharePoint) to facilitate the efficient sharing of information and collaborative document drafting.

Task 4: Project Management and Coordination

The City of Springfield is implementing a series of large, catalytic projects and programs that involve a diverse set of stakeholders and the general public. Successful coordination and communication will require:

- Strong project management and close coordination among the team assembled by the City;
- A unified engagement and coordination process with external stakeholders and partners supporting or working in parallel to the City's NDRC projects and programs; as well as

- Public facing communication materials (presentations, fact sheets, handouts; etc.) that explain the process and benefits of the NDRC projects and programs and are appropriate for a wide range of audiences.

Launch Phase

Project Management Support: GCR has worked with local public clients to support the successful implementation of complex, multi-year projects. These projects often involve multiple organizations and interdependent deadlines that must be closely managed. Our team brings extensive experience working with clients to establish realistic timelines and manage internal coordination to complete the project on time and on budget. At the outset of the project, critical path items are identified and roles of team member are defined to facilitate effective project management. We work closely with the client management team to develop a reporting system that streamlines decision-making and surfaces challenges early.

Immediately following contract execution, our team will schedule a kickoff meeting with key personnel from the City and other identified entities. The meeting will focus on developing a clear vision and strategy for the engagement, including the establishment of roles and responsibilities and the creation of a detailed work plan. Following the meeting, our team will work in close partnership with our City counterparts to formalize mechanisms for managing communications, data sharing, and coordination amongst City agencies and all parties that will play a role in the project. In addition, we will develop a detailed task assignment tracker to ensure there is a clear understanding of individual responsibilities as well as the key milestones and overall timeline for completing each item.

Throughout the duration of our engagement with the City, we will facilitate regular project status meetings as well as meetings to discuss specific topics (e.g. regulatory compliance questions, financing option, or results from community engagement efforts) on an as needed basis. All project plan documents and communication will be maintained on a customized Microsoft SharePoint site. Working in close coordination with appropriate staff, our team will update the task assignments tracker, providing frequent updates to key personnel on the status of each task and regular reminders to all responsible parties to ensure deadlines are being met. Most importantly, our full team will be available to the City as needed – prepared and ready to address questions or issues as they arise.

Project and Program Finalization Phase

Public Facing Communication Material: The GCR Team will help the City create clear and accessible communication material (i.e. presentations, posters, maps, and other graphic and written materials) to support engagement with different constituencies. Our team has a great deal of experience translating complex technical concepts into persuasive cases to generate public support for project and programs. As part of the HUD's NDRC, GCR developed public-facing communications for Springfield, including project concept maps that provided the public with a concise, visual image of the proposed projects, their location, and their interconnectedness as well as succinct project briefings designed to share key concepts, milestones, and other high level information with the public.

Unified Engagement of External Stakeholders: The Team's robust community engagement experience will help strategically coordinate a diverse group of external stakeholders with guidance from the City. Once shared goals are established, periodic communication through established relationships and processes allows for coordination of aligned efforts. During the NDRC application development

process, GCR partnered with the Pioneer Valley Planning Commission to manage such coordination in Springfield through formal working groups and committees for larger more complex efforts and through more informal meetings on other efforts.

Both GCR and Cloudburst have worked extensively with the HUD's Washington D.C. office and has strong relationships with a range of HUD's appointed and career staff. These relationships will help facilitate coordination with HUD and the resolution of issues that arise during the CDBG, CDBG-DR, and CDBG-NDR projects and programs.

The GCR Team staff has built working relationships with key city officials, state agencies, non-profit organizations, and other entities among others. We will use knowledge of local, state, and regional objectives, funding sources, and regulations to explore additional leverage financing possibilities and engage key stakeholders in the City's planning and implementation of its projects.

3. Resumes

We offer the City and its subgrantees a diverse, comprehensive team of skilled individuals able to lead and/or support the tasks and activities required to accomplish the objectives for these projects. Our team's integrated approach ensures that all personnel are best able to utilize their individual capabilities while working toward a common purpose and to achieve shared goals.

Resumes for the key personnel assigned to this project are provided in pages 20 - 31. The table below provides a summary of roles and responsibilities and relevant qualifications. While particular individuals will be assigned to lead and support the completion of specific activities, we will commit additional resources as needed to ensure that all facets of the projects are completed successfully in a timely manner.

Team Member	Roles & Responsibilities	Relevant Qualifications
Robin Keegan <i>GCR Inc.</i>	<ul style="list-style-type: none"> • Contract management • Quality control • Project oversight • Client interactions • Regulatory compliance • Strategy development • Prioritizing benefits to LMI individuals • Program design • Research and integration of innovative practices 	<ul style="list-style-type: none"> • Over 10 Years of Experience providing grant management support services • Executive Director of the Louisiana Recovery Authority following hurricanes Katrina and Rita • Secured and programmed over \$1 billion in federal CDBG resources for recovery from hurricanes in 2008 • Led cabinet-level taskforce following the BP oil spill (2010) to create and implement the state's response on economic and social issues caused by the crisis
Ted Guillot <i>GCR Inc.</i>	<ul style="list-style-type: none"> • Overall project management • Contract management • Quality control • Project oversight • Client interactions • Regulatory compliance • Strategy development • On-call support • Outreach and engagement • Prioritizing benefits to LMI individuals • Capacity building • Program design • Policies and procedures development • Research and integration of innovative practices • Integrate resilience strategies with City's long-term objectives 	<ul style="list-style-type: none"> • Provides direct technical assistance to state and local governments on federal regulatory compliance and grants management best practices. • Proficient in design and implementation of innovative programs that leverage multiple funding sources • Skilled in collaborating with various stakeholder groups to identify priorities and build consensus on how best to address post-disaster community development needs

City of Springfield – CDBG, CDBG-DR, and CDBG-NDR Consultant

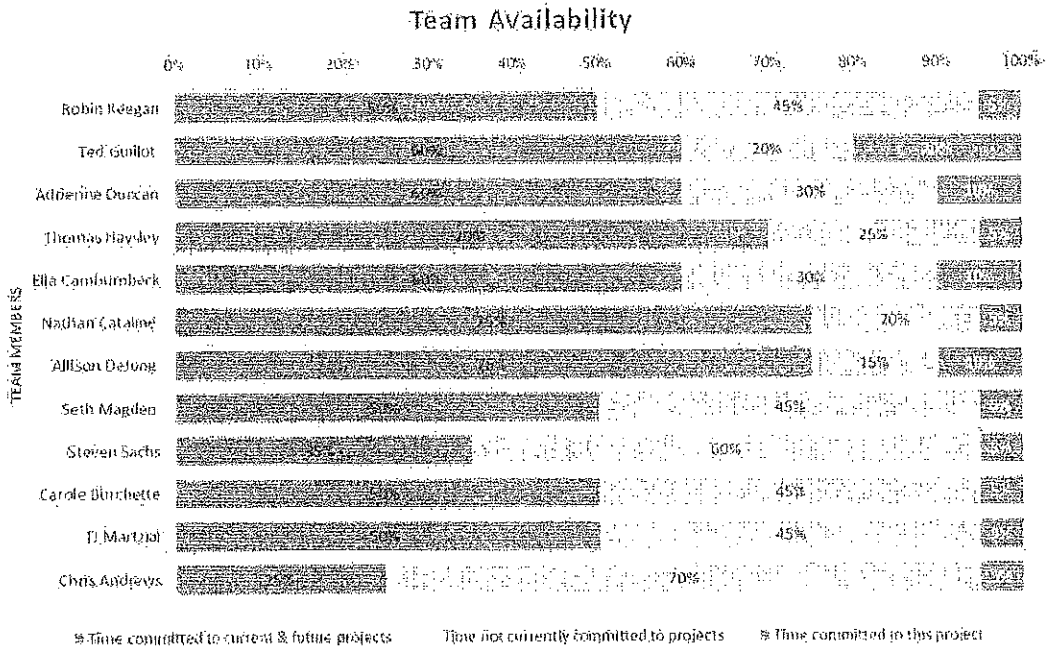
Team Member	Roles & Responsibilities	Relevant Qualifications
<p>Adrienne Duncan GCR Inc.</p>	<ul style="list-style-type: none"> • Quality control • Project oversight • Client interactions • Regulatory compliance • Strategy development • On-call support • Outreach and engagement • Prioritizing benefits to LMI individuals • Capacity building • Program design • Policies and procedures development • Research and integration of innovative practices • Integrate resilience strategies with City's long-term objectives 	<ul style="list-style-type: none"> • Provides technical assistance for implementation and design of federal disaster recovery programs • Experience with federal regulations and federal disaster recovery programs • Experience with Community Development Block Grant Funding
<p>Ella Camburnbeck GCR Inc.</p>	<ul style="list-style-type: none"> • Regulatory compliance • Strategy development • On-call support • Outreach and engagement • Prioritizing benefits to LMI individuals • Capacity building • Project management support • Policies and procedures development • Research and integration of innovative practices 	<ul style="list-style-type: none"> • 7 years of experience in disaster recovery projects • Experience in CDBG project administration • Provides technical assistance on the execution of HUD and FEMA funded Recovery Grants
<p>Nathan Cataline GCR Inc.</p>	<ul style="list-style-type: none"> • On-call support • Outreach and engagement • Prioritizing benefits to LMI individuals • Data management, analytics, and reporting • Establish and track performance metrics and outcomes 	<ul style="list-style-type: none"> • Housing Policy and Planning • Community development and revitalization • GIS and data analysis • Community Engagement
<p>Seth Magden GCR Inc.</p>	<ul style="list-style-type: none"> • On-call support • Project oversight • Outreach and engagement • Internal and external communications • Stakeholder and partner coordination • Project management support • Research and integration of innovative practices • Integrate resilience strategies with City's long-term objectives 	<ul style="list-style-type: none"> • Managed portfolio of elevation projects, acting as liaison between homeowners, contractors, Parish and State officials • Experience managing the initiation and development of infrastructure and buyout project applications for FEMA – HMGP • Performed numerous benefit cost analyses (BCA) for NY State Dept. of Homeland Security and Emergency Services post-Superstorm Sandy
<p>Allison DeJong GCR Inc.</p>	<ul style="list-style-type: none"> • Quality control • Strategy development • On-call support • Prioritizing benefits to LMI individuals • Data management, analytics, and reporting • Establish and track performance metrics and outcomes • Capacity building • Research and integration of innovative practices • Integrate resilience strategies with City's long-term objectives 	<ul style="list-style-type: none"> • Proficient in analyzing and quantifying the economic impacts of proposed projects and programs • Grant writing experience and implementation • Capital project management experience

City of Springfield – CDBG, CDBG-DR, and CDBG-NDR Consultant

Team Member	Roles & Responsibilities	Relevant Qualifications
Thomas Haysley, AICP, CFM <i>GCR Inc.</i>	<ul style="list-style-type: none"> • On-call support • Outreach and engagement • Prioritizing benefits to LMI individuals • Data management, analytics, and reporting • Establish and track performance metrics and outcomes 	<ul style="list-style-type: none"> • Land Use Planning and Regulation • Multi-modal Transportation Planning • GIS and data analysis • Extensive community outreach and engagement experience
Steven Sachs <i>Cloudburst</i>	<ul style="list-style-type: none"> • Regulatory compliance • Strategy development • Prioritizing benefits to LMI individuals • Capacity building • Research and integration of innovative practices • Integrate resilience strategies with City's long-term objectives 	<ul style="list-style-type: none"> • Over 35 years of experience with all of HUD's CPD programs • Experience working with communities to develop strategic plans, leverage private funds, and enhance organizational capacity
Carole Burchette <i>Cloudburst</i>	<ul style="list-style-type: none"> • Regulatory compliance • On-call support • Prioritizing benefits to LMI individuals • Capacity building • Program design • Policies and procedures development • Research and integration of innovative practices • Integrate resilience strategies with City's long-term objectives 	<ul style="list-style-type: none"> • Over 30 years of expertise in planning, development, implementation and evaluation of housing and community development activities, including disaster recovery programs • Experience providing technical assistance on the HOME and CDBG programs, Disaster Recovery and Neighborhood Stabilization • Skilled in mediating, negotiating and bringing divergent views to consensus
TJ Martzial <i>Cloudburst</i>	<ul style="list-style-type: none"> • Regulatory compliance • On-call support • Prioritizing benefits to LMI individuals • Capacity building • Program design • Policies and procedures development • Research and integration of innovative practices • Integrate resilience strategies with City's long-term objectives 	<ul style="list-style-type: none"> • Over 30 years of experience CDBG program management • Served as a Commissioner of the Bangor Housing Authority, and served as Chair for 13 years • Is active in the National Community Development Association (NCDA)
Chris Andrews, LEED Green Associate <i>Cloudburst</i>	<ul style="list-style-type: none"> • Regulatory compliance • On-call support • Prioritizing benefits to LMI individuals • Capacity building • Outreach and engagement • Program design • Data management, analytics, and reporting • Policies and procedures development • Research and integration of innovative practices • Integrate resilience strategies with City's long-term objectives 	<ul style="list-style-type: none"> • Over 10 years of experience in community development • National expert in the eCon Planning Suite

Staff Availability

The bar graphs below depict the availability of the proposed key personnel for this project.



Robin Keegan: Principal (GCR)



QUALIFICATIONS

- Over 10 Years of Experience providing grant management support services
- Executive Director of the Louisiana Recovery Authority following hurricanes Katrina and Rita
- Secured and programmed more than \$1 billion in federal CDBG resources for the recovery from a series of hurricanes in 2008
- Led the cabinet-level taskforce following the BP oil spill (2010) to create and implement the state's response on economic and social issues caused by the crisis

EDUCATION AND TRAINING

Masters of Urban Planning, 1998
Columbia University, School of
Architecture, Planning and
Preservation, New York, NY

Bachelors of Arts, Comparative
Religious Studies, 1993
Macalester College, St. Paul, MN

Robin Keegan has more than 20 years of experience in disaster recovery, pre-disaster planning and mitigation, economic development, housing, and community building. Before joining GCR, she served as Executive Director of the Louisiana Recovery Authority, where she oversaw more than \$14 billion in housing, infrastructure and economic development recovery initiatives following Hurricanes Katrina and Rita and the BP Oil Spill. Robin led real estate planning for the Housing Authority of New Orleans and implemented their \$30 million Choice Neighborhoods Initiative.

Robin's expertise in disaster recovery was instrumental to New Jersey as they developed their Action Plan for federal funding following Hurricane Sandy. She also led a team of recovery experts that supported the New York's Governor's Office of Storm Recovery in development and implementation of recovery programs.

RELEVANT EXPERIENCE

Jefferson Parish CDBG-DR Program Management Support

Jefferson Parish Government
Robin is GCR's executive sponsor. She provides direction to develop effective solutions to programmatic and administrative challenges. Robin serves as a CDBG-DR subject matter expert, utilizing lessons learned and best practices to develop policies and procedures that maximize program efficiency and are compliant with all regulations. She also supports the development of guidance and tools to build the Parish's internal capacity.

New Jersey Unmet Needs Assessment

New Jersey Department of Community Affairs
As the GCR lead, Robin served as client interface and subject matter expert; conducted unmet needs analysis; and developed disaster-recovery programs for the initial Action Plan for HUD CDBG-DR funding.

HUD National Disaster Resilience Competition – Phases I and II Multiple (State & Local Govt.)

Robin served as project director of GCR's NDRC team. She oversaw operations and resource development and overall project management. Robin also served as project manager for clients' application development – she was responsible for drafting and editing applications, facilitating outreach and engagement events, and developing tools and guidance to support clients and their partners.

State of New York Storm Recovery Management Support

New York Governor's Office of Storm Recovery

Robin advised the State on policy, program development, and implementation processes based on best practices and HUD/CDBG regulations. She developed protocols and processes for the development of a state Action Plan and Action Plan Amendments, and other technical assistance.



Ted Guillot: Project Manager (GCR)

During his time with GCR, Ted has worked with local and state governments in the design and implementation of disaster recovery projects and programs and led GCR's team that supported several jurisdictions that participated in HUD's National Disaster Resilience Competition.

Ted is proficient in the design and implementation of innovative recovery programs that leverage multiple funding sources, are responsive to the needs of the impacted areas, and create more resilient and sustainable communities. He is experienced in collaborating with various stakeholder groups to identify priorities and build consensus on how best to address post-disaster recovery and community development needs.

QUALIFICATIONS

- Over 8 years of experience providing disaster recovery services on behalf of government agencies.
- Provides direct technical assistance to state and local governments on federal regulatory compliance and grants management best practices.
- Proficient in the design and implementation of innovative programs that leverage multiple funding sources.
- Skilled in collaborating with various stakeholder groups to identify priorities and build consensus on how best to address post-disaster community development needs.

EDUCATION AND TRAINING

Bachelor of Arts, English and Spanish, 2004
Louisiana State University

RELEVANT EXPERIENCE

St. Tammany Parish CDBG-DR Project Management

St. Tammany Parish Government
GCR is providing overall project management support and specific CDBG-DR technical assistance services to support the Parish's recovery from Hurricane Isaac. Ted is leading all aspects of GCR's assignment, including advising the parish on policy, program development based on best practices and HUD/CDBG-DR regulations.

Jefferson Parish CDBG-DR Program Management Support

Jefferson Parish Government
Ted is serving as a CDBG-DR subject matter expert, developing policies and procedures to maximize program efficiency. He is developing guidance and tools to build the Parish's internal capacity and collaborating with the program team to develop effective solutions to programmatic and administrative challenges.

HUD National Disaster Resilience Competition – Phases I and II Multiple Clients (State & Local Govt.)

Ted served as the project manager of GCR's NDRC team as well as project manager for specific client projects. He was responsible for overseeing all activities and managing the client relationships. He drafted and edited applications, facilitated outreach and engagement events, and developed tools and guidance to support GCR's clients and their partners. Ted ensured compliance with CDBG-DR regulations, and drafted and edited the application narrative.

Louisiana Housing Corporation
Ted was a Disaster Recovery Housing Manager. He served as Chairman of the Louisiana Disaster Housing Task Force; was project lead on collaboration with multiple agencies to develop program-based modeling tools; and conducted workshops on best practices for designing and implementing disaster recovery housing programs. He also served as State Program Manager for the Louisiana Small Rental Property Program.



Adrienne Duncan: Senior Manager (GCR)

Adrienne Duncan is an experienced Disaster Recovery practitioner. She was involved in providing support to the New York Storm Recovery effort for the Governor's Office of Storm Recovery where she developed implementation procedures for many of the New York State's disaster recovery programs, and has played a significant role in the submission of all action plan amendments. Adrienne provides assistance on the Community Reconstruction Program, New York Rising Housing Programs, Infrastructure and Economic Development Programs and also created and delivered training on CDBG-DR requirements.

QUALIFICATIONS

- 6 years of experience working in disaster recovery projects
- Provides technical assistance for implementation and design of federal disaster recovery programs.
- Experience with federal regulations and federal disaster recovery programs
- Experience with Community Development Block Grant Funding

EDUCATION AND TRAINING

Real Estate License, 2006
Burk Baker School of Real Estate
Bachelor of Arts, History, 2005
Louisiana State University

RELEVANT EXPERIENCE

State of New York Storm Recovery Management Support *New York Governor's Office of Storm Recovery*

Adrienne advised the State on policy, program development, implementation, HUD CDBG-DR regulations and compliance across all programs. She developed implementation procedures for many of the state's disaster recovery programs, and played a significant role in the submission of the state's action plan amendments. She provided assistance on the Community Reconstruction Program, New York Rising Housing Programs, Infrastructure and Economic Development Programs and created and delivered training on CDBG-DR requirements.

HUD National Disaster Resilience Competition – Phases I and II *Multiple (State & Local Govt.)*

Adrienne supported in NDRC project review, execution of outreach and engagement strategies, application drafting, editing, and submission to HUD. She was also responsible for creating tools and guidance for ensuring compliance with the competition requirements.

Jefferson Parish CDBG-DR Program Management Support

Jefferson Parish Government

Adrienne is Project Manager. She provides on-site CDBG-DR policy and implementation guidance to the parish. She is responsible for delivering program policy and procedures, programmatic guidelines, and additional tools to ensure compliant program implementation. Adrienne is also training the parish staff on best practices for designing and implementing CDBG-DR programs.

Louisiana Office of Community Development/Disaster Recovery Unit (OCD/DRU)

Adrienne served as Disaster Recovery Special Projects Analyst. She managed contract negotiations between state, local officials and their designees for all contracts related to the sale of Louisiana Land Trust Properties; provided technical assistance to parishes regarding the disposition of properties and with CDBG eligible activities; coordinated with FEMA, local officials and state agencies to successfully remove all FEMA Temporary Housing Units (THU) and provide safe stable housing alternatives for all applicants.

Thomas Haysley, AICP, CFM: Senior Analyst (GCR)



Tom Haysley has ten years of experience in urban and transportation planning. He has worked with elected officials, the public and other agencies to define and accomplish short and long-term community development goals; and has coordinated with county departments and agencies to ensure land use, transportation and infrastructure were planned in concert. Prior to joining GCR, Tom served as Director of Planning for DeSoto County, MS where he helped guide public and private development in a rapidly changing community faced with the growth pressures brought on by the construction of a new Interstate.

QUALIFICATIONS

- Land Use Planning and Regulation
- Multi-modal Transportation Planning
- Policy Development
- Intergovernmental coordination
- GIS and data analysis

EDUCATION AND TRAINING

Master of Urban and Regional Planning (Dual Emphasis: Transportation and Land Use)
University of New Orleans, 2008

Bachelor of Arts (Psychology)
Loyola University New Orleans, 2005

CERTIFICATIONS

American Institute of Certified Planners (AICP)

Certified Floodplain Manager (CFM)

As a transportation planner for the Regional Planning Commission for Jefferson, Orleans, Plaquemines, St. Bernard, St. Tammany and Tangipahoa Parishes, Tom provided planning and analysis support to multiple initiatives, directed at improving regional mobility and accessibility.

RELEVANT EXPERIENCE

City of New Orleans Main Street Resiliency Plan

New Orleans, Louisiana

Tom is developing a multi-faceted analyses considering physical, social and economic aspects of commercial corridors and the communities they serve. Importantly, the assessment methodology will be replicable, allowing the City to evaluate other communities in the future.

Metropolitan New Orleans 2040 Regional Transportation Plan

New Orleans, Louisiana

Tom served as lead author of the plan, developing goals, objectives, performance measures and policy recommendations based on stakeholder input. He also synthesized demographic and travel forecast data to create an analysis of the region's transportation trends and upcoming needs.

DeSoto: New Era of Discovery Strategic Vision & Stewardship Plan
DeSoto County, Mississippi

In conjunction with state and regional planning agencies, DeSoto County, Mississippi developed this strategic plan intended to guide sustainable, context-sensitive development in a community faced with unprecedented growth. Tom led the coordination of a team of consultants, officials, and government agencies.

Zoning Regulation Updates:

DeSoto County; Mississippi

Tom contributed to multiple updates to the zoning ordinance, including floodplain development, signage and parking regulations. His roles included policy writing, coordination of elected officials, and presentation to the public.

Ella Camburnbeck: Analyst (GCR)



Ella Camburnbeck is an experienced disaster recovery professional. Her specialties include project management, community outreach, application development, project scheduling, environmental review, and CDBG project administration.

Prior to joining GCR, Ella worked with the Louisiana Office of Community Development – Disaster Recovery Unit where she addressed continued recovery issues related to the aftermaths of Hurricanes Katrina, Rita, Gustav, Ike, and Isaac as well as long term comprehensive planning and resilience goals. She provided concentrated technical assistance to State Grantees in the execution of HUD and FEMA funded Recovery Grants. Ella also has a background in historic preservation and is a section 106 and LEED certified professional.

QUALIFICATIONS

- 7 years of experience in disaster recovery projects
- Experience in CDBG project administration
- Has provided technical assistance on the execution of HUD and FEMA funded Recovery Grants

EDUCATION AND TRAINING

Master of Preservation Studies, 2010
Tulane University
New Orleans, LA

Bachelor of Urban Design and Environmental Planning, 2008
University of Virginia

CERTIFICATIONS

LEED Certified Professional

RELEVANT EXPERIENCE

HUD National Disaster Resilience Competition – Phase I and II
Multiple Clients (State and Local Governments)

Ella designed community outreach and stakeholder engagement strategies, collaborated with regional partners to develop multi-jurisdictional approaches, engaged public and private partners, worked with clients to propose innovative strategies to address unmet disaster needs and create more resilient communities, and drafted and edited the application narrative.

St. Tammany Parish CDBG-DR Program Management

St. Tammany Parish, LA

Ella coordinates contractors, subcontractors, and consultants, assists Parish staff with support on project related needs and issues such as status reports, schedules, exhibits, concepts, and cost estimates, provides support to the Parish in updating the Project plans and developing amendments to the CDBG-DR Action Plan, and manages obligation of funds to track compliance with expenditure timelines.

Jefferson Parish CDBG-DR Program Management Support

Jefferson Parish Government

GCR is providing program management support, CDBG-DR technical assistance services, and guidance to support the Parish's recovery from Hurricane Isaac. Ella is assessing department policies, procedures, and program files, developing CDBG compliance guides, and coordinating department staff to determine and implement short-term and long term goals.

Consultant to the Louisiana State Office of Community Development
New Orleans Office

New Orleans, LA

Ella addressed continued recovery issues throughout the State of Louisiana, as well as long term comprehensive planning and resiliency goals through Parish and community outreach. She provided concentrated technical assistance to Grantees to execute HUD and FEMA funded Recovery Grants including application development, project scheduling, environmental review, CDBG project administration, and RFP execution and advertisement.

Nathan Cataline: Senior Analyst (GCR)



Nathan Cataline manages community planning projects and specializes in housing, community development, neighborhood revitalization, and resilience. He has over eight years of professional and academic experience in urban and regional planning and policy analysis.

Nathan specializes in federal, state and local programs that impact the health of neighborhoods. He brings a wealth of experience in community engagement, meeting facilitation, coalition building and values based communications. He is skilled at data analysis, GIS, policy research and program implementation.

Prior to joining GCR, Nathan worked with statewide housing advocacy organizations in Louisiana and California, and led vacant property planning efforts for community development organizations in the City of Detroit.

QUALIFICATIONS

- Housing Policy and Planning
- Community development and revitalization
- GIS and data analysis
- Community Engagement

EDUCATION AND TRAINING

Master of Urban Planning, 2009
University of Michigan
Ann Arbor, MI

B.A., American Studies, 2007
University of California, Santa Cruz
Santa Cruz, CA

RELEVANT EXPERIENCE

HUD National Disaster Resilience
Competition – Phase I and II
Multiple (State & Local Govt.)

Nathan completed unmet needs assessments for infrastructure, environmental degradation, economic development and housing projects. He engaged public, private and nonprofit partners to address unmet disaster needs and create resilient communities.

Sussex County Impacted
Communities Study
Sussex County, Delaware

Nathan was project manager for the development of a detailed plan for ten communities across Sussex County. He conducted data analysis, community engagement support and GIS mapping services.

HousingNOLA Plan
Greater New Orleans Housing Alliance

Project manager for the development of a citywide housing plan. Served as the project manager for data analysis and technical writing, including authoring the document, GIS data analysis, and facilitation of stakeholder working groups.

Baltimore Regional Plan for
Sustainable Development
Baltimore Metropolitan Council, Md.

Nathan assisted with managing the consulting team's reports on housing, transportation and economic development for a HUD Sustainable Communities grant for the Baltimore region. He provided data analysis, project management, and GIS mapping support.

Paul Maillard Rd. Revitalization Plan
St. Charles Parish, La.

Nathan conducted a residential housing market analysis and provided housing recommendations for this HUD Sustainable Communities project to revitalize a historic residential and commercial corridor in a primarily rural area.

City of Birmingham Housing and
Neighborhoods Study
Birmingham, AL

Nathan was project manager overseeing all aspects of the citywide housing plan. He led facilitation of project advisory committee, data collection and analysis, GIS mapping, and implementation strategies.

Allison DeJong: Analyst (GCR)



QUALIFICATIONS

- Proficient in analyzing and quantifying the economic impacts of proposed projects and programs
- Grant writing experience and implementation
- Capital project management experience

EDUCATION

Master of Business Administration,
2015

Louisiana State University,
Baton Rouge, LA

B.A., Economics, 2007
University of Notre Dame
Notre Dame, IN

Allison DeJong specializes in strategic planning, demographic and economic data analysis, and impact assessment. She has facilitated multiple strategic planning processes, designing outreach processes that included stakeholder groups, one-on-one interviews, and workshops to develop consensus action items. She finds common ground among diverse community stakeholders and builds the momentum needed to move plans from idea to implementation.

Allison has analyzed data and presented findings for municipal, corporate, and community audiences. She is adept at sifting through large data sets to find relevant, timely, and accurate statistics that support project goals. Her past work includes developing the economic development strategic planning process for the City of New Orleans, known as *ProsperityNOLA*, and managing JEDCO's recent update to their Jefferson EDGE 2020 plan.

Allison has a BA in Economics from the University of Notre Dame and an MBA from Louisiana State University.

RELEVANT EXPERIENCE

HUD National Disaster Resilience
Competition – Phase I and II

*Multiple Clients (State and Local
Governments)*

Allison developed the benefit-cost analyses for multiple applications, and drafted and edited applications, facilitated outreach and engagement events, and developed tools and guidance to support GCR's clients and their partners.

Strategic Plan Update

*Jefferson Parish Economic
Development Commission (JEDCO)*

Allison managed the project, using an industry cluster analysis and stakeholder engagement process to develop a five-year plan of recommended actions. She continues to advise JEDCO on implementation of the completed plan.

Jefferson Parish CDBG-DR Program
Management Support

Jefferson Parish Government

GCR is providing program management support, CDBG-DR technical assistance services, and guidance to support the Parish's recovery from Hurricane Isaac. Allison is the data manager. She is developing an interim grants management tool to track grantees from intake through closeout and provide progress reporting.

ProsperityNOLA – Strategic Plan for
Economic Development

New Orleans, LA

GCR facilitated the strategic planning process, including facilitation and data analysis, resulting in the city's first economic development strategy. Allison was the assistant project manager overseeing data analysis and research, and coordination of the project's many industry committees.



Seth Magden: Senior Manager (GCR)

Seth Magden is an accomplished disaster recovery professional. His experience includes project management, business development and strategic relationship management for the public, private and non-profit sectors. Seth joined the GCR team as a Project Manager in January 2015.

RELEVANT EXPERIENCE

HUD National Disaster Resilience Competition – Phases I and II
Multiple (State & Local Govt.)

Seth was the primary project manager for two jurisdictions, leading project development and application drafting, and coordinating multiple agencies and stakeholder groups. Additional responsibilities included completing assessments to determine remaining recovery needs and identifying the most impacted communities, designing community outreach and stakeholder engagement strategies, collaborating with regional partners to develop multi-jurisdictional approaches, working with clients to propose innovative strategies to address unmet disaster needs and create more resilient communities, and drafting and editing the application narrative.

Disaster Recovery Consulting Services for New York State (DHSES)

Seth was responsible for performing benefit cost analysis (BCA) and providing engineering support in the development of a hazard mitigation grant program (HMGP) for the State of New York - DHSES in response to Hurricane Sandy (DR 4085).

Jefferson Parish CDBG-DR Program Management Support
Jefferson Parish Government

Seth is providing technical assistance to the Homeowner Assistance Program and Elevation Support Program. He is evaluating the existing action plan, policies and procedures, and program guidelines to ensure adherence to federal regulations, and assisting the department in developing the optimal framework to administer funds. Seth is providing technical expertise on duplication of benefits reviews, damage estimation, income verification, contractor review, and coordination with HMGP elevation components.

State of New York Storm Recovery Management Support
New York Governor's Office of Storm Recovery

Seth served as a Project Team Lead consultant, responsible for managing the initiation and development of infrastructure and buyout project applications for FEMA - HMGP and HUD CDBG-DR funding. He also managed relationships with key stakeholders, directed the development of HMGP global match buyout projects, and provided technical expertise to stakeholders on requirements of FEMA-HMGP and HUD CDBG-DR programs.

QUALIFICATIONS

- 10 years of experience in disaster recovery projects
- Performed FEMA IA damage assessments across Southeast Louisiana for Katrina and Rita
- Managed portfolio of elevation projects, acting as liaison between homeowners, contractors, Parish and State officials
- Experience managing the initiation and development of infrastructure and buyout project applications for FEMA - HMGP, providing technical expertise to stakeholders
- Performed numerous benefit cost analyses (BCA) for NY State Dept. of Homeland Security and Emergency Services post-Superstorm Sandy

EDUCATION AND TRAINING

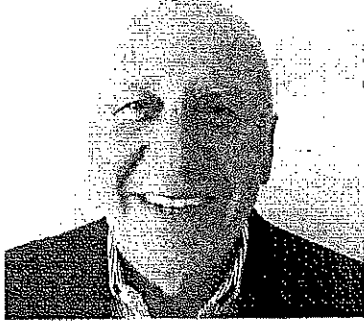
M.A. Latin American Studies
International Development and Global Health Focus
Tulane University - New Orleans, LA

B.A. Political Science & Spanish
University of Arizona - Tucson, Arizona

CERTIFICATIONS

FEMA Certifications- IS-00276-Benefit-Cost Analysis (BCA) Fundamentals
IS-00319-Tornado Mitigation
IS-00320 - Wildfire Mitigation
IS-00321 - Hurricane Mitigation
IS-00322 - Flood Mitigation
IS-00323 - Earthquake Mitigation

Steven Sachs: Senior SME (Cloudburst)



QUALIFICATIONS:

- Over 35 years of experience with all of HUD's CPD programs
- Experience working with communities to develop strategic plans, leverage private funds, and enhance organizational capacity

EDUCATION AND TRAINING

MPA, Golden Gate University 1972

BA, Political Science, 1966
University of California at Berkeley,

Steven Sachs has over 40 years of economic development, organizational, and community development experience with the United States Department of Housing and Urban Development (HUD). Annually awarded over \$600 million and managed over 500 active grants totaling more than \$1.5 billion. He managed and mentored a staff of over 35 employees, including environmental and economic development specialists, financial analysts, and grant administrators and participated in the creation of HUD's national policy, procedures, and regulations.

Steven has partnered with state and local government elected officials, nonprofit agencies, foundations, and the private sector in developing, managing, and evaluating community development and affordable housing programs. He worked with Native American Tribes and United States Trust Territories in developing, implementing, and managing community and economic development programs. He has significant experience in strategic planning, grants management, nonprofit capacity building, creation of public private partnerships, disaster management, citizen participation, environmental management, and financial underwriting.

Key HUD positions held include Director of Community Planning and Development Division for Northern California, Arizona and Nevada; Director of the Program Management Division; Senior Economic Development Specialist; Principal Advisor to the Assistant Secretary for Community Planning and Development; and Division Director in the Office of Field Operations and Monitoring. Recognized as a leader, facilitator, and innovative problem solver by colleagues, local government, and nonprofit agencies.

Steven served on the Contra Costa County Civil Grand Jury for two years investigating local governments and special districts and making recommendations for making local governments and districts more effective and efficient. Areas investigated included pension reform, foster care, audit management, conflict of interests and in appropriate use of public funds.

Steven currently, provides technical assistance to state and local governments in developing, implementing, and managing local community and economic development and homeless programs and projects. He works with state and local governments to reorganize agency structure and enhance management and program capacity and effectiveness.



Carole Burchette: Senior Manager (Cloudburst)

Carole Burchette is a performance-driven housing professional with experience in program management, contract administration, neighborhood revitalization and disaster housing recovery. She is experienced in the design and delivery of training courses in affordable housing programs and real estate finance, and is a HOME Certified Specialist. She is a proven provider of direct technical assistance to states and localities on the HOME and CDBG programs, Disaster Recovery and Neighborhood Stabilization Programs that include planning processes, program design, grants administration, homebuyer programs and homeowner rehabilitation. Carole is a proven team leader with skills in mediating, negotiating and bringing divergent views to consensus. She has over 30 years of hands-on expertise in planning, development, implementation and evaluation of housing and community development activities, which include disaster recovery programs at the state and local level. She has expertise in the development of multifamily projects using public and private financing and solutions for troubled multifamily projects.

QUALIFICATIONS

- Over 30 years of expertise in planning, development, implementation and evaluation of housing and community development activities, including disaster recovery programs
- Experience providing technical assistance on the HOME and CDBG programs, Disaster Recovery and Neighborhood Stabilization
- Skilled in mediating, negotiating and bringing divergent views to consensus

EDUCATION AND TRAINING

B.S. Education, summa cum laude
1994, Bowie State University

RELEVANT EXPERIENCE

Cloudburst Consulting Group

Carole serves as Project Manager for Cloudburst's 2010, 2011-12 and 2013 OneCPD+ Cooperative Agreements. She determines team structures, prepares work plans and budgets. This effort requires preparation of monthly and quarterly reporting to HUD and budget management and reporting through the DRGR reporting system. Carole also provided direct technical assistance and training to HOME Program Participating Jurisdictions and to CDBG Grantees.

The Road Home—Small Rental Property Program (SRPP)

State of Louisiana, Office of Community Development (OCD)

Carole worked with OCD in the design and implementation of the Road Home Program, a multi-billion dollar CDBG program and the largest single housing program in US history. She also worked with OCD to develop guidelines for determining tenant's income, developed training materials, and provided training.

State of Florida, Department of Community Affairs

Carole led a team of subcontractors and staff in providing 3 phases of comprehensive technical assistance to address the needs of the State to increase capacity related to the Neighborhood Stabilization Program. She assisted in developing tools and procedures for monitoring subgrantees to help staff understand compliance with federal standards; provided assistance developing policies and procedures on construction standards; assisted in developing model rehabilitation and property standards; and assisted in the implementation of homebuyer programs.

Richmond, VA HUD Field Office

Carole managed large, multi-tasked technical assistance project for HUD. She assisted the Field Office in providing training deliveries, one-on-one technical assistance to two new HOME consortia and provided HOME program technical assistance.



TJ Martzial: Senior Manager (Cloudburst)

Currently a resident of Portland, Maine, TJ Martzial began his career as a carpenter, building single family homes in large developments and passive solar homes. He worked for the City of Bangor, Maine for over 25 years involved in housing rehabilitation, affordable housing development, and CDBG program management. TJ created the Bangor Homeless CoC and facilitated the revitalization of the downtown district through affordable housing development and economic development activities. He was appointed as a Commissioner of the Bangor Housing Authority, and served as Chair for 13 years. He also spent over three years as the Director of Housing and Community Development for the City of Portland Maine overseeing HUD CPD program including CDBG, HOME, ESG, NSP-1, and HPRP. TJ coordinated the creation of the Portland-Cumberland County HOME Consortium in 2008. He continues to be active in the National Community Development Association (NCDA). TJ has managed over 30 work plans in his six years at Cloudburst.

QUALIFICATIONS

- Over 30 years of experience CDBG program management
- Served as a Commissioner of the Bangor Housing Authority, and served as Chair for 13 years
- Is active in the National Community Development Association (NCDA)

EDUCATION AND TRAINING

B.A, English
University of Cincinnati

RELEVANT EXPERIENCE

U.S. Department of HUD: "CPD Monitoring"

TJ was Project Director for Management and Strategy Consulting Services in support of the HUD Office of Community Planning and Development (CPD) to: (1) Review and re-design CPD's Monitoring Handbook and process; (2) develop a statistical risk assessment model that CPD's 43 field offices can use to assist them in efficiently and effectively deciding which grantees to monitor given limited staff and time available to each field office; (3) identify ways to streamline the monitoring process among CPD programs; and (4) recommend a method to enable CPD offices to maximize monitoring resources by determining when it would be appropriate to provide technical assistance rather than to conduct monitoring. TJ provided assessment and optimization of the organizational structures/entities supporting grants management. He also provided assessment and recommendation of the technology tools and environments used for grants management.

State of Iowa Consolidated Plan and Analysis of Impediments to Fair Housing Choice 2014-2015.

TJ led the Cloudburst team to develop the five year Consolidated Plan and Analysis of Impediments to Fair Housing Choice for the State of Iowa.

Consolidated Plan, Annual Action Plan, and Analysis of Impediments to Fair Housing Choice 2013-2014
City of Birmingham, AL

TJ led the Cloudburst team to develop the five year Consolidated Plan and Analysis of Impediments to Fair Housing Choice.

Division of Housing and Community Development, City of Portland, Maine, Department of Planning and Urban Development

Portland Maine is a CDBG Entitlement Community and the lead community in the Portland-Cumberland County HOME Consortium. TJ was responsible for the administration of over \$3.6 million in federal funds from CDBG, HOME, ESG, and Lead Hazard Control annually.



Chris Andrews, LEED Green Associate: Senior Analyst (Cloudburst)

Chris Andrews has over ten years of housing and community development experience, during which time he has worked with numerous cities, states, and organizations to improve the regulatory implementation of housing and community development programs as well as to develop data-driven, market-based plans for disaster resiliency, fair housing, and community development. Christopher is a national expert in the eCon Planning Suite and is a lead author of resource materials and delivers frequent in-person and web-based trainings on the topic as well as works directly with HUD grantees to complete the Consolidated Plan.

In addition to training and resource development, Chris also works with grantees to develop community plans and Consolidated Plans, and Analyses of Impediments. He has worked with multiple jurisdictions to conduct housing market and economic studies and analyses, develop policies and procedures, and create targeted, place-based housing and community development strategies.

QUALIFICATIONS

- Over 10 years of experience in community development
- National expert in the eCon Planning Suite

EDUCATION AND TRAINING

Master of City Planning, MCP, 2014
University of California – Berkeley.

Certificate in Real Estate
Development, University of California
– Berkeley, 2014

B.A., Economics, 2007
Colby College

PUBLICATIONS

- Lead author – Citizen Participation and Consultation Toolkit, Department of Housing and Urban Development, 2014
- Lead author – Data-Driven Planning Toolkit Guide, Department of Housing and Urban Development, 2014
- Lead author – Consolidated Plan in IDIS Desk Guide, Department of Housing and Urban Development, 2012
- Lead author – CPD Maps Desk Guide, Department of Housing and Urban Development, 2012.

RELEVANT EXPERIENCE

NDRC Phase 1 Application West Virginia

Chris was a planning analyst. He led a team to assist the State of West Virginia to design its Phase 1 NDRC Application approach, identify and quantify existing unmet needs, and prepare the State's 45-day optional threshold letter. The Cloudburst team provided the start-up assistance necessary to manage and develop a successful Phase 1 NDRC application.

Iowa Consolidated Plan and Analysis of Impediments

Chris is Senior Planning Analyst. He is part of a team developing the Consolidated Plan and Analysis of Impediments for the State of Iowa. He developed and implemented stakeholder and citizen outreach surveys, conducted the housing and non-housing community development needs assessment and acted as team lead on the eCon Planning Suite.

eCon Planning Suite Trainings

Chris is lead trainer. He has developed in-person and web-based training content for the eCon Planning Suite and delivered training to more than 200 trainings. The trainings provide comprehensive guidance to grantees on how to use the eCon Planning Suite to complete data-driven, HUD-compliant Consolidated Plans.

Independent Housing and Community Development Consultant San Francisco, CA

Chris's responsibilities included supporting 6 jurisdictions in developing Consolidated Plans; creating a financial implementation toolkit for transit-oriented development advocates; and developing training curricula for the eCon Planning Suite and HUD Environmental Review Online System.

4. References

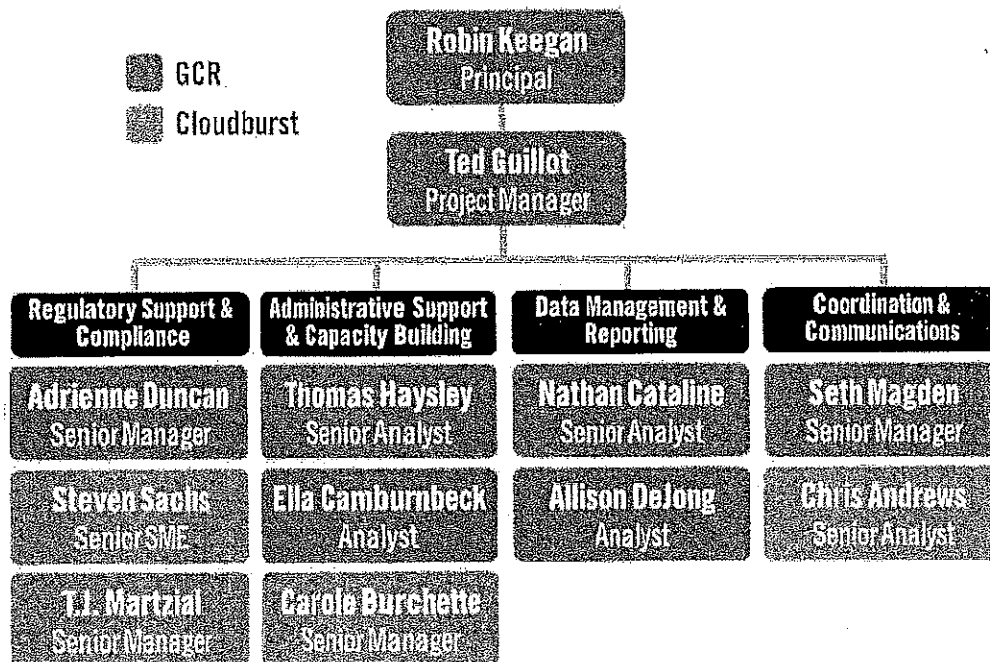
Reference	Description of GCR's Work
<p>Jeanne Betbeze, Director of Grants St. Tammany Parish Government 21490 Koop Rd Mandeville, LA 70471 (985) 867-5095 jbetbeze@stpgov.org</p>	<p>Hurricane Isaac CDBG-DR Project Management- GCR is providing overall project management support and specific CDBG-DR technical assistance services to St. Tammany Parish Government to support the Parish's successful recovery from Hurricane Isaac. GCR is leading the development of a National Objectives compliance plan, HUD regulations compliance, disaster recovery processes, and reporting needs.</p> <p>(Please refer to the case study on page 38).</p>
<p>Lisa Bova-Hiatt, Executive Director New York State Governor's Office of Storm Recovery (GOSR) Governor's Office of Storm Recovery 25 Beaver Street New York, NY 10004 (212) 480-4694 Lisa.Bova-Hiatt@stormrecovery.ny.gov</p>	<p>New York State Action Plan – Disaster Recovery Operations Support - GCR provided CDBG-DR subject matter expertise, and policy advisory services to assist with program development decisions; and led several major initiatives - operational development processes, HUD regulations compliance, disaster recovery processes, reporting needs, and operational needs assessments. GCR was also responsible for real time analytics and reporting for internal program development and management purposes, and for external reporting to showcase progress and transparency of the use of federal funds.</p> <p>(Please refer to the case study on page 39).</p>
<p>Mathew Sanders, Policy Advisor State of Louisiana Office of Community Development-- Disaster Recovery Unit 1201 N. Third Street Baton Rouge, LA 70808 (504) 556-9787 mathew.sanders@la.gov</p>	<p>National Disaster Resilience Competition (NDRC) – Phases I & II - In September 2014, HUD made available \$1B in CDBG-DR funding to states and local government that sustained natural disasters in 2011 – 2013 to promote innovative resilience projects via the NDRC. GCR supported the State of Louisiana in completing the activities critical to meeting the requirements and in putting together a compelling application. GCR provided project management support, community outreach, and stakeholder engagement; assisted in the development of the overall strategy and approach; and worked with the state to propose innovative strategies to address unmet disaster needs and create more resilient communities.</p> <p>(Please refer to the NDRC case study on page 36).</p>

5. Organizational Chart

GCR brings both key personnel and a bench of additional staff to deliver a holistic portfolio of technical assistance to the City and its subgrantees. In recognition of the exceptional skill sets and capabilities that our full team brings to bear, we are proposing a fully integrated and collaborative team that has a defined structure and clear lines of authority but leverages bandwidth and expertise to provide thoughtful, timely, and actionable solutions to the City.

The staffing structure is organized around four functional areas:

1. **Regulatory Support & Compliance:** Responsible for providing support across all areas of CDBG, CDBG-DR, and CDBG-NDR regulatory compliance, including Grant Agreement negotiations, internal controls, policies and procedures development, and program design.
2. **Administrative Support & Capacity Building:** Responsible for project oversight, tracking performance metrics, working with the City and its subgrantees to build internal capacity, prepare documents needed to draw down funds, and providing on-site support as needed.
3. **Data Management & Reporting:** Responsible for gathering and analyzing data generated throughout the lifecycle of the projects and developing reports on project statuses, performance metrics, project service areas, and other items as needed.
4. **Coordination & Communications:** Responsible for coordinating the efforts of the City, its subgrantees, and other partners through efficient strategic planning and the establishment of mechanisms for managing project timelines, budgets, and key milestones as well as leading internal and public-facing communications efforts, particularly as it relates to managing the development of a communications strategy and associated materials.



6. Related Projects

The GCR Team provides the City with a high level of experience across the spectrum of support services that will be integral to the success of its projects. We are well-equipped to assist the City and its subgrantees throughout the lifecycle of the projects – from addressing initial regulatory issues to program design and formation, to implementation and closeout. Whether it is support in developing an innovative financing mechanism, engaging diverse stakeholders, or establishing and tracking key performance metrics, our team will provide intelligent, actionable solutions.

Highlighted below are several of the core capabilities that the GCR Team brings to this project. Case studies summarizing recent examples of our team members applying these capabilities can be found on pages 36 - 42.

CDBG-DR Program Design and Implementation: Collectively, our team brings decades of experience designing and implementing CDBG-DR funded projects and programs. Through experience in over eight disasters in numerous states, GCR offers invaluable experience in implementing disaster recovery programs efficiently and within the guidelines set forth by the local jurisdictions and HUD. This includes technical expertise in CDBG-DR policy, implementation and compliance; subject matter expertise in housing, economic development, infrastructure, planning, and analytics; and the skills and software to develop disaster recovery IT systems and project management tools.

GCR's team of subject matter experts and grant managers have experience leading and supporting disaster recovery efforts in Louisiana, New York, New Jersey, and other locations around the United States. Their work includes leading Louisiana's recovery efforts following Hurricane Katrina and Rita – including the administration of \$14 billion in CDBG-DR funding projects and programs comprised of affordable housing initiatives, reestablishment of health care services, rebuilding of core infrastructure such as sewer, roads and public safety, and increasing investments in local economies.

In addition, Cloudburst provided Disaster Recovery Technical Assistance immediately before and after Hurricane Sandy struck the east coast of the United States. The team assisted in coordinating recovery efforts and response between the CoC of New York City, HUD, FEMA, American Red Cross, City of New York Emergency Management Agency, and shelters operated by the City of New York. Cloudburst team members provided remote and onsite technical assistance to increase the capacity of Emergency Solutions Grants (ESG) grantees to triage and support five shelters with over 3,000 families and individuals in shelter with a majority identified as special needs (vulnerable) populations. The team also assisted the Emergency Management Agency of New York with developing a CDBG-DR Playbook for New York-based projects to assist in program design and operation using CDBG-DR funds for housing, redevelopment and other key community development activities for vulnerable populations.

National Disaster Resilience Competition: Over the course of the past 18 months, seven communities across the country selected GCR to support their applications to the U.S. Department of Housing and Urban Development's (HUD) National Disaster Resilience Competition (NDRC). GCR provided a team comprised of CDBG-DR subject matter experts, experienced community planners, GIS analysts, and others to help navigate the complex guidance and develop successful applications for the \$1 billion dollar competition. Our engagements related to the NDRC showcased the depth of our team's CDBG-DR knowledge and planning expertise and how that combination is brought to bear to support applicants' initiatives to expand their recovery and rebuilding efforts into developing more resilient

communities. GCR understands that the strategy of utilizing both disaster recovery expertise and forward-looking resilience is the future of the recovery process, and we are positioned to offer unique expertise in rebuilding and knowledge of the regulations to ensure proper compliance throughout all aspects of the process. In total, our clients represented four of the thirteen jurisdictions (of the original 67 eligible to apply) selected to receive funding, with their awards totaling over \$240 million of the \$1 billion available through the NDRC.

Project and Program Management and Coordination: GCR staff members have led and supported some of the largest CDBG-DR funded recovery programs in history. This experience, coupled with recent projects and the firm's overall bandwidth and capacity, creates a strong project management infrastructure. Our recent work supporting several jurisdictions participating in the NDRC offers a relevant demonstration of our project management and coordination expertise. On behalf of our clients, our team coordinated the activities of local, state, and federal agencies, non-profit organizations, local and regional foundations, universities, and private industry leaders. We developed a toolkit to guide kickoff meetings with our clients that included an overall work plan, a detailed schedule outlining both high level and granular tasks, an initial breakdown of roles and responsibilities, an outreach and engagement strategy, and guidance on technical components of the application development (e.g. benefit-cost analysis, leverage financing, and HUD waivers). We partnered with our clients to refine the work plan and detailed schedule, outlining key milestones and the person(s) responsible for completing each task. In addition, we coordinated with our clients' partners to educate them on the objectives and requirements of the NDRC, gain an understanding of the expertise they bring to the process, and define their areas of responsibility. These efforts established a strong foundation on which to execute the agreed upon process and enabled all parties to move forward with a solid understanding of both the overall strategy guiding the application development and the daily activities required to accomplish the stated objectives.

Consolidated Plan and Annual Action Plan Development: In 2014, Cloudburst was awarded a contract with the City of Springfield, MA, to provide on-call services to assist City staff with the development of their five-year Consolidated Plan and Annual Action Plan. Technical assistance included guidance on citizen participation and consultation, reviewing and providing feedback on the City's needs assessment and market analysis, training related to HUD's eCon Planning Suite, and developing goals and performance measures.

Community Outreach and Stakeholder Engagement: Our team believes strongly in the importance of fully integrating participatory engagement throughout the lifecycle of project design and implementation. The efforts included a telephone poll on housing and neighborhood preference, consensus-building and public engagement, a project website with online survey, and project branding. In addition, we recognize the importance of compiling and disseminating information collected through engagement efforts in a clear, actionable manner. To that end, we develop summary reports that include rich visuals, maps, and other graphical presentations of the feedback and insights gathered during engagement efforts.

Technology Solutions: GCR's technology personnel have developed comprehensive data management solutions for multiple states, including an interactive dashboard to provide accountability tracking of federal dollars, currently in use by the states of Louisiana, New Jersey and New York.



RELEVANT SERVICES

- CDBG regulatory compliance
- Project management and coordination
- Community/stakeholder participation
- Analytics and GIS mapping
- Project definition and resilience benefit analysis

PROJECT DURATION

January 2015 – Nov. 2015

CONTACT

Tina Quagliato
 36 Court Street, Room 405
 Springfield, MA 01103
 (413) 750-2114
 tquagliato@springfieldcityhall.com

National Disaster Resilience Competition (NDRC) – Phases I & II

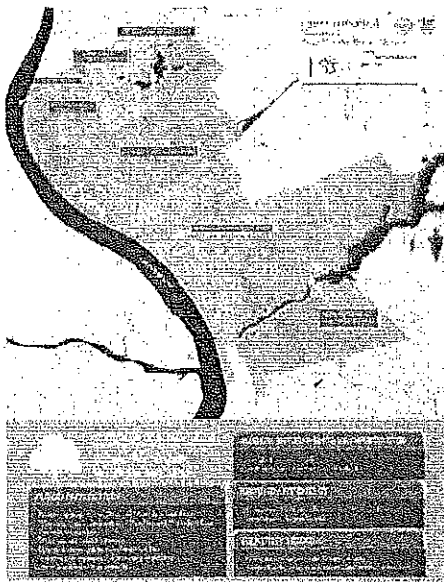
City of Springfield, MA

In September 2014, the U.S. Department of Housing and Urban Development made available \$1B in CDBG-DR funding via a competitive application process to states and units of local government that sustained natural disasters in 2011 – 2013 for the purpose of promoting innovative resilience projects to better prepare communities for future disasters and other events.

GCR provided support to the City of Springfield across multiple areas integral to the development of both the Phase I and Phase II applications, including:

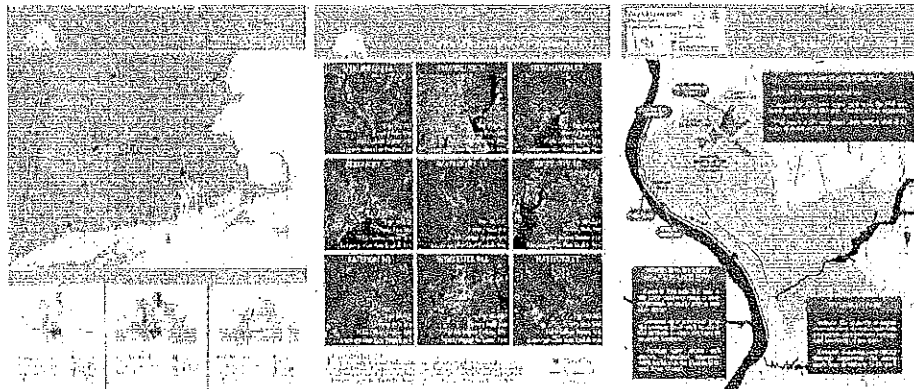
- Application drafting, editing, and finalization
- Expert guidance on applicable regulatory issues and the specific requirements outlined in the Notice of Funding Availability
- Project management support and partner coordination
- Development of the overall strategy, project concepts, and specific project proposals
- GIS mapping and graphic design
- Development of briefing documents, project summaries, and other materials for outreach and communications
- Demographic analyses and data analytics

Successes/outcomes: GCR worked in close coordination with City personnel and key stakeholders in the development of the City's successful application, which resulted in an award of over \$17,000,000 from HUD to fund projects proposed within the Urban Watershed Resilience Zone.



Above: A project concept map showing the proposed Urban Watershed Resilience Zone and each of the proposed projects.

Right: (1) A context map showing Springfield in relation to other Pioneer Valley communities. (2) A comparison of Springfield to its peer cities on key demographic data. (3) A map of current and proposed greenways and trails.





RELEVANT SERVICES

- Needs assessment
- Future risk and vulnerability identification
- Community/stakeholder participation
- Analytics and GIS mapping
- Project definition and resilience benefit analysis

PROJECT DURATION

Oct 2014 – Nov 2015

CONTACT

Mathew Sanders, Policy Advisor
 State of Louisiana
 Office of Community Development –
 Disaster Recovery Unit
 (504) 556-9787
 mathew.sanders@la.gov

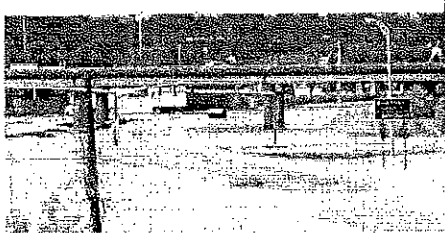
National Disaster Resilience Competition (NDRC) – Phases I & II

MULTIPLE CLIENTS: State of Louisiana; State of California, Shelby County, TN; Birmingham, AL; State of Florida; State of New York; St. Tammany Parish, LA; Jefferson Parish, LA

In September 2014, the U.S. Department of Housing and Urban Development made available \$1B in CDBG-DR funding via a competitive application process to states and units of local government that sustained natural disasters in 2011 – 2013 for the purpose of promoting innovative resilience projects to better prepare communities for future disasters and other events.

GCR supported multiple clients during both phases of the NDRC in the full span of application development ranging from detailed project coordination, stakeholder engagement, rigorous analytics and project design. Our clients' projects ranged from resettlement of a community off of a disappearing island along Louisiana's coast to the reconfiguring of river banks and marshlands to protect vulnerable communities from future flood events. GCR's responsibilities included identifying and compiling data related to the most significant current and future risks and vulnerabilities, all applicable resilience-oriented planning initiatives and identifying unmet recovery needs in the areas of infrastructure, housing, environmental degradation, and economic development. GCR also collaborated with regional partners to develop multi-jurisdictional approaches and engaged public, private, and philanthropic partners to propose innovative strategies to create more resilient communities.

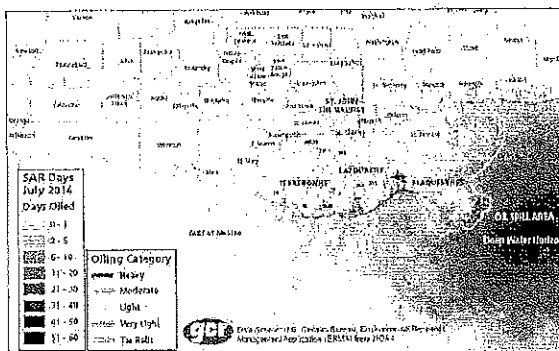
Successes/outcomes: GCR's NDRC clients received awards, totaling \$240 million of the \$1 billion of available funding.



Bottom Right: Map showing areas affected by the Deep Water Horizon Oil Spill.

Bottom Left: HUD-based toolkit develop by GCR for evaluating and refining projects to meet critical factors for holistic resilience benefit.

Category	Score	Weight	Weighted Score	Target	Pass	Fail
1. Community Resilience (20%)	1.0	1.00	1.00	0.00	0.00	0.00
2. Environmental Resilience (20%)	1.0	1.00	1.00	0.00	0.00	0.00
3. Economic Resilience (20%)	1.0	1.00	1.00	0.00	0.00	0.00
4. Housing Resilience (20%)	1.0	1.00	1.00	0.00	0.00	0.00
5. Infrastructure Resilience (20%)	1.0	1.00	1.00	0.00	0.00	0.00
TOTAL	5.0	5.00	5.00	0.00	0.00	0.00





SERVICES PROVIDED

- HUD CDBG-DR regulatory compliance
- Project management support
- Policy and program development

PROJECT DURATION

August 2014 – Present

CONTRACT AWARD

\$274,436

CONTACT

Jeanne Betbeze
Director of Grants
St. Tammany Parish Government
21490 Koop Rd
Mandeville, LA 70471
(985) 867-5095
jbetbeze@stpgov.org

Hurricane Isaac CDBG-DR Project Management

St. Tammany Parish Government

St. Tammany Parish Government is responsible for administering over \$10 million in HUD CDBG-DR funding provided to the Parish to support its successful recovery from Hurricane Isaac in 2012.

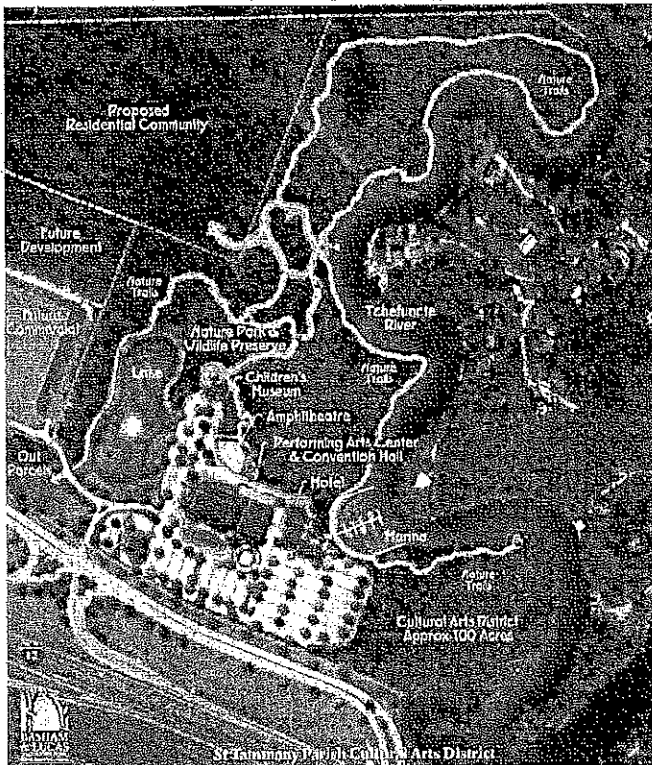
GCR Inc. is providing overall project management support and specific CDBG-DR technical assistance services to St. Tammany. Our team has developed a National Objectives compliance plan and is ensuring HUD regulatory compliance, assisting the Parish in improving its disaster recovery processes, and designing reporting solutions.



In addition, GCR is responsible for the following:

- Advising the Parish on policy, program development, and implementation processes based on best practices and HUD CDBG-DR regulations.
- Developing protocols and processes for ensuring adherence to all applicable rules and regulations
- Coordinating all entities involved in the completion of the Parish's recovery projects
- Supporting the Parish in all identified areas of need.
- Providing technical assistance on overall benefit requirements and developing projects that benefit low and moderate income persons (LMI)

Outcomes/Successes: HUD Approved Action Plan and finding free monitoring visit.





SERVICES PROVIDED:

- Provided data analysis which guided policy to design recovery programs for GOSR's Superstorm Sandy CDBG-DR allocation
- Supported the GOSR team across all programs
- Led preparations for regulatory monitoring visits

PROJECT DURATION

August 2013 – June 2015

CONTRACT AWARD

\$2.7 million

CONTACT

Lisa Bova-Hiatt, Executive Director
 New York State Governor's Office of Storm Recovery (GOSR)
 Governor's Office of Storm Recovery
 (212) 480-4694
Lisa.Bova-Hiatt@stormrecovery.ny.gov

New York State Action Plan – Disaster Recovery Operations Support

Governor's Office of Storm Recovery.

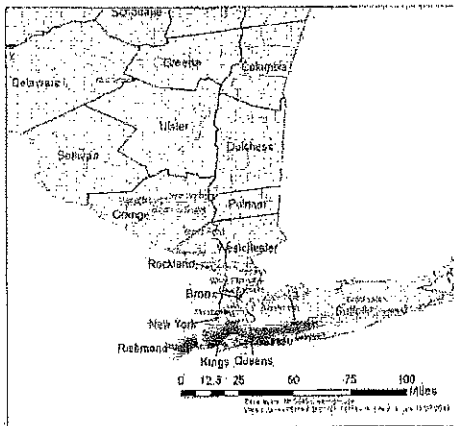
The Governor's Office of Storm Recovery is responsible for the oversight of all facets of the State's recovery from Hurricane Irene (2011), Tropical Storm Lee (2011) and Superstorm Sandy (2012). It is also the direct administrator of the State's \$3.81 billion allocation of Community Development Block Grant Disaster Recovery (CDBG-DR) funds from the U.S. Department of Housing and Urban Development (HUD).

After the devastation caused by the storms of 2011 and 2012, the State of New York needed CDBG-Disaster Recovery (DR) subject matter expertise, and policy advisory services to assist with program development decisions. The State also had an immediate and ongoing need for reporting and analytics support including a portal/dashboard for internal and external reporting and transparency.

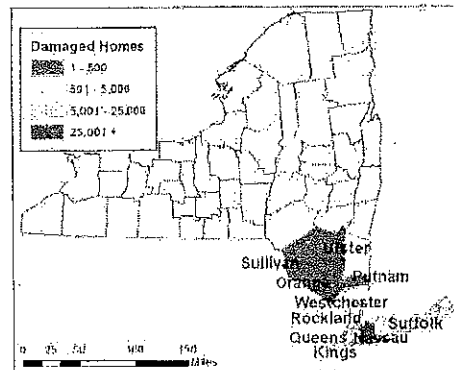
GCR provided a team of subject matter experts in CDBG-DR and other federal disaster recovery programs to support the State of New York's recovery. GCR led several major initiatives - operational development processes, HUD regulations compliance, disaster recovery processes, reporting needs, and operational needs assessments. GCR was responsible for real time analytics and reporting for internal program development and management purposes, and also for external reporting to showcase progress and transparency of the use of federal funds.

Outcomes/Successes: Programs were in compliance with HUD regulations and guidelines and HUD approved all Action Plan Amendments and waiver requests, drafted by GCR. In addition GCR provided senior level management to Housing operations and the Small Business program, and completed the GOSR Funding Portal:

<http://stormrecovery.ny.gov/funding-portal>



Top: Housing Units Severely Damaged by Hurricane Irene and Superstorm Sandy Located within 100-Year Floodplain



Bottom: Homes Damaged by Superstorm Sandy





SERVICES PROVIDED

- CDBG-DR Action Plan and waiver drafting
- CDBG-DR Unmet needs assessment
- CDBG-DR Program Design

CONTRACT AWARD

\$240,000

PROJECT DURATION:

April – December 2013

CONTACT

Chuck Richman, Deputy Commissioner
New Jersey Department of Community Affairs
101 South Broad Street
Trenton, NJ 08625
(609) 292-6420
Chuck.Richman@dca.state.nj.us

New Jersey Unmet Needs Assessment and Technical Advisory Services

New Jersey Department of Community Affairs

GCR was part of the team that developed a Disaster-CDBG Action Plan following Hurricane Sandy. This project developed policies, programs and allocations for all recovery activity post-storm using \$1.85 billion in CDBG-recovery funds. GCR served as project lead for the Unmet Needs Assessment, and provided support for policy development and technical assistance for all aspects of the plan development and program design.

GCR examined the pre-storm housing needs and conducted an analysis of the storm's impacts on the State's communities. This included damage to housing, businesses, schools, health care, support networks and critical infrastructure. The assessment formed the foundation for the policies and programs within the Action Plan.

Specifically, GCR addressed the following issues:

- Cost burden and overcrowding issues prior to the storm
- Homelessness and the status of shelters and temporary housing
- Special needs populations - mobility impaired; visually impaired, seniors and extremely low-income households
- Language barriers
- Housing types and tenure
- Income classifications by neighborhood, town and county
- Damage assessments using FEMA and HUD data
- Geo-spatial analysis of flood inundation and flood plains
- Assessment of business interruption and loss using FEMA inundation maps and address-level business information

GCR also provided policy design and financial analysis to support the Agency. This included obtaining a waiver from HUD to utilize CDBG funds for business technical assistance; coordinating with FEMA and SBA; policy white papers; and policy reports.

Outcomes/Successes: The Action Plan for the State of New Jersey was approved by HUD, and program designed in the action plan are currently being implemented.





Assist the City of Springfield, MA, to prepare the CDBG-DR Expenditure Deadline Extension Request for submission to HUD

City of Springfield, MA

Period of Performance: 2015

Key Staff: TJ Martzial, Carole Burchette

Mr. Martzial, and Ms. Burchette provided the following technical assistance and guidance to the City of Springfield to prepare CDBG-DR Expenditure Deadline Extension Requests to HUD. :

- Drafted descriptions of the individual programs or projects for which an extension was being requested, including information on relevant Disaster Recovery Grant Reporting System activities.
- Provided guidance to Springfield in drafting an explanation to HUD for why the extension was being requested, including all relative and compelling statutory, regulatory, policy, and operational challenges and how the extension would promote a more effective and efficient recovery effort.
- Provided guidance to Springfield in developing a description of how the provision of an extension would reduce the likelihood of waste, fraud, and abuse.
- Assisted Springfield to identify all community stakeholders to be affected by the expenditure deadline extension, if any, and their role and the impact of the extension.
- Assisted Springfield to develop a revised expenditure deadline and projection of quarterly expenditures for the program for which the waiver is requested.
- Assisted Springfield in drafting a description of the risks associated with not receiving the requested extension.
- Assisted Springfield in preparing a detailed monitoring process and internal controls that the City will implement to ensure compliance with the revised expenditure deadline.
- Reviewed draft Expenditure Deadline Extension Request and provide comments to City

Assist with Development of the Five-year Consolidated Plan, Annual Action Plan

City of Springfield, MA

Period of Performance: 2014

Key Staff: Chris Andrews, TJ Martzial,

In 2014, Cloudburst was awarded a contract with the City of Springfield, MA, to provide on-call services to assist City staff with the development of their five-year Consolidated Plan and Annual Action Plan. Technical assistance included:



Citizen Participation and Consultation

- Reviewed and commented on City's current Citizen Participation Plan.
- Prepared a Citizen Participation and Consultation strategy to guide the City's outreach activities and gather meaningful input from residents. Activities included resident surveys, stakeholder interviews/focus groups, neighborhood meetings, public hearings, and social media outreach.

Needs Assessment and Market Analysis

- Provided overview to City on use of the eCon Planning Suite for developing the five year Consolidated Plan and Annual Action Plan.
- Reviewed default data provided within eCon Planning Suite and provide recommendations to City on alternative data sources.
- Reviewed summary of completed Needs Assessment and Market Analysis and provided feedback to the City in regards to compliance and content.

Strategic Plan

- Assisted City to identify and describe priority needs based on Needs Assessment/Market Analysis, stakeholder consultation, and citizen input.
- Assisted City to develop Strategic Plan 5 year goals and associated performance measurements.
- Reviewed Strategic Plan and provide feedback and recommendations to City in regards to compliance and content.

Annual Action Plan

- Assisted City to develop goals and projects for the Annual Action Plan
- Assisted City to identify performance measurements for annual goals and projects.
- Reviewed Annual Action Plan and provided feedback and recommendations to City in regards to compliance and content.

Development of a Comprehensive CDBG & HOME Policies and Procedures Manual

HUD/City of Jacksonville, FL

Period of Performance: 2014 - 2015

Key Staff: Carole Burchette

A high priority TA among many grantees is the need for development and/or refinement of a comprehensive CDBG & HOME Policies and Procedures Manual (PPM) that can provide consistent methodology across the spectrum of housing and community development activities. Cloudburst has found that within several hundred TA assignments, one of the most common issues we see preventing grantees from efficient and regulatory compliance is the lack of written policies and procedures for each activity. Many monitoring findings and concerns can be traced back to not just the lack of a PPM, but using outdated and/or poorly written PPMs. Cloudburst has provided TA for developing PPMs for several grantees, including, but not limited to the City of Jacksonville, FL; the City of San



Antonio, TX; the City of New Orleans; City of Brownsville, TX; City of Sacramento, CA; the State of Texas, and the Commonwealth of Puerto Rico.

In Jacksonville, one discreet task required Cloudburst to assist the City of Jacksonville in further developing and refining a comprehensive PPM for its CDBG & HOME programs. This was accomplished through: a) Providing templates for comprehensive CPD policies and procedures manual b) Reviewing and providing guidance and clarification on ALL CPD related documents including checklists, RFPs, and written agreements c) Providing guidance and review assistance in the development of policies and procedures including but not limited to agreements d) Assisting with finalization of comprehensive policies and procedures manual. Once the PPM was completed, Cloudburst provided mentoring, guidance and on-site workshops to City Staff and subrecipients, CHDOs and other program partners to guide them in implementation of program modifications. TA also included follow up on call assistance to answer technical questions and helping staff understand how to problem solve and apply the PPM to actual situations.

7. Required Forms

Per the requirements of the RFP, GCR submits the following forms:

- Request for Proposal Form
- Submission Requirement Form
- Collusion or Fraud Statement Form
- Tax Certification Affidavit for Contracts
- Affirmative Action Plan
- Addendum Acknowledgement

CITY OF SPRINGFIELD, MASSACHUSETTS
OFFICE OF PROCUREMENT
36 COURT STREET ROOM 307, SPRINGFIELD, MA 01103

REQUEST FOR PROPOSALS

RFP (Bid) Number 16-154

Will be received at the Office of Procurement until 2:00 P.M. MARCH 30, 2016 and will be logged in at that time. Proposals received after the due date and time will be returned unopened.

All packages must be marked with Proposer's business name, the above RFP number and the due date.

This Request for Proposals is for: **CDBG-DR/CDBG-NDR Consultant**
(Per the attached specifications)

As requested by: **Springfield Office of Disaster Recovery and Compliance**

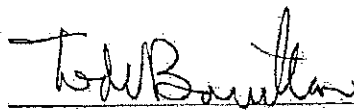
THIS FORM MUST BE COMPLETED, SIGNED, AND RETURNED WITH BID.

This Proposal is submitted by: GCR Inc.
(Individual/Company Name)

2021 Lakeshore Drive, Suite 500, New Orleans, LA 70122
(Individual/Company Address)

I acknowledge receipt of addenda numbered: 1, _____, _____

Signed by: Todd Bouillion, Chief Operating Officer
(Printed or Typed Name and Title)

 / 04/15/16 /
(Signature and Date)

Telephone #: (504) 304-2500 Fax # (504) 304-2525

Email: tbouillion@gcrincorporated.com

City of Springfield, Massachusetts
Office of Procurement

SUBMISSION REQUIREMENTS

Proposals shall be typewritten or written in ink on the enclosed forms. Officials of Corporations shall designate their official titles. Partners or Sole Owners shall so state, giving names of all interested Parties. Bid must be submitted in a sealed container and shall be guaranteed for ninety (90) days. Bidder shall not base Proposals on verbal information from any employee of the City. The City reserves the right to reject any or all bids.

Request for Proposal: CDBG-DR/CDBG-NDR Consultant - Bid No. 16-154
Opening Date: March 23, 2016 at 2:00 PM (EST)

Office of Procurement Submission Checklist

Bids must be received on or before the due date and must include the following, signed, & notarized as required: Failure to submit the following may be cause for immediate REJECTION.

(1) RFP Form (Cover sheet) completed and signed

(2) Certification Against Collusion & Fraud completed.

(3) Tax Certification Affidavit Signed & Notarized

(4) Affirmative Action Form Signed

(5) One (1) Unbound Original (marked accordingly) and Four (4) Bound copies of complete **Technical Proposal**.

(6) One (1) Unbound Original (marked accordingly) and Four (4) Bound copies of complete **Cost Proposal**.

(COST PROPOSALS MUST BE SEALED SEPERATELY FROM TECHNICAL PROPOSALS)

(7) One (1) CD-ROM of the Technical (Non-Price Proposal) in Adobe Acrobat PDF is required

(8) Receipt of all addenda if issued.

(9) All requirements as stated in the Proposal specifications.

(10) All bids will be evaluated. Failure to submit documents may result in determination that your bid is non-responsive.

COLLUSION OR FRAUD STATEMENT

THE UNDERSIGNED CERTIFIES UNDER PENALTIES OF PERJURY THAT THIS BID IS IN ALL RESPECTS BONA FIDE, FAIR AND MADE WITHOUT COLLUSION OR FRAUD WITH ANY OTHER PERSON. AS USED IN THIS SECTION THE WORD "PERSON" SHALL MEAN ANY NATURAL PERSON, JOINT VENTURE, PARTNERSHIP, CORPORATION OR OTHER BUSINESS OR LEGAL ENTITY.

Todd Bouillion, Chief Operating Officer
(NAME OF PERSON SIGNING BID)


(SIGNATURE)

GCR Inc.
(COMPANY)

TAX CERTIFICATION AFFIDAVIT FOR CONTRACTS

72-0852541

Individual Social Security Number State Identification Number Federal Identification Number

Company: GCR Inc.

P.O. Box (if any): Street Address Only: 2021 Lakeshore Drive, Suite 500

City/State/Zip Code: New Orleans, LA 70122 E-mail: tbouillion@gcrincorporated.com

Telephone Number: (504) 304-2500 Fax Number: (504) 304-2525

List address(es) of all other property owned by company in Springfield: None

Please identify if the bidder/proposer is a:

Corporation X

Individual Name of Individual:

Partnership Names of all Partners:

Limited Liability Company Names of all Managers:

Limited Liability Partnership Names of Partners:

Limited Partnership Names of all General Partners:

You must complete the following certifications and have the signature(s) notarized on the lines below. Any certification that does not apply to you, write N/A in the blanks provided.

FEDERAL TAX CERTIFICATION

I, Todd Bouillion certify under the pains and penalties of perjury that GCR Inc. to my best knowledge and belief, has/have complied with all United States Federal taxes required by law.

GCR Inc. Todd Bouillion Date: March 18, 2016 Bidder/Proposer/Contracting Entity Authorized Person's Signature

CITY OF SPRINGFIELD TAX CERTIFICATION

I, Todd Bouillion certify under the pains and penalties of perjury that GCR Inc. to my best knowledge and belief, has/have complied with all City of Springfield taxes required by law (has/have entered into a Payment Agreement with the City).

GCR Inc. Todd Bouillion Date: March 18, 2016 Bidder/Proposer/Contracting Entity Authorized Person's Signature

COMMONWEALTH OF MASSACHUSETTS TAX CERTIFICATION

Pursuant to M.G.L. c. 62C §49A, I, Todd Bouillion certify under the pains and penalties of perjury that GCR Inc. to my best knowledge and belief, has/have complied with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

GCR Inc. Todd Bouillion Date: March 18, 2016 Bidder/Proposer/Contracting Entity Authorized Person's Signature

Notary Public

STATE OF Louisiana March 18, 2016

Parish of Orleans, ss.

Then personally appeared before me [name] Todd Bouillion [title] COO of [company] GCR Inc. being duly sworn, and made oath that he/she has read the foregoing document, and knows the contents thereof, and that the facts stated therein are true of his/her own knowledge, and stated the foregoing to be his/her free act and deed and the free act and deed of [company name] GCR Inc.

Notary Public DAVID R. RIZZO NOTARY PUBLIC (NOTARY ID 68756) PARISH OF ORLEANS-STATE OF LOUISIANA My Commission Expires is Issued For Life

My commission expires:

YOU MUST FILL THIS FORM OUT COMPLETELY AND, SIGNATURES MUST BE NOTARIZED ON THIS FORM AND YOU MUST FILE THIS FORM WITH YOUR BID/CONTRACT.

**AFFIRMATIVE ACTION PLAN
(GOODS AND SERVICES BID ONLY)**

NAME OF PROJECT CDBG-DR/CDBG-NDR BID NO. 16-154

A.) What is the total number of employees that is currently employed by your company?

OVERALL TOTALS (SUM OF COL.B THRU F) A	NUMBER OF EMPLOYEES									
	MALE					FEMALE				
	WHITE (NOT OF HISPANIC ORIGIN) B	BLACK (NOT OF HISPANIC ORIGIN) C	HISPANIC D	ASIAN OR PACIFIC ISLANDER E	AMERICAN INDIAN OR ALASKAN NATIVE F	WHITE (NOT OF HISPANIC ORIGIN) B	BLACK (NOT OF HISPANIC ORIGIN) C	HISPANIC D	ASIAN OR PACIFIC ISLANDER E	AMERICAN INDIAN OR ALASKAN NATIVE F
192*	92	9	2	9	0	46	18	3	3	0

* of the 192, (Male) 5-non specified, 1-two or more races; (Female) 2-non specified, 2-two or more races

B.) What is your anticipated work force for this project/service? 8
 Number of Minorities 0 Number of Females 4

C.) Is your company at least 51% owned and controlled by one of the following groups members? Please circle the appropriate categories.

MALE ~~FEMALE~~: Black, Hispanic, Asian, American Indian,
 Alaskan Native, Cape Verdean, Caucasian

Todd Bouillon
 AUTHORIZED SIGNATURE

March 22, 2016
 DATE

GCR Inc.
 FIRM

2021 Lakeshore Drive, Suite 500, New Orleans, LA 70122
 ADDRESS

(504) 304-2500
 TELEPHONE NUMBER

**THIS FORM MUST BE SUBMITTED BY THE BIDDER WITH THE BID /PROPOSAL,
 AND SIGNED BY THE BIDDING COMPANY IF THE REQUIRED INFORMATION IS
 PROVIDED OR NOT.**



CITY OF SPRINGFIELD
OFFICE OF PROCUREMENT
36 COURT STREET, ROOM 405, SPRINGFIELD MASSACHUSETTS 01103

Friday, March 25, 2016

Addendum No. 1 Bid No. 16-154 - RFP; CDBG-DR/CDBG-NDR Consultant

Bids are Due on: March 30, 2016 at 2:00 P.M. (See Opening date change below)

Ladies and Gentlemen:

This is an addendum to the above bid. Special attention should be given to this addendum to preserve the validity of any proposal submitted in response to this request. Bid responses must acknowledge this and all addenda. Failure to acknowledge this addendum may cause for rejection of your bid.

This Addendum Contains: Responses to all questions received and notification that this RFP will be postponed until April 20, 2016 at 2:00 PM (EST).

Below you will find the City's responses to questions received on/or before Wednesday, March 23, 2016.

Q1. With the City of Springfield's 20% MWBE Participation goal, will MWBE firms that submit as sole vendors be able to win a portion or all of the contract? Will multiple contracts be awarded? A: Yes, it is just a goal.

Q2. Will the City of Springfield accept other jurisdiction's MWBE certification as long as it is in good standing? A: Yes.

Q3. The Resilience Concept was just introduced under the Sandy Federal Register Notice in 2013. Will those firms that have been involved with Sandy CDBG-DR administration be given strong consideration? A: The City will take into consideration all relevant experience that is appropriately documented in submissions and will weigh that against the evaluation criteria set forth. Springfield's 2013 DR allocations are under P.L. 113-2, a Sandy allocation. The City anticipates that all proposals received will demonstrate proficiency and understanding of handling of funds allocated under P.L. 113-2 and other laws that are applicable to Springfield.

Q4. Will firms that commit to hiring local Section 3 eligible firms or individuals also be strongly considered? A: The City expects any firm that contracts with the City to comply with Section 3 requirements and goals.

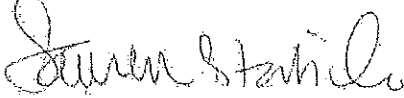
Q5. Will the City of Springfield provide space for the selected firm to work or will the firm be required to open a local office? A: No

Q6. Should firms outside the Springfield, MA include per diem in the rate structure as a fully loaded rate? A: The City is only requesting a flat hourly rate.



If you have sent your response, you may send any changes to the Office of Procurement before the time for opening. These must be sealed with the name of your firm and the bid number clearly marked on the envelope.

Sincerely,



Lauren Stabile, Chief Procurement Officer

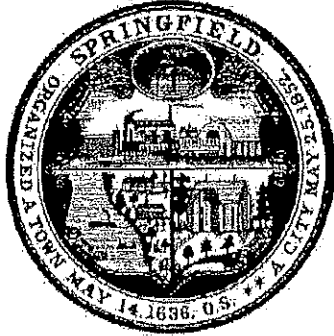
Please acknowledge receipt of this addendum by signing below and returning to this office via fax to (413) 787-6295 or email to Lauren Stabile at lstable@springfieldcityhall.com. Failure to acknowledge addendum may result in rejection of bid.

Signed: Todd Bouillon, Chief Operating Officer
(Name & Title - Please Print)

Company: GCR Inc. 
(Signature)

EXHIBIT C

CONSULTANT'S PRICE PROPOSAL
(See attached)



**City of Springfield
CDBG-DR/CDBG-NDR Consultant
RFP Number 16-154**

April 20, 2016



THE CLOUDBURST GROUP

**PRICE PROPOSAL
SIGNED ORIGINAL**

PRICE PROPOSAL

Springfield Office of Disaster Recovery and Compliance RFP 16-154 CDBG-DR/CDBG-NDR Consultant

The City of Springfield will award the contract for CDBG-DR/CDBG-NDR Consultant to the vendor who submits the most advantageous proposal, taking into account all costs associated in satisfying all criteria stated in the RFP. Please provide a complete US Dollar (\$) estimate for the services described in the RFP.

The hourly rate for consulting services shall be stated **in figures and words**. All blanks must be filled in. You must attach a breakdown sheet for any additional, applicable charges that may apply.

**The Price Proposal must be submitted separately from
The Technical (Non-Price) Proposal.**

Hourly Consultant Rate for 2016-2017

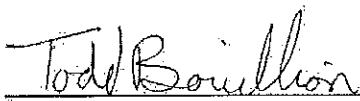
Hourly Rate: \$ 118.80

Monthly fee: (in figures) \$ 13,478.50

(And in words) One hundred sixty-one thousand, seven hundred forty-two dollars

Total Proposed Price:

\$ 161,742.00



Todd Bouillion, Chief Operating Officer

Attach Breakdown sheet for additional, applicable charges that may Apply.

ESTIMATED COST – PRICE PROPOSAL BREAKDOWN

The table below provides an estimated cost and number of hours for delivering the scope of services outlined in the Request for Proposals, including direct labor and other direct costs (primarily travel and printing expenses).

Our team utilized experiences leading and supporting previous projects with similar scopes of services in order to arrive at the estimated cost. We understand that the amount of support needed from the selected consultant(s) will evolve as the projects are designed and implemented and as the City's and subgrantees' staffs build internal capacity.

In addition, the work tasks within each area of the scope are based on working assumptions related to the level of capacity and expertise within the City agencies and subgrantees that will be responsible for project design and implementation. We stand ready to provide the level and type of support needed, and we look forward to partnering with the City and its subgrantees in determining how best to support their efforts.

Total Cost Estimate		
Tasks & Services	Est. Hours	Est. Cost
Regulatory Support		\$ 45,892
Knowledge Leadership & Strategy Development		\$ 20,456
Administrative & Reporting Capacity		\$ 43,794
Project Management & Coordination		\$ 38,600
Other Direct Costs	n/a	\$ 13,000
TOTAL =		\$ 161,742

EXHIBIT D

CONSULTANTS' CERTIFICATE(S) OF INSURANCE
(See attached)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
7/8/2016

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).

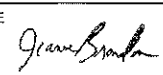
PRODUCER Commercial Lines - 952-242-3100 Wells Fargo Insurance Services USA, Inc. 400 Highway 169 South St. Louis Park, MN 55426		CONTACT NAME: Alice Brutcher PHONE (A/C, No., Ext): (952) 242-3075 E-MAIL ADDRESS: alice.brutcher@wellsfargo.com FAX (A/C, No):	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: Hartford Fire Insurance Company	NAIC # 19682
		INSURER B: Hartford Casualty Insurance Company	29424
		INSURER C: Lloyd's of London	
		INSURER D:	
		INSURER E:	
		INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** 10679971 **REVISION NUMBER:** See below

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.

INSTR 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"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			41UUNVT0682	4/3/2016	4/3/2017	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			41UUNVT0682	4/3/2016	4/3/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			41RHUVT0232	4/3/2016	4/3/2017	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N <input checked="" type="checkbox"/> N/A			41WEAA0236	4/3/2016	4/3/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability & Cyber Liability-Claims Made Retro Date- 07/12/1993			W1B655160101	05/03/2016	04/03/2017	Each Claim: \$5,000,000 Per Occurrence: \$5,000,000 Aggregate: \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
City of Springfield is additional insured with respects to General Liability per written contract.

CERTIFICATE HOLDER City of Springfield, Massachusetts Attn: Office of Procurement 36 Court Street, Room 307 Springfield, MA 01103	CANCELLATION 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 
--	---

Bill To
 COMMUNITY DEVELOPMENT
 1600 EAST COLUMBUS AVE

 SPRINGFIELD, MA
 01103

Requisition 16016498-00 FY 2016
 PO 16014721

Acct No:
 26451807-530105-64516
 Review:
 Buyer: lpl
 Status: Converted

Vendor
 GCR, INC.
 2021 LAKESHORE DRIVE
 SUITE 500

 NEW ORLEANS, LA 70122

 Tel#504-304-2500
 Fax 504-304-2525

Ship To
 DISASTER RECOVERY 4TH FLOOR
 36 COURT STREET
 ROOM 405/411
 SPRINGFIELD, MA
 MLYNCH@SPRINGFIELDCITYHALL.COM

Date Ordered	Vendor Number	Date Required	Ship Via	Terms	Department
06/09/16	013471				COMMUNITY DEVELOPMENT

LN	Description / Account	Qty	Unit Price	Net Price
General Notes				
001	BID#16-154 CONTRACT 20161134 CDBG-NDR CONSULTING SERVICES	1.00 EACH	100000.00000	100000.00
1	26451807-530105-64516		100000.00	

Ship To
 DISASTER RECOVERY 4TH FLOOR
 36 COURT STREET
 ROOM 405/411
 SPRINGFIELD, MA

Requisition Link

Requisition Total 100000.00

***** General Ledger Summary Section *****

Account	Amount	Remaining Budget
26451807-530105-64516	100000.00	752844.00
CDBG-NDR-ADMIN	PROFESSIONAL SERVICES	

***** Approval/Conversion Info *****

Activity	Date	Clerk	Comment
Approved	06/09/16	Cathy Buono	
Approved	06/09/16	Melanie Acobe	Auto approved by: 108745
Approved	06/09/16	Christopher Fraser	
Approved	06/09/16	Mitchell Doty	Auto approved by: 108745
Approved	06/09/16	Jennifer Whisher	Auto approved by: 108745



Bill To
 COMMUNITY DEVELOPMENT
 1600 EAST COLUMBUS AVE

 SPRINGFIELD, MA
 01103

Requisition 16016498-00 FY 2016
 PO 16014721

Acct No:
 26451807-530105-64516
 Review:
 Buyer: lpl
 Status: Converted

Vendor
 GCR, INC.
 2021 LAKESHORE DRIVE
 SUITE 500

 NEW ORLEANS, LA 70122

 Tel#504-304-2500
 Fax 504-304-2525

Ship To
 DISASTER RECOVERY 4TH FLOOR
 36 COURT STREET
 ROOM 405/411
 SPRINGFIELD, MA
 MLYNCH@SPRINGFIELDCITYHALL.COM

Date Ordered	Vendor Number	Date Required	Ship Via	Terms	Department
06/09/16	013471				COMMUNITY DEVELOPMENT

LN	Description / Account	Qty	Unit Price	Net Price
Approved	06/09/16 Yuan Feng			
Approved	06/09/16 Lindsay Hackett			Auto approved by: 108745
Approved	06/09/16 TJ Plante			
Unknown	06/30/16 Lauren Stabilo			Auto approved by: 109210
Approved	06/30/16 Lauren Stabilo			