Exhibit E

Guidehouse
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City of Joplin – City Hall
Planning, Development, and Neighborhood Services
Request for Proposal # 2023-RFP-12

Administrative Services of the Community Revitalization Program

Proposal

October 20, 2023

Provided to:

City of Joplin – City Hall
Holly Stone
Neighborhood Services Project Manager
Planning, Development, and Neighborhood Services
602 S Main Street, Joplin, MO 64801
Telephone 417-624-0820 Ext. 1556
hstone@joplinmo.org

Provided by:

Guidehouse Inc.
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Partner
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Taxpayer Identification Number (TIN): 36-4094854
SAM Unique Entity ID: N9NJK877QJK9
Commercial and Government Entity (CAGE) Code: 1HLR9

This proposal includes data that is proprietary and confidential to Guidehouse and shall not be disclosed outside the recipient's organization and shall not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate this proposal. However, if a contract is awarded to this offeror as a result of, or in connection with, the submission of these data, the recipient shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the recipient's right to use information contained in these data if they are obtained from another source without restriction. The data subject to this restriction are contained in specified pages/sheets herein.

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

Submission of this proposal by **GUIDEHOUSE INC.**, a Delaware corporation, or any of its affiliates (the "***Consultant***"), is not an indication of Consultant's willingness to be bound by all of the terms presented in the **CITY OF JOPLIN** (the "***City***") Request for Proposal (#2023-RFP-12), pertaining to Administrative Services of the Community Revitalization Program (the "***RFP***"). This proposal in response to the City's RFP does not constitute a contract to perform services and cannot be used to award a unilateral agreement. Final acceptance of this engagement by the Consultant is contingent upon successful completion of Consultant's acceptance procedures. Any engagement arising out of this proposal will be subject to negotiation of a mutually satisfactory vendor contract including (i) modifications to certain RFP terms and conditions and (ii) our standard terms and conditions and fees and billing rates established therein.

Given our past history of successfully negotiating mutually agreeable terms with similar State and Local entities, we do not anticipate any difficulty in reaching a contractual agreement (the "***Agreement***") that will enable us to provide the professional services which you are requesting, while protecting the interests of both parties. Notwithstanding any terms to the contrary contained in (a) the RFP, (b) the General Terms and Conditions, and (c) any other agreements or documents ancillary to the RFP and incorporated by reference therein, Consultant kindly requests that City consider the following additions to the Agreement:

Limitation on Liability: Notwithstanding the terms of any other provision, the total liability of Consultant and its affiliates, directors, officers, employees, subcontractors, agents and representatives for all claims of any kind arising out of the Agreement, whether in contract, tort or otherwise, shall be limited to the total fees paid to Consultant under the applicable statement of work in the preceding twelve (12) months. Neither Consultant nor City shall in any event be liable for any indirect, consequential or punitive damages, even if City or Consultant have been advised of the possibility of such damages.

Consulting Services Disclaimer: Consultant will not audit any financial statements or perform any attest procedures in the course of performing the services under the Agreement. Consultant's services are not designed, nor should they be relied upon, to disclose internal weaknesses in internal controls, financial statement errors, irregularities, illegal acts or disclosure deficiencies. Consultant is not a professional accounting firm and does not practice accounting. Consultant's services will not include legal, engineering or architectural advice or services.

Standard of Care and Performance: Consultant agrees that the services provided for under the Agreement will be performed in a professional manner in accordance with recognized professional consulting standards for similar services and that qualified personnel will be assigned for that purpose. In providing the services, Consultant and its personnel shall exercise reasonable care. Consultant cannot guarantee or assure the achievement of any particular performance objective, nor can Consultant guarantee or assure any particular outcome for City or any other person as a result of the Agreement or the performance of the services contemplated thereunder. If, during the performance of the services, or within one (1) year following completion of the Agreement, such services will prove to be faulty or defective by reason of a failure to meet such standards, Consultant agrees that upon prompt written notification from City prior to the expiration of the

one-year period following the completion of the Agreement of any such fault or defect, such faulty portion of the services will be redone at no cost to City up to a maximum amount equivalent to the cost of the services rendered under the Agreement. The foregoing will constitute Consultant's sole warranty with respect to the accuracy or completeness of the services and the activities involved in its preparation, and is made in lieu of all other warranties and representations, express or implied, including any implied warranties of merchantability or fitness for a particular purpose.

Intellectual Property: Upon full payment of all amounts due Consultant in connection with the Agreement, all rights, title and interest in any information and items, including summaries, documents, reports and portions thereof Consultant provides to City (collectively, the "***Consultant Deliverables***") will become City's sole and exclusive property for its internal business purposes and uses pursuant to the scope set forth in the applicable statement of work, subject to the exceptions set forth hereafter. Consultant shall retain sole and exclusive ownership of all rights, title and interest in its work papers, proprietary information, processes, methodologies, know-how and software, including such information as existed prior to the delivery of the services and, to the extent such information is of general application, anything that it may discover, create or develop during provision of the services (collectively, the "***Consultant Property***"). To the extent the Consultant Deliverables contain any Consultant Property; City shall be granted a non-exclusive, non-assignable, royalty-free license to use such Consultant Property solely in connection with the subject of the Agreement.

Acceptance: Receipt of a deliverable occurs when the deliverable is provided to City. Receipt of services is deemed to occur when City receives an invoice from Consultant for those services. Absent written notification of non-acceptance from City within five (5) business days of receipt, deliverables and services will be construed as accepted. Any such notice shall specify in reasonable detail the reasons such deliverable or service has been deemed unacceptable. If the notice of non-acceptance is not sufficiently detailed to allow Consultant to determine why such deliverable or service is unacceptable, Consultant may request in writing that City provide additional information. The passage of ten (10) business days from the date of such request without the provision of such additional information shall constitute final acceptance of such deliverable or service by City. Within fifteen (15) days of receipt of City notice, Consultant shall, at its option, either correct the problems in such deliverable or service or present City with a plan to fix such problems within a reasonable period of time under the circumstances. The deliverable or service shall be deemed accepted by City after comments have been incorporated and the deliverable or service re-submitted. Acceptance by City shall not be unreasonably withheld or delayed.

Guidehouse
Outwit Complexity

October 20, 2023

Holly Stone
City of Joplin – City Hall
Planning, Development, and Neighborhood Services
602 S Main Street, Joplin, MO 64801

Subject: Request for Proposal # 2023-RFP-12 | Administrative Services of the Community Revitalization Program | Proposal

Dear Ms. Holly Stone:

Guidehouse Inc. (Guidehouse) is pleased to submit to City of Joplin our proposal to help Administrative Services of the Community Revitalization Program. Our response is comprised of a Technical Proposal (Volume I) and a Price Proposal (Volume II). We are excited about this work and the opportunity to build on the successes of the JHAP down payment assistance and JHRP programs, and excited to provide oversight and guidance as it relates to the Demolition program. We believe our team is uniquely positioned to support you for the following reasons.

We know Joplin and have a proven track record working with the City. Since April 2017, Guidehouse and our teaming partner Viriya have worked closely with City of Joplin staff, engineering consultants and various sub-recipients on the administration of their CDBG-DR HUD funding and provided technical assistance, trainings, procurement oversight, construction management, construction monitoring, and oversight for both rounds of the CDBG- DR funding. More recently, we have assisted City leadership to navigate the new federal funding opportunities through the American Rescue Plan Act (ARPA) and the Bipartisan Infrastructure Law (BIL). Team Guidehouse has worked closely with a range of City departments and developed an understanding of City structure and processes. This short learning curve will be crucial for an efficient and successful stand-up and implementation of all 3 programs as outlined in the RFP in order to meet the target to successfully implement and close all programs prior to the ARPA period of performance deadline of September 30, 2026.

Guidehouse has the necessary subject matter expertise across all the various regulatory requirements related to housing programs and ARPA and SLFRF funding. Guidehouse is currently working with state and local housing and homelessness agencies across the U.S., helping them adapt to new challenges, design and operate complex programs, and maximize the impact of scarce resources through innovation and creativity. This includes structuring and implementing programs supported by ARPA and SLFRF. Our team combines strength in grants management expertise, leveraging our Center for Excellence, with a team that brings practitioner level housing experience. One of Guidehouse's key differentiators is that we have a dedicated Housing & Community

Solutions practice group, with deep subject matter experts in an array of housing practice areas. Our team includes nationally recognized housing leaders— including people with deep public-sector experience who have dedicated their careers to housing solutions and have worked with and inside some of the most effective housing agencies in the country. We have worked at the federal, state, and local levels and understand a wide range of housing programs, funding sources, and structures. We also understand the importance and challenges of engaging diverse stakeholders, building trust, developing buy-in, and producing strategies that are aligned with community goals and positioned for success.

Guidehouse appreciates the opportunity to be considered for this important project and if selected, will provide the City with a team of on-site and virtual professionals committed to your success. If you have any questions about our response, please contact Dami Kehinde at (202) 258-6313 (dkehinde@guidehouse.com), Gaurav Menon at (267) 879-9730 (gmenon@guidehouse.com), Kajal Patel at (732) 589 0890 (kpatel@guidehouse.com) James Schallmo at (202) 973- 3227 (james.schallmo@guidehouse.com).

Sincerely,

Kajal Patel

Partner

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1.0 Company Profile

Guidehouse is a leading management consulting firm with 40 locations across the United States. We have partnered with Viriya Consulting, as part of our local on-site team in Joplin, Missouri. We have a dedicated team that is focused on Grants management as well as a Housing and Community Solutions subject-matter team that has significant experience working across the field of housing policy in a variety of contexts. Our work focuses on program design and implementation, grants management, technology solutions, housing data and geospatial analysis, economic development and knowledge and experience in an array of funding programs. Our team has decades of experience helping housing agencies apply creativity, innovation, and data to their work, enabling them to be more effective. A number of our resources are currently successfully engaged and working in Joplin on the ARPA related funding. To date we have assisted the City in obtaining over $80 million in ARPA and other Federal funding needed to assist with the City's unfunded Capital project list. Overall, Guidehouse has supported management of Federal funding related to the pandemic and more than $353M for grants including ARPA, CARES, SLFRF funding for 59 states and local governments.

Our housing work is based on several key principles:

- Our understanding of and focus on the City of Joplin's long-term housing and economic development needs. We understand the systemic constraints to homeownership and the need for increased access especially for low-income households, and the significance of homeownership for building intergenerational wealth and how this builds on the economic development goals in the City of Joplin.
- Experience working with the State of Missouri Department of Economic Development (DED), where we assisted in drafting policies and providing trainings to their subrecipients and internal staff on CDBG-DR and MIT policies.
- Experience in providing program design, implementation, monitoring, compliance and oversight of complex housing programs.
- Proven track record in the financial management, procurement oversight and compliance requirements related to oversight of home-ownership, rehabilitation and demolition projects in Joplin and with other State and local government clients/partners.
- Deep experience with DED and ARPA related funding programs and ability to execute the required programs quickly with the view of a compliant close-out in mind.
- Ability to think outside the box and advice on technology needs, accessibility of programs and a robust experience in stakeholder engagement and management.

Summary of Proposed Resources

The Project Delivery Team will be comprised of the experienced individuals listed below. This team will leverage their diverse experiences and engage subject matter experts to deliver the most effective solution to the City of Joplin. The Project Delivery Team resumes are listed in section 1.1 of this Technical Proposal.

Name	Role	Onsite %
Kajal Patel	Engagement Partner	0%

Dami Kehinde	Engagement Lead	As needed
Emily Smith	Project Manager	50%
Seth Spencer	Project Manager	100%
Portia Egan	JHAP Lead	50%
Kiley Fitzgerald	JHRP Lead	50%
Rasheeda Jordan	Demolition Lead	50%
Cassidy Wagner	Program Support	50%
Gaurav Menon	Subject Matter Expert	0%
Laura Slutsky	Subject Matter Expert	0%
Patty Heagel	Subject Matter Expert	100%

1.1 Team Resumes

Name	**Kajal Patel**
Proposed Position	Engagement Partner
Geographic Location	New York, NY
Onsite Presence	0%
Degree/Education	• Master of Public Administration, Columbia University • Bachelor of Science in Civil and Environmental Engineering, Rutgers, the State University of New Jersey
Years of Related Experience	12

Summary of Qualifications

Kajal Patel is the leader of Guidehouse's Disaster Recovery and Resilience practice. Kajal has a deep industry knowledge of federal disaster recovery grant programs, including programs funded through the American Rescue Plan and CARES Acts, CDBG-CV, CDBG-DR, FEMA PA, FHWA-ER, and FEMA HMGP. Kajal primarily supports state and local governments in the full life cycle of administering these grant programs, from program design to closeout. Kajal worked with state and local government agencies in South Carolina, Texas, New York, Louisiana, Colorado, Illinois, and Missouri with the development and execution of their grant administration programs, long-term recovery strategy development and implementation, monitoring and compliance, and readiness for project and program closeouts.

Relevant Experience

State of South Carolina

- Leads a team serving as the grant management officers in the administration of the SLFRF, CDBG-CV, CRF, ERAP, HAF, and CDC ELC grant program funds at the State. The team provides guidance on eligibility, reporting requirements, and overall grant program compliance.

New York State Governor's Office of Storm Recovery (GOSR)

- Managed a workstream to provide quality control and quality assurance over the CDBG-DR Construction Program in the Housing Department. This workstream

Name	Kajal Patel

includes reviewing all procurements, change orders, invoices, and small business and M/WBE contractor utilization. Kajal's team conducted regular monitoring and compliance reviews of the Construction Program activity to ensure activities conducted are in compliance with program policies and procedures, and eligible per the federal grant requirements.

Harris County, TX, Hurricane Harvey Disaster Recovery Program Administration

- Managed various workstreams related to the disaster recovery strategy development, program management, and project execution following the effects of Hurricane Harvey, including construction project management and delivery, financial reconciliations, and grant monitoring and compliance. Guidehouse provided the county with infrastructure program and grant management services for various federal grant programs, including FEMA-PA, CDBG-DR, and FHWA, valued at over $1B at the time.

City of Joplin, MO, HUD CDBG-DR Program Administration

- Served as project manager for the administration of over $150M in CDBG-DR grant funding. Kajal provided project management oversight services through the development of HUD partial action plan approvals, environmental assessments, procurement of engineering firms and contractors, oversight of construction activity, and grant closeout activities while establishing processes and controls to monitor grant compliance and effectively manage cost and schedule risks.

Harris Health System, Hurricane Harvey FEMA PA and COVID-19 Provider Relief Fund

- Leads the FEMA Public Assistance program administration efforts for their COVID-19 and Hurricane Harvey recovery projects. Kajal works with the System, FEMA, and the Texas Department of Emergency Management to identify and document eligible damages, develop, and review cost and scope documentation, organize documents on the FEMA Grants Portal, and process requests for reimbursements to obtain payment for eligible claims. Kajal is also coordinating the FEMA PA closeout activities for the Hurricane Harvey disaster.

Name	Dami Kehinde
Proposed Position	Engagement Lead
Geographic Location	Arlington, VA
Onsite Presence	Onsite as needed
Certifications	• Project Management Professional (PMP) • Certified Scrum Master (CSM)
Degree/Education	• Master of City and Regional Planning with focus in Transportation Planning, Morgan State University

Name	Dami Kehinde
	• Bachelor of Architecture, Howard University
Years of Related Experience	17

Summary of Qualifications

Dami has experience in lead-based remediation, stakeholder management, CDBG-DR Action Plan Development, CDBG-DR contractor training, Prevailing Wage and contractor compliance monitoring and training, FEMA PA grants portal, FEMA PA project formulation, compliance and monitoring. She also has deep experience in program and project management, strategic planning, grants management, stakeholder analysis and outreach, budget planning and evaluation, risk analysis, compliance and monitoring, training, capital planning and data analysis for large and complex projects.

Relevant Experience

City of Joplin, MO, ARPA/BIL Funding

- Working with the City of Joplin to identify ARPA/BIL funding opportunities that will help to maximize federal grant opportunities that best supports the City's housing, recreational, infrastructure and economic needs. We are working to map their unfunded projects to ARPA/BIL funding sources, while prioritizing and assessing eligibility requirements related to all these grants. As a part of this work, we are coordinating with various City Departments, External Stakeholders and providing programmatic statuses updates to City Council members.

New York State Emergency Rental Assistance Program

- Acting as an Operations Director with a team of 1,500 operational resources for a State Emergency Rental Assistance Program, the Operations team is responsible for reviewing applications, appeals and denials. Also worked on establishing the SOPs related to the policies and procedures related to accurately and efficiently disbursing all the allocated Federal dollars to residents to help prevent or avoid homelessness. Established communication protocols with the housing specialists, residents, landlords and call centers to ensure consistency in messaging policy and streamlined procedures. As of October 2022, $3B in ERAP assistance has been paid which has helped provide housing support/stability to over 200,000 families.

State of Missouri Department of Economic Development, CDBG-DR & CDBG MIT

- Acting as a CDBG-DR and CDBG-MIT SME and assisting with the development of policy and procedures for six (6) of their core programs developed as part of their disaster recovery efforts related to their most recent flooding events. She is also working with the team to develop and host internal department trainings as well as external trainings with all of their sub-recipients.

Pennsylvania Department of Human Services (DHS) Emergency Rental Assistance Program

Name	Dami Kehinde

- Served as an Operations Subject Matter Expert (SME) and provided feedback to the client on operational efficiencies, ways to streamline the application processing and provided feedback on how to address ERA 1 and ERA 2 funds.

FEMA Category B Project Streamlined Applications

- For multiple Guidehouse clients, Dami managed the development and submission of FEMA Category B Project Streamlined Applications in response to COVID-19 providing subject matter expertise, regulatory guidance to several health systems in the Mid-West, as well as City and State Local Governments, some of which include the City of Detroit, City of Joplin and Wayne County.

CDBG-CV Grant Administration

- Worked for a State client with the Grant Administration efforts related to their CDBG-CV allocation. Some of the activities include Action Plan amendments, overseeing the public comment phase, program design and implementation as well as updating their existing policies and procedures to address duplication of benefits, internal audit controls, and overall monitoring and compliance. Dami has worked with these entities to help maximize Federal funding that has been made available through the CARES Act. She has also assisted with a number of Federal and CARES Act grant applications to help her clients address their increased Public Health, economic and municipal needs.

New York Governor's Office of Storm Recovery

- Served as the Project Manager overseeing grants management and close-out processes, SOPs, trainings and establishing pilots to assist with vendor, sub-recipient, contractor, developer, and project close-out etc., evaluate sub recipient monitoring policies, and provide general policy and procedural recommendations.

City of Joplin, MO, CDBG-DR

- Worked with a local State government as a Project Manager in the administration of their CDBG-DR grant received as a result of an EF-5 strength tornado which devastated the city in 2011. She assisted in providing oversight on a variety of Public Infrastructure & Facilities projects (Capital Improvements, Streets, Sanitary sewer, and Storm projects), Housing, Economic Development and Public Service projects.
- Worked with the team on the development of their compliance manual and in the development of their Integrated Master Schedule (IMS) which included all phases related to the Project Life Cycle.
- Worked with the client and their stakeholders to develop an overall program and individual project budgets which were used to analyze project invoices, expenditures, and project progress. She also produced monthly status reports to track individual and overall project schedules, milestones and budgets.

Name	Dami Kehinde
• Worked with various consulting engineers on their project level designs, coordinated plan reviews with the stakeholders and also facilitated project progress meetings with the client and all interested stakeholders to ensure that the plans incorporated all the necessary client and Public Works requirements. • Managed sub-contractors and provided guidance, technical assistance and oversight in the management of Sub-recipients, stakeholders, assisting in building relationships, confidence and trust. Worked with and managed project sponsors to develop project execution plans, proposals and related presentation materials. • Developed Request for Qualifications and Request for Proposals for various Architectural/Engineering services as well as housing development projects as needed. She provided support during project procurement processes, including proposal evaluation in the selection of professional services and contractors. • Assisted in the development of templates, progress reports and facilitated weekly, bi-weekly and monthly project status meetings as needed to assist with the overall program and project tracking. • Worked with the City of Joplin on the development of their website and public dashboard which helped to disseminate information to the public, regulatory bodies, elected officials and other interested stakeholders. The project team developed newsletters, brochures, posters, and other informational materials which discussed the importance of each individual project and the potential benefits and impacts to the community. • Monitored existing and proposed sub-recipients to ensure compliance with federally sponsored disaster recovery funding. • Developed NEPA documentation required for project sponsors and has worked on related environmental compliance activities (site visits, public notices, developing mapping, NOIs/RROFs, development and review of Environmental Assessment documents, background research etc.) as mandated by federal regulations required by HUD. She also provided support to the City in defining the scope of each project in terms required to populate the City's Action Plans, reviews the compliance of each project based on the CDBG-DR requirements, assists with the development of Environmental Assessments, and suggested mitigation measures for unavoidable impacts.	

Name	Gaurav Menon
Proposed Position	Subject Matter Expert
Geographic Location	Philadelphia, PA
Onsite Presence	0%
Degree/Education	• Bachelor of Science, Architectural Engineering, Drexel University
Years of Related Experience	21+
Summary of Qualifications	

Name	Gaurav Menon

Gaurav Menon is a Partner at Guidehouse who is based in Philadelphia and leads Disaster Recovery & Resilience efforts nationwide. With more than 21 years of professional services experience, Gaurav specializes in supporting public and private sector entities involved in the delivery of large and complex grant programs, with a focus on long-term community development and capital asset rebuilding strategies. Most recently, Gaurav is leading the firm's COVID-19 response nationally and designing solutions for COVID-19 related grants. Gaurav has passionately supported response and recovery efforts in over 32 states including Texas, Louisiana, Missouri, New York, Colorado, and Massachusetts, in addition to Puerto Rico and the countries of Japan and Indonesia, throughout the recovery lifecycle – from recovery strategies to closeout – including needs assessments, eligibility determinations, plan development, duplication of benefits determinations, governance assessments, investigations, risk assessments, contract reviews, policies and procedures enhancements, monitoring, and reporting.

As a Disaster Recovery and Federal Grant Management Subject Matter Expert, Gaurav will provide expertise and support of engagement oversight across the program.

Relevant Experience

State of New York

- Gaurav led a team to administer the State's Emergency Rental Assistance Program, providing rental arrear and utility assistance to LMI residents for the $2 billion received in funds. Despite NY being one of the last states to open their program in June 2021, through our team's efforts, NY became #2 in the country with expenditure ratios.

State of Michigan

- Gaurav led a team to provide several services to the State including Compliance and Monitoring of CRF funds, assessment and recommendations to FEMA PA workstream, and administration of a $400M small business grant program.

City of Detroit, MI

- Gaurav led a team to provide subject matter expertise to the City with their COVID-19 response and recovery expenditures, including coordinating benefits amongst multiple grants within the CARES Act, developing a projection of costs based on trend analysis, identifying opportunities for economic development using EDA funding, and developing a compliance and monitoring program.

Harris County, TX

- Gaurav led a team to assist the Commissioner's Court and the Judge's office in designing the strategy and program design for CARES funding pertaining to COVID-19. This included the team conducting data analysis, developing a methodology to project costs, developing Rapid Response Programs, and assisting with the analysis around testing, contact tracing, isolation, quarantining, and other potential challenges.

Name	Gaurav Menon

Harris County, TX

- Gaurav led a team to assist Harris County with the strategy around disaster recovery and grants management pertaining to Hurricane Harvey. Gaurav was responsible for overseeing over $1.115B in federal funds. Gaurav has led Guidehouse LLP's support to several departments within the County, including the Community Services Department, Engineering Department, Purchasing Department, Auditors Office, Sheriff's Department, Fire Marshall's Office, and the Parks Department.

City of Joplin, MO

- Gaurav led the HUD CDBG compliance monitoring, oversight, and eligibility reviews for infrastructure, housing, and community development projects undertaken by a City in the Southern US pertaining to the City's recovery from a devastating EF-5 strength tornado. This included supporting the City through developing a long-term recovery strategy and capital plan, reviewing Environmental Assessments to assess potential environmental hazards and risks, suggesting mitigation measures for unavoidable impacts, and monitoring compliance with various State and Federal agency requirements and completeness in supporting documentation.

New York State Governor's Office of Storm Recovery (GOSR)

- Gaurav led an engagement to conduct an assessment of GOSR's vendor management and oversight processes, perform audits of vendors, assist GOSR in preparation for a HUD program audit, evaluate sub recipient monitoring policies, and provide general policy and procedural recommendations.

Colorado Division of Homeland Security & Emergency Management

- Gaurav was the engagement leader administering the FEMA PA program and collaborating with federal, state, and local entities in interpreting policy guidelines, disaster specific guidance, and in reaching consensus in alternative solutions to complex eligibility issues that satisfy regulations. In this capacity, he worked closely with applicants, providing technical assistance and guidance throughout Project Worksheet (PW) creation, Requests for Reimbursement, and project closeout, as well as providing strategic guidance to the State in critical policy decisions.

State of Louisiana Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP)

- From 2006 to 2014, Gaurav led a team to assist in administering their $14 billion FEMA PA program for housing and infrastructure damaged from Hurricane Katrina. Gaurav led the 'Applicant Assistance' team to provide technical advice and assistance to FEMA PA applicants for their reconstruction projects including maintenance of auditable documentation and support with respect to their PWs.

Name	Gaurav Menon
He also supported the State in making the required enhancements to improve the effectiveness and efficiency of public assistance grant management, improve internal controls and financial reporting, enhance technology, and monitor and effectively close out applicants.	

Name	Laura Slutsky
Proposed Position	Subject Matter Expert
Geographic Location	Philadelphia, PA
Onsite Presence	0%
Degree/Education	• Master of Public Administration, University of Pennsylvania • Bachelor of Arts, Cornell University
Years of Related Experience	16

Summary of Qualifications

Laura Slutsky is an Associate Director at Guidehouse in the Housing and Community Solutions practice. She brings over sixteen years of public and nonprofit experience in community development, affordable housing finance, disaster recovery, and sustainability. She has expertise in program design and execution including grant management, real estate transactions, stakeholder management, and deploying public funds. Laura supports commercial and public-sector clients with housing policy and programs, affordable housing finance, grants management and community investment strategies. She served in federal and local government positions, always focused on affordable housing and community and economic development. In NYC government, she launched a new program and managed real estate transactions with public sector funds, led agency-wide sustainability policy and supported program design and implementation for the Superstorm Sandy housing programs.
As a Housing Programs and Policies Subject Matter Expert, Laura will provide expertise and support of engagement oversight across the program.

Relevant Experience

New York City Superstorm Sandy Housing Recovery Program

- At the federal level, supported policy analysis and grantee support for the CDBG-DR program. Participated in federal interagency working group on Disaster Recovery reform. As a grantee, served as the Deputy Director for Policy, Planning & Strategic Partnerships for the New York City Superstorm Sandy housing recovery program. This included designing programs funded through philanthropy and supporting the development of program design, policy, and procedures. Interfaced with government stakeholders, including HUD, the Office of Management and Budget, city agencies, and elected officials. Participated in community outreach.

Travis County, TX

Name	Laura Slutsky

- Assisting the County in establishing policy recommendations and due diligence review of affordable housing projects financed with federal ARPA funds. Role includes helping interpret and understand federal policy; creating program term sheet; developing framework to determine viability of 12 real estate transactions; completing project review; developing documents for County use; handling project schedules and engagement with project sponsors and elected officials; and providing overall policy support.

City of Jackson, MI

- Developed an action-oriented housing needs assessment and strategy that will be used to shape local policy, programs, and funding decisions. Work includes data analysis, public engagement, national best practices research, developing a methodology to establish housing targets and program design and development.

United Way of Greater Philadelphia

- Helped to design a Housing Strategy and Framework to synthesize the knowledge of public, private, and nonprofit, and academic stakeholders and develop actionable and financeable cross-sector solutions. Role includes leading stakeholder interviews, performing coding and analysis of feedback, and developing recommendations.

Housing Authority of Los Angeles (HACLA)

- Provide analysis of the client's scope of housing programs through research, stakeholder feedback and developing a gap analysis. The work will include evaluating how current programs interface with HUD regulatory requirements, completing a gap analysis, and making recommendations that interface with process improvement workstreams for Section 8 programs.

New York City Housing Authority (NYCHA),

- Supporting implementation of a Resident Case Management (RCMS) technology solution that will replace 15 separate systems to manage many facets of the NYCHA resident experience and process and be utilized by tenants, landlords, and administrators alike. Role includes providing housing policy expertise and supporting project management support, housing expertise, technical development of select Salesforce modules, organizational change management, training, and stakeholder engagement.

National Community Financial Institution

- Serves as a reviewer and Subject Matter Expert in drafting their application to EPA to receive funding through the GGRF's $6B Clean Communities Investment Accelerator focused on providing grants to hub non-profits to build the clean energy financing capacity of community lenders. Helps organization determine its lending strategy specifically as it relates to affordable housing and low-income and

Name	Laura Slutsky
distressed communities, and to convert that strategy to a compelling application that focuses on climate and air pollution benefits, equity and community benefits, and market transformation.	

Name	Patty Heagel
Proposed Position	Subject Matter Expert
Geographic Location	Wyandotte, OK
Onsite Presence	100%
Degree/Education	• Bachelor of Arts in Sociology, Briar Cliff University
Years of Related Experience	30+

Summary of Qualifications

Patty is a Seasoned and well-respected professional, with over 40 years of varied experience in community and economic development in local governments.
As a Community and Economic Development Subject Matter Expert, Patty will provide expertise and support of engagement oversight across the program.

Relevant Experience

City of Joplin, MO

- Patty served as the Assistant Director of Planning, Development and Neighborhood Services at the city. After the devastating E5 tornado in May 2011, Patty supported Joplin's recovery efforts by providing administrative services of nearly $160 million awarded from two federal CDBG-DR funds. She supported the formulation of CDBG-DR funds through a capital planning process and addressing housing needs, infrastructure, economic development, and education. Many of these efforts performed in Joplin and program developments were shared with other entities throughout the country, at the request for HUD. Patty also served as the city lead, collaborating with a team of city staff and consultants with disaster recovery expertise. Patty also provided research and engagement in Smart City (Resiliency) opportunities, which result in the Smarter Joplin Roadmap, the formation of stakeholder advocacy groups and the completion of a broadband gap analysis. The analysis lead the City Council ranking the need for broadband accessibility and enhancement as one of their top priorities.

City of Sioux, IA

- Patty served in multiple progressively responsible positions in community and economic development. She was appointed as the city's first Economic Director which included business retention and attraction, commercial and industrial development, and finance packaging. Patty retired as the city's Community Development Director responsible for four divisions. Neighborhood Service Division duties included overseeing five neighborhood revitalization efforts. She oversaw the Planning and Zoning Division and the Building Division which included the oversight of code enforcement and permitting. She also oversaw the Housing

Name	Patty Heagel
Division, which served as the local public housing authority. Additionally, Patty was responsible for the city's real estate office, historic preservation, skywalk administration, and packaging commercial, industrial and housing development projects. To the latter, she created and led an executive development team of department directors ensuring a unified team approach to potential development projects.	

Name	Emily Smith
Proposed Position	Project Manager
Geographic Location	Philadelphia, PA
Onsite Presence	50%
Degree/Education	• Bachelor of Arts, Political Science, St. Joseph's University, Philadelphia PA • Juris Doctor, Suffolk University Law School
Years of Related Experience	9

Summary of Qualifications

- **Policy Analysis:** Analyzes policies and legislation to guide clients in determining possible avenues for development and financing while remaining compliant with the regulations.
- **Research and Evaluation:** Performs research, planning, and evaluation for clients to inform strategy and program development.
- **Housing Policy and Programs:** Supports public-sector clients in developing and implementing effective and impactful solutions to addressing housing and community development challenges.
- **Program Design and Project Management:** Leads projects, including staff, plans deliverables, and oversees timelines and outcomes, and presents innovative program ideas.

As Engagement Manager, Emily will oversee staff and completing final deliverables.

Relevant Experience

Housing Authority of the City of Los Angeles (HACLA)

- Guidehouse is providing analysis of HACLA's scope of housing programs through research, stakeholder feedback and developing a gap analysis. Emily is responsible for evaluating how current programs interface with HUD regulatory requirements, completing a gap analysis, and making recommendations that interface with process improvement workstreams for Section 8 programs.

Large National Health Insurance Company

- Guidehouse is responsible for assisting with and developing a Corporate Citizenship Strategy, or Corporate Social Responsibility (CSR) Framework. The engagement process involves conducting a current-state analysis of the company's existing Corporate Citizenship initiatives, an external scan of

Name	Emily Smith

competitors and their approaches to CSR, as well as a Future-State analysis and implementation plan with detailed strategic recommendations. This engagement requires intensive stakeholder engagement and interviews, synthesis of internal and external findings, social impact benchmarking and strategic leveraging of data/metrics, and the creation of an actionable implementation road map. Emily is the Engagement Manager and oversees project financials, staff, and project deliverables.

State of Vermont, the Agency of Administration

- Guidehouse oversaw a rapid assessment of the State of Vermont's Emergency Rental Assistance Program. Emily assisted with the evaluation of program approaches based on workflow/process, personnel oversight, organizational management, technology and date systems, Q/A-Q/C and fraud prevention, marketing and communications, and support for tenants and landlords. Emily's role focused on alignment with U.S. Treasury guidance and priorities, effectiveness of application/payment processing, efficiency of management and operations, customer service, availability and equity, outreach and engagement of vulnerable populations, and external partnerships and programs. Emily helped with producing reports identifying attainable improvement plans, with an identified level of impact for each recommendation. Emily also worked to develop an implementation roadmap, focused on facilitating an understanding of process steps required to implement each recommendation.

State of Vermont, the Department of Housing and Community Development

- Guidehouse oversaw a rapid assessment of the State of Vermont's Emergency Rental Assistance Program. Emily assisted with the evaluation of program approaches based on workflow/process, personnel oversight, organizational management, technology and date systems, Q/A-Q/C and fraud prevention, marketing and communications, and support for tenants and landlords. Emily's role focused on alignment with U.S. Treasury guidance and priorities, effectiveness of application/payment processing, efficiency of management and operations, customer service, availability and equity, outreach and engagement of vulnerable populations, and external partnerships and programs. Emily helped with producing reports identifying attainable improvement plans, with an identified level of impact for each recommendation. Emily also worked to develop an implementation roadmap, focused on facilitating an understanding of process steps required to implement each recommendation.

South Carolina Housing Finance Agency, SC Housing

- Guidehouse is responsible for implementing the US Treasury-administered Homeowner Assistance Fund (HAF), the South Carolina Homeowner Rescue Program. Emily assists with the HAF Program design and functionality including updates to eligibility, funding, applicant prioritization, reporting, documentation

Name	Emily Smith
requirements, key metrics, communications, marketing and outreach, changes to key processes, and coordination with other mortgage servicers. Emily is also helping to generate and review various legal documents pertaining to mortgage servicers and collaborative agreements pertaining to the HAF program.	

Name	Portia Egan
Proposed Position	JHAP Lead
Geographic Location	Kansas City, MO
Onsite Presence	50%
Certifications	• Geographic Information Systems (Temple University) • 2015 Program Evaluation (Yale Consultation Center)
Degree/Education	• Master of Public Affairs, Indiana University • Bachelor of Arts, Psychology, DePauw University
Years of Related Experience	11

Summary of Qualifications

Portia demonstrates areas of expertise in housing policy and programs supporting public-sector clients to develop and implement effective and impactful solutions addressing housing and community development challenges. She uses her research and data analytic skills to evaluate housing and community development programs to inform policy, programs and strategy. Portia also provides grants management services to her public-sector clients meet grant requirements and deliverables.
On the Project Delivery Team, Portia will drive day-to-day operations of the engagement and fulfill key project objectives and goals.

Relevant Experience

Large Financial Services Firm

- Portia is helping a large financial services firm increase homeownership in Philadelphia for low income, minority households by informing the development of new/revised mortgage products for local consumers. Through this work, Portia is supporting the client in carrying out its equitable housing finance goals, which includes addressing inequities in the U.S. housing market, i.e., through its focus on homeownership.
- Portia collaborates with a team of technical and subject matter experts to develop a comprehensive current state analysis of the challenges faced by low-income, minority households in Philadelphia. She is drawing on her knowledge of local housing and socioeconomic characteristics, analytical expertise, and technical Geographic Informational Systems (GIS) skills to identify submarket areas in Philadelphia that will serve as the basis of the client's local targeting efforts.

United Way of Greater Philadelphia and Southern New Jersey

- Portia is assisting the United Way of Greater Philadelphia and Southern New Jersey in implementing its affordable housing preservation strategy and

Name	Portia Egan

framework (developed by Guidehouse in collaboration with United Way). She is executing complex data analysis and mapping of subsidized and naturally occurring affordable housing using local and national data to inform the team's acquisition vehicle recommendations and related financial modeling/proforma efforts. She will assist United Way in communicating the need and opportunities for affordable housing preservation in Philadelphia, which will in turn help to influence local policy and stakeholders in the affordable housing space, including Philadelphia's future Mayor, City Council, and City Government.

Kentucky Cabinet of Health and Family Services (KY CHFS)

- Portia is assisting the KY CHFS' Office of Administration Services (OAS) in documenting, refining, and aligning its processes to improve the overall efficiency and effectiveness of OAS/CHFS operations in preparation for a large-scale IT system implementation/system migration that will impact not only OAS but also the 10 CHFS Departments and Agencies OAS oversees.
- Portia leads the Facilities Management workstream, which involves both producing and overseeing the team's development of the Division's process maps and standard operating procedures (SOPs); liaising and collaborating with Division leadership and representatives from its five (5) divisional branches; and managing the Guidehouse's partnership with, JLL, a real estate and investment management firm who is serving as the subject matter expert (SME) for Facilities on this project. To date, Portia has authored and/or overseen the development of standardized operating procedures (SOPs) for over 100 OAS processes; led 20 client calls with up to 20 attendees including OAS leadership, management, and frontline staff; and managed and onboarded workstream project staff and SMEs.
- In addition to SOP development and supporting related training of OAS staff, Portia is assisting OAS and its three core divisions – Facilities Management, Procurement and Grants Oversight, and General Accounting – in identifying/developing solutions to operational gaps, or "pain points". Most notably, in response to the Division of Facilities Management's request for Safety Planning support, Portia is leading a team of Guidehouse project staff and subject matter experts in advising the client on its emergency response policy and procedures and in developing action planning materials, including plan templates, plan development guidance, and related schematics and site-maps that, once adopted, will be distributed across all CHFS Agencies and their 120 site locations. She has also evaluated over 100 technical policy and procedure documents, facilitated three on-site discovery sessions with division staff, conducted a SWOT analysis using 270 pieces of client input, and translated findings into over 30 actionable recommendations for the client.

Pennsylvania COVID-19 Emergency Rental Assistance Program

- Assisted in developing trainings based on county needs and requests for support to help PA counties effectively and efficiently administer their Emergency Rental

Name	Portia Egan
Assistance Programs (ERAPs). Tasks include developing monthly and ad hoc trainings, interpreting guidance and funding requirements, and coordinating with guest speakers. • Supported the post-ERAP planning initiative. Tasks include developing the overall research approach, leading data collection and processing, conducting exploratory data analysis and statistical analyses, designing a survey instrument, and identifying key findings to help inform the future of rental assistance programs in PA once ERAP funding is exhausted.	

Name	Kiley Fitzgerald
Proposed Position	JHRP Lead
Geographic Location	Virginia Beach, VA
Onsite Presence	50%
Certifications	• AICP Candidate • PMP Candidate
Degree/Education	• Master of Urban and Regional Planning (MURP), University of Michigan 2022 • Bachelor of Science in Public Affairs (BSPA), Indiana University 2020
Years of Related Experience	2-3
Summary of Qualifications	
Experienced in climate-induced, physical disaster recovery (CDBG-DR and NDR), and epidemiological socio-economic disaster recovery (SLFRF and CPF) landscapes. Specializes in technical solutions, data visualizations, data dissemination, and financial and performance reporting. Trained in federal regulation compliance, public speaking, project management, and financial and programmatic audit/monitoring practices.	
Relevant Experience	
State of South Carolina / ARPA SLFRF PMO • Acted as a State and Local Fiscal Recovery Funds and Capital Project Funds expert for on demand technical assistance. • Developed grant management policies and procedures for federal reporting practices across seven state agencies for SLFRF. • Configured publicly accessible Power BI dashboard highlighting spatial data and financial metrics. • Initiated data collection for Project and Expenditure reporting and executed reports covering 100+ SLFRF projects quarterly. • Wrote the Annual Recovery Performance Report for the entire State of South Carolina which included commentary on legislation, pandemic revenue loss, and workforce development.	

Name	Kiley Fitzgerald

- Leveraged legislative expertise for clients involving federal regulations such as 2 C.F.R. 200 for eligibility reviews, compliance program development, procurement and expenditure tracking.
- Advised multiple agencies on subrecipient and contractor determinations, federal procurement regulations, and fiscal management.

City of Joplin, MO / ARPA, BIL, & IIJA Grants Management

- Developed prioritization framework, survey, and assessment for project selection
- Tracked, monitored, and reviewed 75+ grant notice of funding opportunities from federal and state sources that manage various objectives, regulatory frameworks, and outcomes.
- Managed over 22 Federal and State grant applications across three teams comprised of grant writers, project partners, city staff and elected officials, and grant reviewers.
- Won over $50,000,000 for local City through robust yet tailored prioritization framework, innovative local investment and financing, and reliable outreach strategies.
- Pre-positioned grant applications through research of past awards, reviewer priorities and draft sessions, and critical analysis of project scoping
- Hosted weekly client updates that involved revolving city staff and elected officials.
- Represented client at monthly City Council meetings to garner community support and involvement in grant pursuits.
- Collaborated with City Staff on urban planning initiatives and employed knowledge across municipal development such as workforce development, industrial redevelopment, neighborhood assistance programs, transportation projects, water and sewer upgrades, and public safety equipment.

Name	Seth Spencer
Proposed Position	Project Manager
Geographic Location	Joplin, MO
Onsite Presence	100%
Degree/Education	Bachelor of Arts, Health Promotion and Wellness
Years of Related Experience	6

Summary of Qualifications

Seth has over 5 years of experience in federally funded disaster recovery programs including, but not limited to, funds administered through the Federal Emergency Management Agency (FEMA), the Department of Housing and Urban Development (HUD), and the Department of Health and Human Services (HHS). Mr. Spencer has experience managing federally funded programs and has provided clients assistance with program compliance, stakeholder communications, data analysis, and program

Name	Seth Spencer

reporting. Currently, Mr. Spencer is overseeing project teams working with public hospital systems receiving over $150 Million in COVID-19 related funding from FEMA-PA, HHS, Coronavirus Relief Funds, and State and Local Fiscal Recovery Funds.

Relevant Experience

Harris Health System, COVID-19 Relief

- Developed procedures with Harris Health's payroll, purchasing, capital projects, and grants accounting teams to track COVID-19 costs and meet FEMA-PA and HHS compliance requirements.
- Created reporting deliverables for HHS
- Reviewed revenue data related to COVID-19 patient care in an effort to avoid duplication of benefits
- Lead development and submission of FEMA-PA project related to costs incurred due to Winter Storm Uri.
- May 2020 – Present: University Medical Center of El Paso, COVID-19 Relief
- Developed procedures with UMC El Paso's payroll, purchasing, capital projects, and grants accounting teams to track COVID-19 costs and meet FEMA-PA, HHS, and Coronavirus Relief Fund compliance requirements.
- Coordinated funding received from 5 sources to maximize potential federal reimbursements.
- Reviewed COVID-19 vendor contracts and provided recommendations to comply with FEMA-PA requirements.
- Created reporting deliverables for HHS.

City of Joplin, MO, ARPA

- Assisted the City of Joplin in allocating $13 million in ARPA funds, including coordinating stakeholder engagement, project selection, and grant applications
- Ensured program and project compliance of projects funded by ARPA and/or additional funding sources including DOT, DED, EPA, HUD, and DNR
- Provided ARPA reporting technical assistance and oversight

City of Joplin, Missouri, CDBG-DR

- Implemented the CDBG Labor Compliance policies and procedures by auditing certified payroll reports from contractors, conducting on-site wage interviews, and coordinating with contractors to rectify any discrepancies.
- Reported project performance and financial metrics to HUD using the Disaster Recovery Grant Reporting (DRGR) system, monitored program expenditures and analyzed forecast variances, and generated and maintained quarterly contracting progress reports to HUD.
- Creating and reviewing HUD-compliant Environmental Assessments for housing and infrastructure projects.
- Assisted in the development of an Integrated Master Schedule (IMS) for all ongoing and planned projects and assisted with the technical design of the IMS using Microsoft Project.

Name	Seth Spencer
• Coordinated with multiple community stakeholders during the planning and development of EDA grants, including engineering firms, construction contractors, educational institutions, and community leaders.	

Name	Rasheeda Jordan
Proposed Position	Demolition Lead
Geographic Location	Joplin, MO
Onsite Presence	50%
Degree/Education	Master of Science Management
Years of Related Experience	2-3

Summary of Qualifications

Rasheeda has spent over 13 years developing federally funded community-based programs for diverse and at-risk populations. Rasheeda has assisted states, for-profits, and several non-profits with federally funded grant projects totaling over $114 million. These programs are funded by various entities, including HUD, U.S. Treasury, State General Funds, and FEMA. Her diverse experience in management consulting ranges across an array of activities, including housing, infrastructure, economic development, RFP development, developing SOPs, grant writing, grant management, special economic development, monitoring and contract closeout, public service/facility projects, and rental, mortgage, and utility assistance. Rasheeda has extensive experience in project management and grant management.

Relevant Experience

Arizona Governor's Office of Strategic Planning & Budgeting (OSPB) (SLFRF and GEER I & II)

- Strategic development for two ARPA/SLFRF Financial Closeouts totaling $100m.
- Design Closeout project documentation, standard operating procedures (SOP), reporting procedures, Duplication of Benefits Attestation, Capital Assets Ledger, and FAQ to implement a project follow for optimum output.
- Train all closeout support staff and leadership on federal closeout procedures.
- Conduct SLFRF regulatory research as needed for the edification of the project.
- Provide technical assistance training to subrecipients via Arizona Governor's Gmail account.
- Reports and review monthly Performance Reports and reimbursement requests.
- Provide weekly updates to the State of Arizona, including project performance and client-facing.
- Participated in weekly client-facing calls, provided feedback, program process update analysis, and supported clients.

Arizona Department of Housing (CDBG-CV)

- Managed Arizona Department of Housing CDBG-CV from launch through closeout.

Name	Rasheeda Jordan

- Managed and trained project sub-grantees according to regulatory standards and project budget.
- Develop contract Scope of Work, project budgets, and project deliverables.
- Provide project monitoring and oversight guidance to the Grantee and Subgrantees as needed.
- Reports and review monthly Performance Reports and reimbursement requests.
- Provide weekly updates to the State of Arizona, including project performance and client-facing.
- Participated in weekly client-facing calls, provided feedback, program process update analysis, and client support.

The Arizona Department of Forestry and Fire Management (State General Funds)

- Develop and design the State of Arizona, USDA Forest Service, and DOI Bureau of Land Management grant proposal for farmers and ranchers impacted by the 2021 wildfires.
- Grant acquisition and compliance.
- Identify infrastructure parameters and eligibility requirements to ensure maximum funding output.

Jersey City Economic Development (CDBG -CV)

- Developed and designed CDBG-CV Microenterprise Request for Funding Proposal (RFP) for small businesses impacted by the COVID-19 pandemic.
- Design and facilitate RFP training webinar.
- Develop an application review process and checklist to ensure regulatory compliance.
- Provided CPD area maps and project parameters.

Positive Impact Health Centers (CDBG/ESG/HOPWA)

- Direct and manage all administrative and programmatic aspects of the agency's housing program.
- Develop partnerships with other Aids Service Organizations and Community Based Organizations.
- Train and monitor the Housing Case Manager's performance to ensure compliance with all governing regulations, income and subsidy calculations, code enforcement, data management, and quality consumer service.
- Write, submit, and manage all housing grant proposals.
- Conducted all administrative functions for Housing Quality Standard (HQS) inspections for over 300 units.
- Developing and designing areas for program growth and expansion.
- Developed financial recovery and accountability plans, e.g., budget allocations, budget revisions, and calculating program deliverables.

Name	Rasheeda Jordan

- Achieve operational and financial objectives and strategic goals for the program's annual budget.
- Participate in annual audits and project site monitoring.
- Partnered with the GA HUD 811 Project.
- Served as the HOPWA Housing Chairperson for the City of Atlanta Housing Committee.
- Served as a Guest Speaker at the Atlanta Area Outreach Initiative (AAOI) for five years, teaching Access to Housing.

Name	Cassidy Wagner
Proposed Position	Program Support
Geographic Location	Joplin. MO
Onsite Presence	50%
Years of Related Experience	3

Summary of Qualifications

Cassidy has assisted in the administration of over $200M in federally funded programs carried out across the Country for municipalities, counties, states, and healthcare providers. These programs are funded by various agencies including HUD CDBG-DR, FEMA-PA, CARES/CRF, and ARPA/SLFRF. Her diverse experience in consulting ranges across an array of activities including compliance review, process creation, client communications, and project management. Cassidy's involvement in beginning-to-end project delivery, from program development to compliance monitoring and closeout, has broadened her expertise in the industry.

Relevant Experience

City of Detroit, Michigan Federal Emergency Management Agency (FEMA)

- Assists with the project planning, implementation, review, and closeout of five large FEMA project worksheets including vaccine, testing, non-congregate sheltering, and general COVID-19 expenses.
- Manages various process workflows, including creation, review, and submission of projects.
- Created data tracking sheet for Personal Protection Equipment (PPE) usage and presented it to FEMA.
- Updated Powerpoint slides with weekly council updates for client calls.
- Participates in weekly client meetings to provide updates and request feedback.
- Created strategic processes that enabled the team to work more efficiently and accurately.
- Solved complex issues and obstacles with computer and excel knowledge.
- Utilizes various computer programs on a daily basis including Smartsheet, Oracle, and all Microsoft Office and Google applications.
- Reviews contract, procurement, and invoice documents daily to ensure FEMA and Internal regulation guidelines are satisfied.

Name	Cassidy Wagner

City of Joplin, Missouri American Rescue Plan Act (ARPA)

- Assisted with the creation of Qualtrics survey for city departments and council.
- Pulled results data from survey and formatted it for reporting to council.
- Attends various client meetings, including city council.
- Assisted with weekly PowerPoint presentations for client updates.
- Provided assistance with various grant applications.

Lehigh Valley Health Network (LVHN) Audit

- Participated in a short-term engagement that involved an audit prep for LVHN hospitals FEMA submissions.
- Validated both material and labor submissions and identified source files for audit.

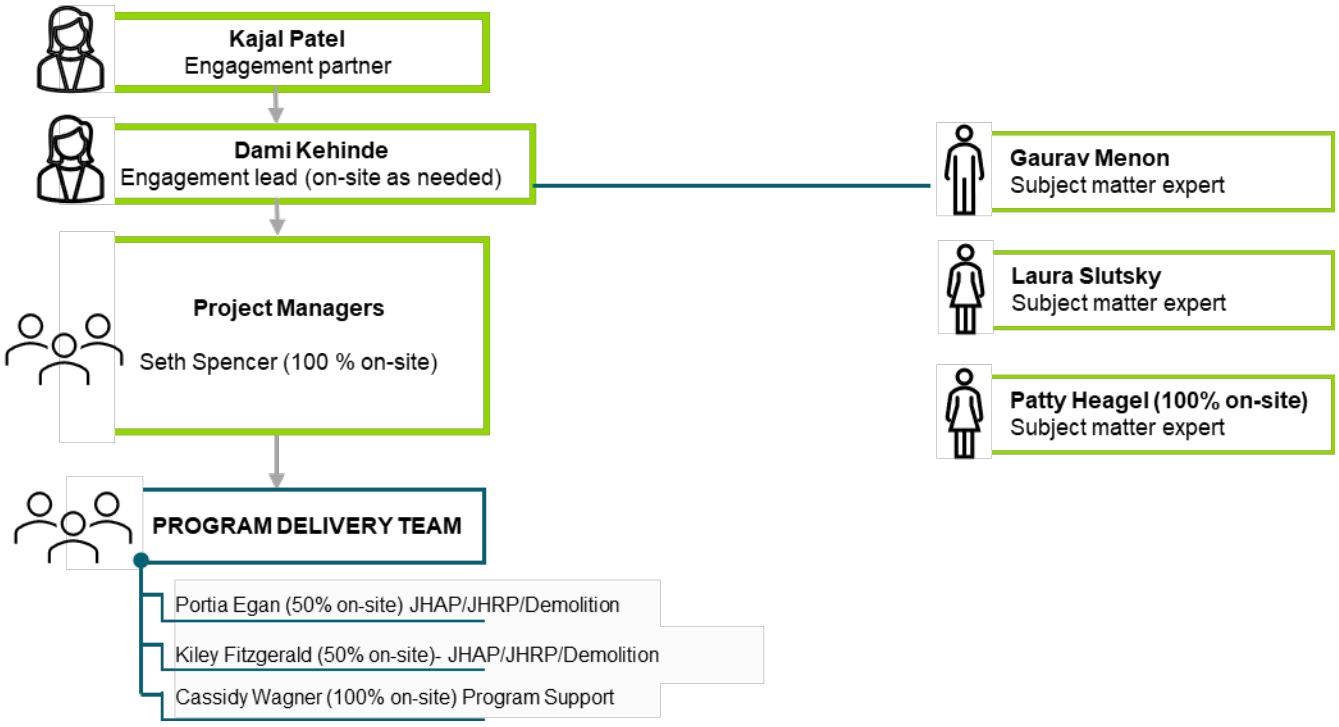
South Carolina Coronavirus Relief Fund (CRF)

- Reviewed applications for CRF funding.
- Navigated Salesforce to review documents submitted by applicants.
- Worked closely with team members to assess and report information provided by applicants.

City of Joplin, Missouri CDBG-DR

- Assisted with closeout of the $158 million CDBG-DR grant.
- Reviewed backup documentation for compliance and accuracy.

1.2 Organizational Chart



2.0 Commencement

A fast and efficient ramp up for the Community Revitalization Program is imperative to its success. Applicants need expedited assistance for the housing services identified in the Community Revitalization Program, and our team is uniquely positioned to commence our activities on day one of the project – and scale them up. We are able to begin efficiently and effectively for the following reasons:

We are local

Guidehouse has partnered with Viriya Consulting, a government operations and optimization company based in Joplin and run by Joplin-natives. Guidehouse and Viriya have worked seamlessly together on multiple federally-funded housing and disaster recovery projects, providing both virtual and in-person assistance to those most in need. In addition to having Missouri-based subject matter experts, Guidehouse will leverage Viriya's 150-person strong team to assist in the facilitation of trainings, application processing, and stakeholder management. Guidehouse will supplement the local Viriya portion of our team with subject matter experts from across the Midwest, ensuring that the Community Revitalization Program has quick, constant access to our provided services. We understand that hyper-local community outreach will be a key aspect of providing equitably distribution of services.

We have worked with Joplin

Our team members established several local initiatives on the ground in Southwest Missouri, working across the region to promote economic development, housing stability, and transportation connectivity.

In June 2022, Guidehouse prepared an ARPA-specific evaluation methodology to prioritize over 70+ local project initiatives. The team issued a series of surveys to gather feedback from key stakeholders including the City Council and Department leaders.

Over the course of 2022, Guidehouse effectively applied to complex federal and state grant opportunities, matching a small $13.8 million federal allocation with over $80 million in additional funding. The Guidehouse team applied the prioritized project list to establish a diverse portfolio of grant awards in areas such as stormwater, transportation, wastewater, housing, parks and recreation, fire and police protection, and cyber security.

Historically, Guidehouse has engaged in CDBG-DR program management and capital infrastructure planning in the City of Joplin. Efforts related to the 2011 tornado focused on integrated master scheduling, monitoring and compliance, and program administration and reporting. We are energized about the opportunity to leverage this Joplin specific experience with grants management and housing knowledge to administer the Community Revitalization Program.

Our staff is trained on ARPA

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Whether it be the intricacies of the Treasury's Final Rule or the constant modifications made to the compliance and reporting guidelines, our team understands the complex world of ARPA guidance. Our housing and disaster recovery team members have worked on ARPA-funded projects across the country and will provide their expertise on day one, through the entirety of the engagement. We understand both how to interpret the guidelines and to make programs work on the ground in order to meet deadlines. Our previous experience with and knowledge of ARPA regulations enables us to quickly train other program stakeholders as needed. Further, our team engages with our Guidehouse Center of Excellence (CoE), an internal resource repository and knowledge-sharing community comprised of subject matter experts. The CoE has been at the forefront of ARPA policy analysis since it was passed into law and our virtual and on-the-ground team will leverage the CoE's offerings to quickly stand up all portions of the Community Revitalization Program.

With our local team, experience with the City, and ARPA-trained staff, we look forward to the opportunity to get to work with the people of Joplin.

We are experienced in designing and implementing housing programs

Our team has experience working on deploying a variety of housing programs, including downpayment and closing cost assistance for first-time homeowners, large-scale home repair grant and loan programs, and blight remediation programs. From our work at Guidehouse and through our prior public-sector roles we are familiar with best practices in implementing these types of housing programs, interfacing with housing stakeholders, and understand the deliberate and focus efforts required to equitably reach all communities. We have experience working with CHDOs and are familiar with relevant HUD definitions, regulations and requirements. We combine our subject matter expertise with grants and program management to deliver efficient programs and meet deadlines.

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3.0 Experience

Contractor	**Guidehouse LLP**	
Contract/Project Title	COVID-19 Support, Supportive Housing	
Prime/Subcontractor	Prime Contractor	
Client Name	Travis County, Texas, Health & Human Services	
Client Address	5325 Airport Blvd., Austin, TX 78751	
Project Owner	**Name, Title**	Pilar Sanchez, County Executive HHS
	Telephone Number	512-854-4101
	Email Address	Pilar.SANCHEZ@traviscounty.com
Contract Information		
Total Contract Value	$494,520	
Subcontract Value	N/A	
Period of Performance	May 2020-Present	
Description of Services/Scope of Work		

Challenge. Travis County needed strategy and technical assistance to optimize the Coronavirus Relief Funds (CRF) that the County received from the federal government in response to COVID-19. Beginning in May 2020 and continuing through today, the Guidehouse team immersed itself into assisting the County with planning and implementing the County's multi-million-dollar COVID-19 recovery efforts and soliciting additional funds from the federal government. As part of this engagement, the County needed Guidehouse's support in designing and implementing the Supportive Housing Initiative Pipeline program, created to provide financing for new construction development projects serving residents facing homelessness. These projects are being developed in partnership with nonprofit organizations and include extensive wrap around supportive services and leverage a variety of traditional affordable housing financing sources, including HUD programs (HOME), Low Income Housing Tax Credits (LIHTC), and operating subsidy through Housing Choice Vouchers (HCV). The projects are also leveraging state financing, state tax benefits specific to affordable housing, and locally managed programs that are funded with a mix of bond financing and federal funds.

Approach. This program is using $110M in State and Local Fiscal Recovery Funds in support of supportive housing initiatives across the County, which will include over 11 loans to projects. The Guidehouse team is assisting the County by interpreting policies governing the use of SLFRF funds; developing a methodology and framework for project review and evaluation; undertaking due diligence for all projects; and carrying out review and ongoing monitoring for progress payments.

Guidehouse is utilizing its expertise in affordable housing finance, program design and policy to ensure that the County is carrying out a consistent and rigorous review process to effectively assess projects' viability, ensure an open and transparent review process, and protect the public's interest while supporting important affordable housing projects for the community. Guidehouse's tasks include interpreting and understanding federal

Contractor	Guidehouse LLP

policy; reviewing projects for readiness and viability; developing frameworks, processes, and documents for County use.

As part of this engagement, the Guidehouse Team performs project viability, including financial review on over 10 large scale and deeply affordable multifamily projects. Through this work the Team reviews Development Budgets, Sources and Uses, Pro-Formas, Rent Schedules, Construction Contracts, Construction Schedules, Development Agreements, and relevant documents related to Site Control. We bring expertise supporting clients by layering sources of financing to fill gaps and complete projects. We create funding matrices for the program to align project capital sources, requirements, and relevant schedules, including HOME-ARP, LIHTC, and other state specific affordable housing tools. As part of project review, we ensure the income and other requirements are met, and that projects schedules are reasonable given time requirements of funding. We resolve conflicting regulatory concerns as needed and elevate policy decisions for the Client team, regularly briefing elected officials and interagency partners to evaluate risks and facilitate decision making.

Impact. Guidehouse has helped the County establish a Term Sheet for the Supportive Housing Pipeline program and provides ongoing policy guidance. The team regularly provides program updates and analysis of options to intergovernmental and external stakeholders. The Guidehouse team directly interfaces with nonprofit partnering organizations who are pursuing and undertaking projects. This includes sharing and describing the project review checklists, collecting, describing, and reviewing documents, and completing due diligence by analyzing project financials, affordability requirements, entitlements, alignment with capital sources, and SLFRF eligibility. The team oversees Project Viability Review for each project, reviewing financial and other relevant project information, and makes a determination on behalf of the client. To support the overall program management we develop workflows, manage project meetings, manage document flow, and engage with borrowers to answer gaps in project viability and due diligence. We created analyze program terms for each transaction in conjunction with the client and related term sheets and checklists. We drafted and managed to Policies and Procedures in order to ensure quality control and develop project files that will be ready for monitoring and compliance. The team also coordinates with relevant County agencies and other lending involved in the transaction in preparation for closing.

Contractor	Guidehouse LLP	
Contract/Project Title	South Carolina Housing ERAP	
Prime/Subcontractor	Prime Contractor	
Client Name	South Carolina State Housing Finance and Development Authority	
Client Address	300-C Outlet Pointe Blvd., Columbia, SC 29210	
Project Owner	**Name**	Marni Holloway

	Telephone Number	803-896-9054
	Email Address	Marni.Holloway@schousing.com
Contract Information		
Total Contract Value	$ 20,000,000	
Period of Performance	March 2021 – January 2022	
Description of Services/Scope of Work		
Challenge: Administration of the $271M of federal emergency rental assistance program to renters in the eligible counties in the State of South Carolina **Approach:** Administered grant through setting up and executing following workstreams: – Program Design – Grants Platform deployment – Marketing, outreach, and communications – Program Management Office – Application Reviews and adjudications (Program Operations) – Monitoring and Compliance **Impact:** Successfully stood up programs and distributed over 100M of rental assistance funding based on reviews of applications. Continuing to assist SC Housing with application reviews, program design, technology modifications and monitoring and compliance.		

Contractor	**Guidehouse LLP**	
Contract/Project Title	Superstorm Sandy Recovery – Monitoring and Compliance	
Prime/Subcontractor	Prime Contractor	
Client Name	New York State Governor's Office of Storm Recovery (GOSR)	
Client Address	64 Beaver Street, P.O. Box 230, New York, NY 10004	
Project Owner	**Name, Title**	Eileen Meus, Deputy Executive Director, Community Reconstruction, and Infrastructure
	Telephone Number	917-513-3899
	Email Address	Eileen.Meus@stormrecovery.ny.gov
Description of Services/Scope of Work		
Guidehouse provides program management and integrity monitoring services in support of New York State's Superstorm Sandy recovery efforts. Following the devastation of Superstorm Sandy in October 2012, $8B in federal funds were appropriated for the recovery of the State of New York and New York City. Initially,		

the State engaged Guidehouse to verify its estimates of storm damage for inclusion in the Federal Supplemental Funding request.

Following the successful submission of the funding request, Guidehouse helped stand up its newly created agency, GOSR. Guidehouse has continued to serve as a trusted advisor to New York State, supporting efforts to rebuild more resilient homes, communities, and municipalities. In this capacity, we have supported virtually every department in the agency - housing, infrastructure, small business, administration, operations, monitoring and compliance. Our teams have provided program management and integrity monitoring over the CDBG-DR funding disbursed to the State of New York through GOSR. We have also supported the State in program design, day-to-day operational support of programs, monitoring and compliance efforts, organizational assessments, technology evaluations, IT security tests, and procurement process design. An analytics team has provided data-driven recommendations and insights on deployment of disaster recovery funds. Our work across these diverse programs has helped our client to develop processes and procedures that maintained compliance with federal and state regulations, while prioritizing efficiency and customer service. As a result of our efforts, the State has been able to quickly and efficiently disburse federal funding to those New Yorkers most in need.

Services provided by Guidehouse to GOSR include:

- Housing Program Quality Control reviews
- Organizational Systems & Performance ("OS&P") support
- Infrastructure project management and monitoring support
- Construction Management oversight and monitoring
- Single Family Housing organizational assessment, project management, operations, and closeout support
- Single Family Housing applicant payment process development
- Housing Program's Realignment PMO development
- Single Family Quality Assurance/Quality Control reviews
- Multi-Family Project Management
- Buyout & Acquisition Program award calculation analytics support. HUD monitoring & audit preparation, and program management support
- FEMA PA match monitoring and business analysis
- Overall program monitoring & compliance
- Small business project management
- Data analytics on policy and systems implementations
- Business intelligence and dashboard development
- Internal Audit risk process development
- Construction Management RFP Development

Contractor	**Guidehouse LLP**
Project Name	City of Joplin CDBG-DR Grant Management

Contractor	**Guidehouse LLP**	
Prime/Subcontractor	Prime Contractor	
Client Name	City of Joplin	
Client Address	602 S Main St. Joplin, MO 64801	
Project Owner	**Name, Title**	Troy Bolander, Director of Planning, Development and Neighborhood Services
	Telephone Number	417-624-0820 Ext 1510
	Email Address	TBolande@Joplinmo.org
Contract Information		
Total Contract Value	$ 8.2 million	
Period of Performance	April 2017 – December 2021	

Description of Services/Scope of Work

Guidehouse was retained as the project administrator and project manager for the City of Joplin's HUD Community Development Block Grant – Disaster Recovery (CDBG-DR) funds received following the EF-5 strength tornado which devastated the City on May 21, 2011. The tornado caused 161 fatalities, making it the deadliest single tornado on record in the U.S. According to NIST, it caused almost $3 billion in damage, including damage to 553 business structures and nearly 7,500 residential structures.

In order to determine how the funds can best serve the needs of the community and impact the populations, as mandated by the regulations of the grant, the Guidehouse team worked with the City on a Capital Plan which included extensive community outreach to impacted stakeholders to determine potential projects, populations to be impacted and long-term benefits. Due to the fact that 51% of the funds received had to benefit Low – Moderate Income individuals, the teams outreach plan included entities that served these population and several community meetings were held in their geographic areas as well to encourage community participation.

The Capital plan included a comprehensive analysis of all the projects being proposed for funding- which totaled a little over $300 million and encompassed projects impacting the housing sector, public services, economic development, community development, core infrastructure- roads, stormwater, wastewater and bicycle and pedestrian improvements. The stakeholders included the local Chamber of Commerce, School Districts, local Colleges, major Hospital systems, local community stakeholders, financial institutions, home builders' association, local City Departments and the City Council as the governing body. The result of the Capital plan included a prioritized list of CDBG-DR eligible projects that all fit within the allocated funding amount and adhered to the Federal regulations and proposed time periods. HUD noted this Capital Planning process as an Exemplary practice in community and

Contractor	Guidehouse LLP

stakeholder participation which drove a data driven methodology in prioritizing the use of CDBG-DR funding to maximize community benefits.

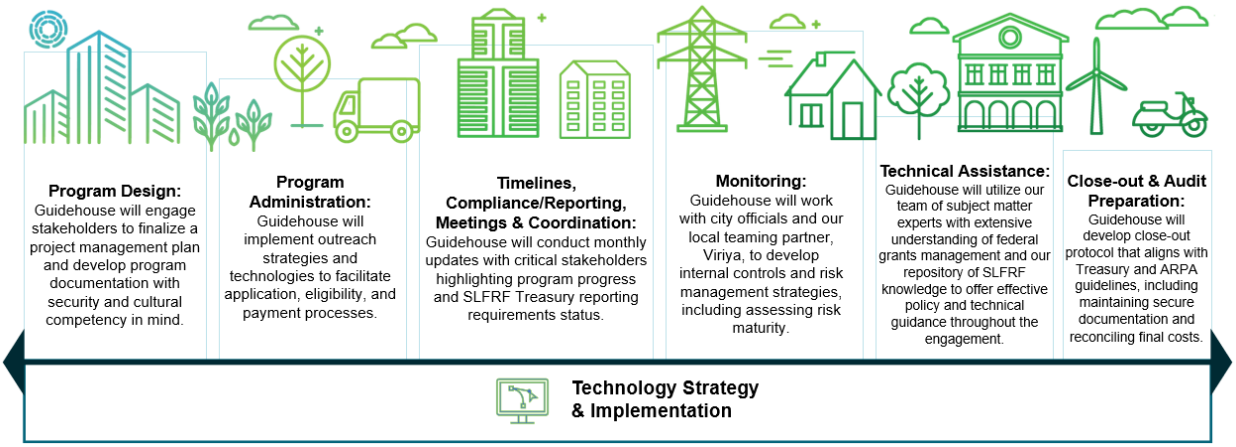
The Guidehouse team also worked with the City on the Joplin Homebuyer Assistance Program (JHAP). This program was developed and implemented to encourage homebuyers to purchase homes within and aid in the City of Joplin's goals to repopulate the disaster impacted areas. The project scope was to assist potential low-moderate income (120% area median income level) homebuyers with down-payment and closing cost assistance not to exceed $35,000. Through its lifespan, the project assisted nearly 600 homeowners who were buying homes within the disaster impacted recovery area. The Joplin Housing Rehabilitation program (J-HRP) was focused on repairs and rehabilitation of existing properties that were impacted or needed repairs as a result of the tornado.

4.0 Approach Strategy

Our Understanding

The Guidehouse team recognizes the economic hardship and housing insecurity felt across communities in the wake of the pandemic. We also understand the systemic barriers to homeownership, the opportunities to build stability and intergenerational wealth and the necessity to combat blight for neighborhood stability, safety, and vitality. To address these issues, we understand the importance of implementing deliberate, targeted, and, ultimately, successful investment in community revitalization efforts. Our experience designing and administering State and Local Fiscal Recovery Fund (SLFRF) and Community Development Block Grant - Disaster Recovery (CDBG-DR) revitalization projects showcase our dedication to rebuilding resilient communities. Moreover, our expertise regarding housing program design and management coupled with our bank of subject matter experts on the ground including our Joplin-native teaming partner, Viriya, uniquely prepare us to diligently carry out the City of Joplin's revitalization projects. With our experience and expertise as a guide, the City of Joplin's Community Revitalization Programs will achieve the required use of the American Rescue Plan Act (ARPA) by effectively improving the quality of life in Joplin communities. Our proposed roadmap for designing and administering Joplin's ARPA SLFRF projects is outlined below.

Figure 1 - Proposed Community Revitalization Roadmap



Our Track Record

As mentioned, our experience managing federally funded CDBG-DR and ARPA SLFRF projects explicitly prepares us to manage the City of Joplin's ARPA SLFRF revitalization projects from program design through closeout. Specifically, we have a deep-rooted history supporting the City of Joplin with CDBG-DR programs since 2011. Our experience designing Joplin's Homebuyer Assistance Program (J-HAP) primes us with the knowledge and skillset needed to implement an effective Home Down Payment and Closing Cost Assistance program. Our approach for program design expands upon previous considerations, such as accessibility and cultural competencies as we craft application materials targeted at those disproportionately impacted by the effects of the pandemic.

Moreover, we identified opportunities for streamlining applications, administration, and management by relying on user-friendly technology supports.

Further, our infrastructure recovery project purchasing and rehabilitation experience (i.e., managing Joplin's Advanced Training and Technology Center project from design, purchase, rehabilitation, and closeout) as well as our administration and project management services previously streamlined the redevelopment of the Joplin community with successful completion of sanitary sewers, storm water drainage, roads, sidewalks, utilities, and streetscapes following the devastation caused by an EF-5 strength tornado. These previous engagements allowed us to develop strong connections with local builders, real estate agents, bankers, non-profits, Community Housing Development Organizations (CHDOs), and support service agencies which we will consult to craft effective strategies for home rehabilitation and demolition.

Lastly, our current work supporting Travis County's Health and Human Services Department with the design and implementation of the Supporting Housing Initiative Pipeline Program, which provides $110 million of ARPA SLFRF funds to build deeply affordable housing units, showcases our ability to set up extensive housing programs. This work includes assisting the County in developing a multi-step process of reviewing due diligence, interfacing with project sponsors, and issuing pre-commitments and commitments while navigating ARPA SLFRF and 2 CFR200 requirements to support affordable housing program and policy development.

As you can see, our commitment to community revitalization and affordable housing development is reflective in the programs we design and administer as well as the detail we put into learning and, ultimately, streamlining these programs. We will continue to revisit our methods, seek innovative approaches, and digest updated federal guidance in order to regularly enhance our program design. We will lean on our expertise in tailored program development, affordable housing finance, and capital project revitalization as we build a better future for Joplin communities.

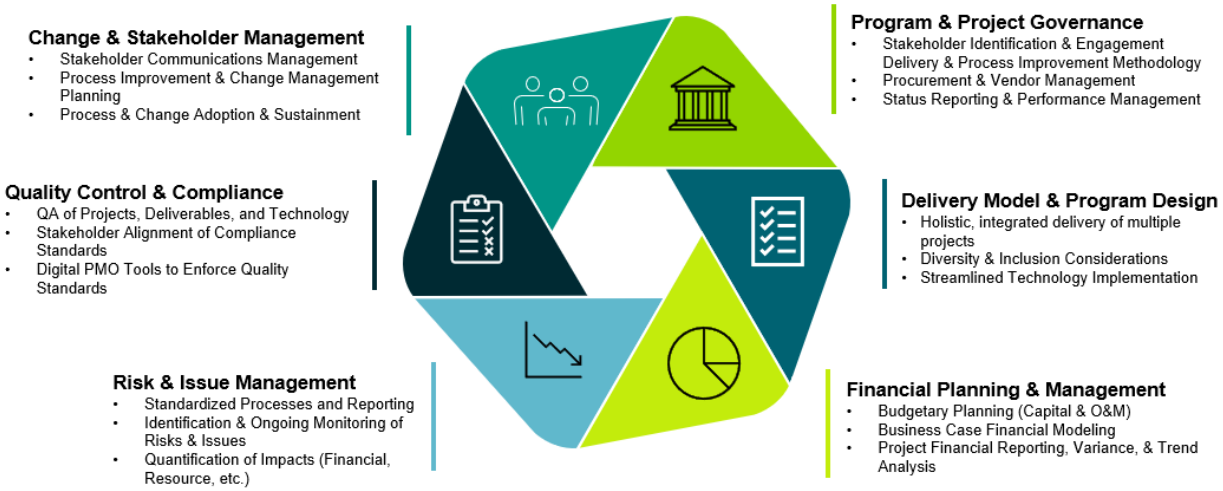
Our Project Management Approach

For organizations implementing transformational programs, finding the right partner to manage the myriad of details is often the most challenging part. The successful delivery of these complex projects requires a program management office (PMO) that can combine subject matter expertise with an agile, scalable approach. Our approach does just that, all while standardizing and automating processes through effective and user-friendly technology supports. By combining an innovative, scalable approach backed by subject matter experts and efficient technical processes we will create a project formulation strategy that mitigates risk, promotes transparency, and enables delivery of timely key business objectives.

Our team will leverage proven PMO frameworks and leading practices from across industries to ensure the success of Joplin's community revitalization projects. Our tailored approach builds from our team's core capabilities in Program & Project Governance, Delivery Model & Program Design, Financial Planning & Management, Risk & Issue Management, Quality Control & Compliance, and Change & Stakeholder Management.

The strategic outcomes and benefits resulting from each of these PMO capabilities are highlighted in **Figure 2.**

Figure 2 - Guidehouse's PMO Approach



By strategically combining the fundamentals of project management with a focus on program design, implementation and administration, Guidehouse's PMO solution ensures programs are delivered consistently and with high quality, on time, and on budget. Our PMO methodology is based on industry standards such as the Project Management Institute's (PMI's) Project Management Body of Knowledge® (PMBoK®) and includes performance management techniques to provide a flexible program framework that will be tailored to Joplin's capabilities and goals, with actionable, data-backed insights and scalable technology, tools, and templates. Ultimately, each step of the way, we will assist Joplin in managing risk while achieving the maximum benefits to transform local communities.

4.1 Task 1 – Program Design

Task 1.1 — Home Down Payment and Closing Cost Assistance

We understand the Joplin Homeowner Assistance Program II (J-HAP II) is a deliberate investment toward social equity by supporting low-income families, many of whom confront disproportionate impacts of the pandemic and risks of housing instability. Our program design mobilizes on-the-ground subject matter experts to implement a comprehensive outreach plan that ensures the total usage of funds in a timely fashion. We will maintain the core mission of this program through thoughtful design that considers:

- Streamlining application procedures by leveraging technology that is language-inclusive and protective of Personally Identifiable Information (PII) and will also

enable internal and external status reporting to the interested stakeholders as well as the applicant

- Establishing partnerships with trusted community leaders and organizations to assist program deployment in historically disadvantaged communities
- Soliciting input from community lending institutions and community development organizations (e.g., legal aid organizations, etc.) to create an application that is user-friendly for all populations
- Continuous and extensive stakeholder outreach to ensure a healthy pipeline of applications with an expectation that they will be accepted and reviewed on a rolling basis. The goal will be to also have some applications in a "backlog" to allow them to quickly move into the processing queue to account for applications that become ineligible during the review process
- Working with the City to design a program that takes into account the Income based eligibility requirements and other requirements as set forth in the ARPA guidelines and in conjunction with the City program manager
- Determining a scoring rubric that will be used to score/review applications in order to determine application eligibility
- Incorporate recoupment friendly terms that align with the ARPA funding requirements and are attractive to potential applicants and reduce the need for extensive administrative oversight post closeout
- On-going virtual and in-person workshops to help inform potential applicants on the requirements of the grant and information/documentation required in order to submit a successful application

We recognize the urgency in establishing and communicating specific program eligibility requirements and intake processes in a timely manner. Our team of dedicated consultants and Missouri-based subject matter experts will coordinate with the City to design and document policies, procedures, workflows, and timelines that support efficient application processes for closing down payment and closing cost assistance, considering program guidelines (i.e., mortgage rates, five-year primary residence policy, homestead exemption requirement, and insurance requirement) at each step.

We intimately know J-HAP and its key stakeholders— for example the Community Housing Development Organizations (CHDO's)—with whom we will work to determine communication strategies that translate program prioritization requirements in ways that are publicly accessible and understandable. We will make sure applicants have clear information on requirements, the overall application process, and are prepared to submit complete applications. To streamline and expedite the procedures, Guidehouse and Viriya will coordinate with the City to ensure that effective digital intake processes are in place, leaving space for supplemental physical application processes to meet the needs of those affected by the digital divide. Leveraging this technology, in congruence with the Joplin Housing Authority Limited English Proficiency (LEP) Plan, will best support participants confronting language barriers with a focus on effective messaging to vulnerable and disproportionately impacted populations. Our team will provide on-the-ground staff for stakeholders to troubleshoot issues throughout the application process and escalate any potential operational issues as needed to ensure iterative optimization of the program design.

Housing Intake Work for South Carolina ERAP

We successfully implemented technology modifications as part of a deliberate and equitable application process to administer $271M of federal emergency rental assistance on behalf of the South Carolina State Housing Finance and Development Authority.

Task 1.2 — Home Rehabilitation and Repairs

Guidehouse will take an integrated approach to supporting your implementation of housing rehabilitation and repair from pre-application through closeout. As mentioned, we have experience in coordinating and administering large-scale application and grant processes similar to the proposed Home Rehabilitation and Repairs engagement. During the program design phase, Guidehouse will collaborate with Joplin stakeholders and City staff to create program guidelines and provide technical assistance to the CHDO's executing the rehabilitation and repair work. Our facilitation and support of this program will include the following:

- Creating program terms for CHDOs and other housing non-profits
- Creating SOPs for CHDOs and other non-profits to include monitoring checklists, list of acceptable rehabilitation categories and tools that will be used for these entities and the internal project team. The checklists will also require before and after pictures to be included as applicable to help document the proper use of the administered funds.
- Establishing construction pricing and scope thresholds
- Communicating construction guidelines
- Coordinating application and eligibility processing for CHDOs
- Communicating applicant status
- On-going virtual and in-person sessions for potential applicants to discuss program requirements and expectations

- Development of a timeline and financial management tracking tool to help provide oversight on the various rehabilitation and repairs that will be on-going at various stages, and areas of the City
- Status meetings with the team, City staff, CHDOs and non-profits on a regular cadence to ensure conformance with the program rules, address inquiries/clarification and ensure timely resolution of issues/concerns
- Risk based assessments to help prioritize on-site monitoring of rehabilitation and repair efforts that will be happening throughout the City by different contractors
- Providing administrative support with applicant appeals
- We will also integrate cross-cutting federal requirements in conjunction with Joplin's approach, such as Section 504 compliance and consider the most appropriate level of energy efficiency and resiliency standards. Lastly, we understand the need for efficient processes in place from the start to help the City manage appeals or complaints, and our team can promise a continuum of responsive assistance, both in-person and virtual.

Our team has deep expertise in federal recovery programs' governing regulations and policies and is uniquely prepared to support the City's compliant use of ARPA SLFRF in community investment programming. Guidehouse has a dedicated team of professionals nationwide in our Community Building and Investment Center of Excellence (CBI COE) who closely monitor all federal disaster relief and recovery legislation, and collaborate on ideas, lessons-learned and best practices used by state and local government partners across the country. This insight enables us to anticipate reporting needs, to tie together the complex grants landscape, to recommend proven approaches, and to avoid common pitfalls and challenges to ensure timely implementation and execution of the program, well ahead of deadlines. Precision and quality are heightened when Federal funding is involved. Guidehouse has a robust quality assurance and quality control program we use in all aspects of program delivery. We will bring the perspective and experiences from performing monitoring and compliance across the nation to enhance our support for Joplin.

Task 1.3 — Demolition for Residential Home Construction

Our team has experience monitoring procurement and grant compliance that has prepared us for the administration of what will be the next iteration of the current dangerous structure demolition program. We bring tools, templates, and SME expertise from similar clients, as well as local expertise that informs our on-the-ground support in Joplin, towards the creation of procurement and administration procedures for construction or demolition projects. We will routinely consult with the City to streamline documentation needed around initial outreach and ongoing required compliance for the demolition contractors.

We will work with the City on the procurement of these demolition contractors and develop a schedule to ensure the timely procurement and demolition of the identified abandoned, blighted or dilapidated vacant residential units in the four qualified census tracts 101, 106, 108 and 110. Our oversight will also include on-site monitoring to ensure the timely completion of the demolition activities, completion of a checklist to include before and after pictures to help serve as documentation of the demolition efforts. One of the goals will be to work with the city to develop maps to show the areas that are being demolished and help provide a holistic overview of areas where affordable residential units can be constructed which will help promote some of the community revitalization and economic development goals. The team will also schedule check-ins with the demolition contractors to help ensure that issues/concerns are resolved in a timely fashion. Another aspect of this program will also be to ensure that debris removal is a part of this program and to also ensure that the sites are left in a state that will be acceptable and safe to the City of Joplin.

4.2 Task 2 – Program Administration

Our team will draw on our direct experience working with the City of Joplin as well as our experience managing public grant programs to develop our program team. Partnering with our local colleagues at Viriya, we will quickly stand up the operating model with the following principles in mind: defined program outcomes, collaboration, efficiency, transparency, and flexibility. The operating model will prioritize public accessibility, with a focus on efficient outreach to vulnerable and disproportionately impacted populations. At Guidehouse, we believe programs fail at the beginning, not at the end, and that a quick, strong, and stable start is fundamental to a successful project.

Project Initiation, Portfolio Management, and Project Management Office

All portfolio management and below-mentioned processes will be managed and directed by the Projects as a part of the Project Management Office/workstream and in close coordination with the City – who will utilize the processes to effectively manage general oversight of the Home Repair and Rehabilitation and Demolition Projects, in addition to the day-to-day administration of the Down Payment Assistance Project.

In the project initiation phase, key personnel will be identified and start preparing for the beginning of service. Immediately post-award, we will conduct several meetings with key stakeholders and assigned staff to ensure the alignment of expectations and deliverables and finalize our implementation plan. This implementation plan will include training and onboarding, document review, and a final policy review. Once these plans have been finalized, we will work to understand and develop workflows, along with assigned staff, based on the program requirements and create an operational work plan. This plan would include identifying Key Performance Indicators for the program, learning and developing program requirements, establishing a communications protocol, and establishing plans for necessary facility logistics.

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Outreach and Coordination

Community Outreach Plan – Guidehouse has significant experience with community outreach and engagement, and we can assist the City to translate program requirements in ways that are publicly accessible and understandable, with a focus on effective messaging to vulnerable and disproportionately impacted populations. Joplin has continually strived to ensure that low-income and disadvantaged communities are able to access grant-funded services. As a part of this we will leverage print and social media and also promote the programs in areas with high concentrations of low-income population. Our goal is for our outreach strategy to be very extensive and to include central areas in the City some of which include churches, the mosque, library, recreational centers, hospitals, schools as well as employment areas or hubs within the City such as the Crossroads Industrial park and also coordinate closely with the Joplin Area Chamber of Commerce. We also plan to market during 3rd Thursday as well. We can help the City continue to focus its fund deployment with an equity lens and communicate that focus to the public. Our community outreach plan will include: facilitating and attending virtual and in-person public community engagement meetings, drafting program marketing materials, supporting the creation and preparation of public testimony, and participating in meetings with the City and community stakeholders and advocates. In past engagements in the City, we have held community engagement meetings at Joplin High School to gain input on the smart cities roadmap as well as social media outreach for program events.

Stakeholder Support – Our review team will be the front line of stakeholder support. Our team will provide a path to stakeholders to troubleshoot issues and answer questions, and act as the first point of escalation to highlight any potential persistent operational issues for wider adjustment as needed. Our frontline team, in addition to responding to stakeholder needs, will collect data from their interactions with stakeholders to identify pain points, as well as track usage and uptake of the program which will help to increase program efficiency.

Program Notifications

Our program notification strategy is informed by our experience delivering key communications for grant management programs throughout the life cycle of award processing. A successful program notifications plan is as much about content as it is about efficient delivery to ensure that processes flow as intended. Our activities are centered around three critical components: content creation and formatting, establishing a notification process, and ensuring record retention. Activities will include: Definition of notification use-cases, drafting notifications, notice formatting, notification delivery, individual support, record retention, and continuous improvement.

Intake



We understand that developing workflow management and having adequately trained case specialists will be an integral part of the intake program and managing applications. As a part of this, the team will develop the structure and levels of review that will be part of the case review team. Activities will include: training, productivity metrics/tools, quality control, appeals, and case processing/application review.

Effective case processing and application reviews will be critical to successfully managing the three Community Revitalization programs, particularly for the Downpayment Assistance Project. Our seasoned review team will utilize our customizable intake platform to store/retain and review documents for eligibility and accuracy, through which we also communicate with applicants and make changes to application statuses. Our team plans to leverage technology while taking considerations PII and also establish (as necessary) in-take centers at City Hall and partner with other community agencies or non-profits to establish temporary in-take time frames on certain days to help promote in person application support and submission.

Eligibility Reviews

As part of the intake process, Guidehouse will conduct eligibility reviews for each application based on established criteria. To determine eligibility, our team will assess income eligibility and duplication of benefits. Part of this eligibility determination will be analysis of submitted documentation, and retention of documents should review be needed in the future, to ensure compliance with each respective program's requirements such as income eligibility reviews.

Payment Review

Based on our experience of similar projects, we will establish a finance protocol/checklist given the importance of the payment function to the program. Our specialists will focus on a variety of crucial activities including preparing a pay file and handling post-payment adjustments. Additionally, this team will be tasked with tracking payment and financial data for reporting and reconciliation purposes, analyzing the budget, and managing financial closeout activities. Activities will include: grant accounting principles and design, award determination and compliance reviews, payment processing, payment adjustments, budget management, reconciliation, financial and ARPA SLFRF reporting, and closeout.

Timekeeping and Record Management

We understand the importance of maintaining comprehensive records of our daily activities. We will develop detailed timesheets with project phases, administrative tasks, administrative activity descriptions, and other necessary details. Our rates are comprehensive and inclusive of all costs. In addition to comprehensive activity and time tracking, we will provide regular and meaningful updates through multiple modes of communication and reporting. For example, we are prepared to provide:

- Monthly Progress Reports: These reports will provide insight into work completed, work to be complete in upcoming periods, cost performance, key risk/issues, and opportunities.
- Ad-hoc or Weekly Progress on Project Level Data: We can develop more detailed weekly or ad-hoc reports that illustrate application status, outreach timelines, workloads, and other critical benchmark data.

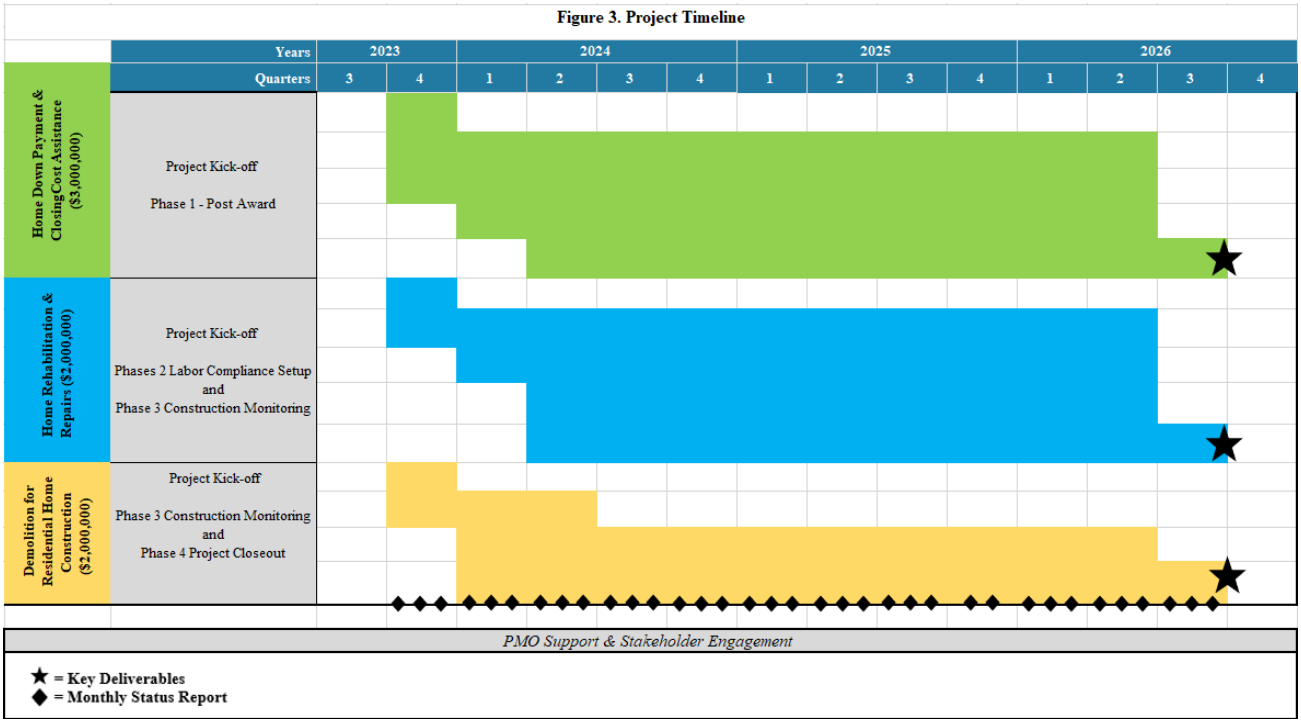
4.3 Task 3 – Timelines, Compliance/Reporting, Meetings, and Coordination

Timelines

Close coordination is essential from day one of the project. Our team's approach is focused on ensuring program funds are spent by September 30, 2026. The Guidehouse team understands the administrative requirements for the City of Joplin's Community Revitalization Program projects and the importance of appropriate and timely disbursement of program funds. The skills and expertise of our team are the driving force behind our ability to deliver effective services that meet the program's current and future needs, and there is a consistent rhythm in the disbursement of funds.

We propose a project timeline of late 2023 through September 2026 to complete the tasks identified by the City of Joplin for the Community Revitalization Program. Our project timeline complements our project approach and aligns with the State of Missouri Department of Economic Development's deadline of September 30, 2026.

Figure 3 - Project Timeline



The timeline proposed is currently estimated. Guidehouse will coordinate with the City of Joplin and essential stakeholders to create and implement a project management plan (PMP) that meets the city's needs and define realistic milestones. The PMP will prioritize key milestones and includes:

- Program Design
- Program Administration
- Timeline
- Compliance and Reporting
- Monitoring
- Technical Assistance
- Closeout and Audit Preparation

The comprehensive plan will outline how the project will be executed and set the cadence for timely distribution of the Community Revitalization Program funds over the allotted period.

Compliance/Reporting

The U.S. Department of the Treasury requires ARPA SLFRF award recipients to dedicate a significant investment in time and energy towards maintaining compliance with quarterly reporting requirements. Our team of subject matter experts who have worked on numerous SLFRF engagements have deep experience in maintaining compliance with Treasury's SLFRF reporting requirements, particularly in the analysis and practical application of Treasury's Project and Expenditure Report User Guide and Compliance and

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Reporting Guidance. Satisfying federal reporting requirements is a team effort, which will be led by our reporting workstream.

For ARPA SLFRF Expenditure Category 2: Negative Economic Impacts, in addition to standard SLFRF reporting metrics, our team will ensure the Expenditure Category-specific information is reported on correctly:

- Capital expenditure-related project information
- Demographic information on Impacted and/or disproportionately impacted population served by the project
- Structure and objectives of the assistance program, including the negative economic impact experienced
- Description of approach to ensuring that response is reasonable and proportional to a negative economic impact of Covid-19, as described in the final rule

The reporting workstream will be staffed by seasoned federal reporting experts who will ensure that all reporting requirements are met and submitted on time. Reporting requirements will be built in to our proprietary grants management platform, from which our team will be able to draw reporting data ready to be uploaded to the Treasury portal. Our platform has bulk upload capabilities which will facilitate streamlining of reporting. In addition to our platform that will collect data and create reports, our team will maintain frequent communication with stakeholders involved in the reporting process to provide clarity on program needs, and if needed, training on reporting.

Compliance and reporting are a critical part of the City of Joplin's successful program management. Measures, controls and reporting help ensure that program services are managed effectively and efficiently.

Guidehouse will create a report to share the results of the monitoring activities with the City of Joplin. We support the development of standardized approaches and structures for regulatory reporting to monitor M/WBE, Section 3 of the Fair Housing Act, and Davis-Bacon Act requirements, among others. This includes producing monitoring reports for HUD, City of Joplin's leadership, and other stakeholders.

Meetings

Guidehouse provides a team of subject matter experts who will attend meetings with or on behalf of the City of Joplin. Our team will partner with the City of Joplin, ensuring stakeholders are informed, project dependencies are monitored, issues are resolved swiftly, and schedules are met.

Guidehouse will work with the City of Joplin to develop a solid timeline. Our team is local and committed to the administration of tasks and service management for the Community Revitalization Program projects. Our team's main objectives are:

- Collaborate with the City of Joplin and other stakeholders to prepare and maintain an overall project plan spanning all stages of the program.

- Partner with relevant stakeholders to identify the best and most robust solutions for program operations, funding tracking, compliance monitoring and timely reporting via dashboards in coordination with City staff.
- Oversee compliance monitoring of all subcontractors to ensure compliance with both individual contracts and all state and federal regulations.

A kick-off meeting will be held within 15-30 calendar days of the project effective date and set up a monthly, bi-weekly, or weekly meeting cadence for project status and program updates. Project statuses and program updates can be customized using project dashboards for meetings to provide a comprehensive summary to easily identify program details. This method provides a standard platform for pertinent program planning, execution measurements, and provide a way to substantiate them.

Our approach allows our team to properly communicate meaningful and reliable project information to partners and other relevant stakeholders. The on-site exchange during scheduled meetings on project execution and status updates creates a collaborative setting that enables informed decision-making on all levels.

4.4 Task 4 – Monitoring

Monitoring

The primary objective of our Grants Monitoring workstream is to assist the City of Joplin in organizing, planning, coordinating, and executing Community Revitalization Programs. Our team will consist of specialists who will focus on the tactical elements of each project, including monitoring project cost and schedule, maintaining compliant and organized project folders, developing project meeting schedules and maintaining reporting standards, assisting the City of Joplin and sub-recipients with required reporting, and maintaining relationships with stakeholders.

Our team will consist of Guidehouse technical specialists and our teaming partner, Joplin-native Viriya, who will be available to consistently attend meetings, maintain action item trackers and provide technical assistance. We are also leveraging the subject matter expertise of Patty Heagel who was the Former CDBG-DR program manager and was a critical piece in the design of two of the three programs in the Community Revitalization program. To manage quality and risk, our team will adhere to a strict reporting and review protocol, and our local ground team will work closely with full-time Guidehouse technical specialists. All work will be managed and monitored by full-time Guidehouse staff who have a thorough understanding of the State's quality expectations, courtesy of our previous work with the city. Our team consists of specialists in federal grants management, accounting, housing, infrastructure and construction project management, economic development and community revitalization, and mitigation projects. This blend of teaming partners, local subcontractors and full-time Guidehouse specialists provides a lean team structure, which will enable efficiency and maximize grant funding utility.

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Internal Controls

The Guidehouse team will work closely with the City to develop and implement effective internal controls. Our team has a deep understanding of recovery efforts undertaken by the city to-date, including controls, reporting, and monitoring and tracking tools. To continue designing and implementing enhanced internal controls and reporting tools, we will conduct an expedited analysis of the current state of administration and program management controls. As part of that analysis, we will confirm current controls, procedures, processes, and tools utilized for financial, program, compliance, and project management. Our team will facilitate improvements to these internal controls, and where relevant, suggest additions to complement existing controls.

We will focus our discussions on strengthening and fortifying the city's current program management processes and tools. Specifically, areas we will analyze include: schedule management, project financial management, procurement and documentation, compliance monitoring, and stakeholder management. Analysis of project financial management will consist of mechanisms to track, monitor and forecast: project obligations, project expenditures, anticipated values-to-completion, and project cost performance. Analysis of schedule management will consist of programs utilizing industry best practices to: develop and maintain an integrated master schedule, hold progress meetings, and track expenditures. Analysis of stakeholder engagement will include protocols to effectively manage stakeholders by establishing: periodic reporting meetings, key reporting metrics and goals, technical assistance workshops, compliance and regulation, procurement guidelines, and quality assurance.

Risk Management

The Guidehouse Team will implement a non-burdensome and transparent, but also rigorous approach to the identification, analysis, and response to risk. Our team has a unique understanding of the principals and applications of risk management, both at the macro program level and at the micro project level and have helped to establish risk management frameworks across the industry that are now industry standards. As part of our work identifying and managing risks with other clients managing similar housing and disaster recovery efforts, we developed thorough but non-burdensome approaches to risk management and will assist the city of Joplin in doing the same. We will assist the city to:

- **Determine Risk Management Maturity:** We will work with key program stakeholders including Community Housing Development Organizations (CHDOs), housing non-profit agencies, and others to agree on the current "level" or maturity of risk management within the City of Joplin.
- **Agree on Desired Risk Management Approach:** After we establish a baseline detailing the City of Joplin's current maturity along a risk management framework, we will work with stakeholders to agree on the appropriate level of risk management that should be conducted. These decisions will include:
    - Personnel who will conduct risk management

  - Escalation paths once a risk is identified
  - Potential risk response strategies
  - Key sponsors, stakeholders, and decision makers
- **Implement Risk Management Program:** After our team has agreed on the current state of the City's risk management practices and the desired risk management approach, we will work with the city to deploy these practices across the Community Revitalization Program. This work will include drafting regular communications, creating forms and templates, and assembling key stakeholders to complete key deliverables.

Issue Management

Issue Escalation is an extremely important communication process within the Guidehouse Team, as identifying, expediting, and resolving issues (such as those with specific applications) is critical to the functioning of any housing and disaster recovery program. All team members will have access to multiple avenues through which issues can be resolved – either through formal or informal processes.

Guidehouse's formal escalation process follows a chain of command approach, following the set organizational structure within the project. All team members know where they fit into this organizational structure and who their direct manager is. The direct manager in charge of escalations will typically be the Project Manager or Program Lead, to whom team members will raise any issues. If issues cannot be resolved at this level, they will then be escalated to the Engagement Lead/SMEs. Once these issues are escalated, it is the responsibility of the Project Manager(s) to take action to resolve the problem. This is typically done through meetings where the appropriate team members coordinate to prioritize all pending issues and determine the needed course of action to correct or mitigate issues in order of priority.

To facilitate the informal escalation process, all senior management at Guidehouse has an "open door policy." This means that team members may discuss any and all issues encountered with the Engagement lead and SMEs as needed. This policy allows all levels of employees to feel that they have an avenue for resolving issues that they feel they cannot resolve on their own, whether they are professional (related to applications or program-specific), or personal in nature.

4.5 Task 5 – Technical Assistance

While the City has successfully won funding for the Community Revitalization Program, a myriad of rules, regulations, and strings attached come along with it. Such added procedural and policy complexity, while not new to the City, requires intensive policy strategy and coordination. Our experience has shown us that the benefit of providing technical assistance to our partners can be exponential. We will align our approach to technical assistance with the needs and complexity of the three programs within the

Community Revitalization Program, and will work with the city to provide assistance in the form of technical expertise, policy analysis, and training on new policy developments.

As demonstrated throughout this document, our team is comprised of leading experts in disaster recovery grants management and regulatory compliance, particularly as pertaining to programs funded by ARPA SLFRF (see a non-exhaustive list of technical assistance services below).

Services for the City of Joplin		
Data Analysis	**Research**	**Advisory**
Programmatic reporting	Waivers & appeals	Procurement assistance
Appeal preparation	Final Rule and compliance updates	Relationship management
SLFRF dashboarding	Coordination with City officials	Policy & procedure advisory
Project aging statistics	Best practices	Grant requirements / eligibility review

Our staff are prepared to advice and help ensure compliance. Our staff include those with expert understanding of federal grants management under 2 CFR 200, as well as applicable federal laws, regulations, requirements, and executive orders related to housing and urban development, public buildings and public works, financial management, civil rights, equal employment opportunity, affirmative action, minority and women-owned business utilization, labor standards, and other applicable federal provisions pertinent to SLFRF-funded programs. We are also uniquely familiar with and will follow all applicable Missouri State and local laws, regulations, and codes, as we have done and currently do on other engagements with the City.

It is one thing to be aware of applicable regulations, and quite another to comply and enforce them. Our team will assist the will assist the City in complying with and enforcing applicable executive orders and federal, state, and local regulations, codes, rules, ordinances, standards, and requirements down through its subcontractors and suppliers. In addition, we will assist the City in complying with the most up-to-date housing guidelines, minimum property standards, minimum acceptable standards for residential acquisition, construction, demolition, and rehabilitation, and all published City policies and procedures.

Our project team, both on the ground and virtually, will provide all the above-mentioned services to City officials and applicants of the three programs within the Community Revitalization Program. Beyond themselves being subject matter experts and staying abreast of the frequent Treasury alterations of ARPA SLFRF rules, our team members will serve as intermediaries between program stakeholders and the Guidehouse Center of Excellence (CoE).

The CoE is a Guidehouse-internal resource repository and knowledge-sharing community comprised of subject matter experts. These experts specialize in housing, disaster recovery, and community solutions, with experience stretching across states, counties, cities, and municipalities around the country. The CoE, in addition to providing briefings

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on industry best practices and advances in respective fields, has been at the forefront of SLFRF analysis since ARPA was passed. When a project stakeholder asks a policy question or requests specific information on program requirements or best practices, our project team will liaise with our Center of Excellence to provide the most accurate, up-to-date responses that will help to simplify the complexities of ARPA SLFRF compliance. The complexities are further simplified by the resources in the CoE's repository such as templates, tools, and dashboards specific to SLFRF that can be individualized and leveraged for the three Community Revitalization programs.



Further, a critical component of technical assistance for the Community Revitalization Program will be training, which will be available to program stakeholders. Training materials – on topics ranging from demolition requirements for federally funded programs, to ARPA SLFRF guidelines, to application processing – will include customized worksheets, handouts, templates, and PowerPoint slides. These materials will be delivered to relevant stakeholders as frequently as needed or requested. Experienced trainers will present information and the Guidehouse team, members of whom are nationally recognized in providing training, will support all technical assistance material. Training material will be updated and presented regularly throughout the grant to ensure that all staff are made aware of and understand any changes to policies or procedures.

4.6 Task 6 – Close-Out & Audit Preparation

Our mindset is that project closeout begins on day 1. Our experience has taught us that a thorough and comprehensive document management program is the foundation for a successful closeout program. We will implement sound and comprehensive document management practices that will help enable successful internal monitoring, auditing and reporting without being burdensome. We have seen first-hand the critical impact of effective document management across many of our ARPA SLFRF engagements and beyond, particularly in responding to federal Office of Inspector General (OIG) inquiries. Throughout the life of the City's program, we will establish:

- **Protocol and Naming Conventions:** We will work across stakeholders (project leads, IT staff) to assess current documentation naming conventions and storage

protocols. We will enhance, as needed, and implement the naming protocol and naming conventions on each project element.

- **Electronic Records Management:** We will utilize an online submission portal to both streamline the submission process as well as store all required program documentation. We will also manage the conversion of physical files into electronic records, providing technical assistance to applicants when needed.
- **Compliance with Federal Regulations:** We will store physical files in accordance with Federal guidelines (Treasury / ARPA / SLFRF / 2 CFR) and maintained for three years beyond the State's final FSR for the grant or if an FSR is not required three years from the date of the final certification of completion of the last project. Our team will work to help the City ensure that physical records are stored in facilities with appropriate security protocols.
- **Monitoring Work Completion:** We will work with the City to ensure that project files contain all requisite compliance documentation for project closeout, including results of project monitoring, requests for and correspondence related to changes in scope and cost of work. Our team will monitor projects throughout their lifecycle to ensure the project files contain:
    - All required and unique documentation for the Home Down Payment and Closing Cost Assistance Program such as:
        - Income statement
        - Citizenship status
        - Social security number taking into consideration PII requirements
        - Election for payment form
    - All required and unique documentation for the Home Rehabilitation and Repairs Program such as
        - Proof of ownership
        - Income statement
        - Lead-based paint forms
    - All required and unique documentation for the Demolition for Residential Home Construction Program
        - Demolition Permits
        - Environmental permits
        - Grant Agreement
- **Reconciling Final Costs:** We will assist the City in determining the final cost of accomplishing the eligible work, often performing inspections or audits to do so.
- **Defining Recapture terms:** We will work with the City and DED to determine recapture timelines and terms in order to help reduce post close-out administrative requirements. We will also develop a tracker to outline the various timelines for each applicant under the JHAP and JHRP (as applicable)
- **Audit preparation -** We understand that when receiving federal funds, the State and sub-recipients will need to always be prepared for audit visits, and have information, substantiation, and responses prepared with recommendations for improvements on any concerns or findings. Our team will provide:

  - Training on and distribution of information on identified OIG strategies to avoid common pitfalls and/or to promote leading practices
  - Preparing and assessing documentation in preparation for audits
  - Supporting the City during any audit meetings
  - Assisting in responding to audit concerns or findings
  - Developing recommendations for improvement or corrective action
- **Closeout Applicant Assistance**: Further, we will set up Closeout Teams within the Guidehouse Team to conduct the reimbursements and closeout for a designated group of applicants. Having a dedicated team to work through problems identified in the reimbursement requests by working directly with the applicants will streamline the information requests and ensure progress on the reimbursement and closeout processing. The Closeout Specialists will leverage their developed relationships and understanding of applicants' projects and documentation to expedite review processes and maximize the touchpoints with the applicants.
  - Our team understands the extensive and thorough documentation requirements for each program funded by ARPA SLFRF. To effectively manage the collection efforts and not overwhelm the applicants with documentation requests, we will provide high-quality applicant assistance through our Closeout Specialists. The Closeout Specialists providing applicant assistance will serve as the main point of contact for applicants, managing projects during the reimbursement and closeout phase. This team will be in the field working directly with the applicants and providing technical support and guidance in-office and available remotely.
- **Data Security:** The project will deal with a tremendous amount of Personally Identifiable Information (PII), so the security around those technology systems is critical. Our team will establish a comprehensive data security plan to guide the handling of PII.

Working closely and directly with the City and applicants, Guidehouse is prepared to implement this comprehensive closeout strategy that starts on Day 1 and runs through the entire lifespan of the project.

5.0 Additional References

Every day our team is helping clients solve their biggest challenges. The following section highlights the relationships that we have built with our clients and demonstrates our experience working in compliance with federal funds, especially with administering American Rescue Plan Act (ARPA) funds. The contacts provided below may be used to verify Guidehouse's expertise and experience relevant to the request for services.

5.1 Guidehouse References

Client Reference	Department of Veteran Affairs Office of Construction and Facilities Management
Name/Title	Raymond Savoy, Executive Assistant, Office of Facilities Acquisition
Telephone Number	202-664-2732
Email Address	Raymond.Savoy@va.gov
Summary of Relationship	Guidehouse supported the Office of Construction and Facilities Management (CFM) within the Office of Veterans Affairs (VA) from September 29th 2022 to the present on key, strategic initiatives as well as day to day operational actions. In the Fall of 2021, Guidehouse, as a part of Team ReefPoint Group (RPG), was brought into CFM to provide strategic support to executives as they looked to make sweeping organizational changes as well as provide stability to day-to-day operations through bolstering ongoing staff activities and identifying ways to improve, expedite, or optimize current processes and procedures. The team supported the Office of the Deputy Executive Director, the Chief Facility Strategy Officer, the Office of Resource Management, the Office of Design and Construction, the Office of Facilities Planning, and the Executive Director's Office.

Client Reference	Department of Veteran Affairs Office of Construction and Facilities Management
Name/Title	Shain Carrizal, Sr. Director, HRRM
Telephone Number	713-274-5525
Email Address	Shain.carrizal@bmd.hctx.net
Summary of Relationship	Point of Contact for Performed Services

6.0 Pricing

Employees and respective rates are Guidehouse confidential. Please see attached Reservation of Rights.

Department	Title/Function	Average Hourly Rate Contract Term	Estimated Hrs 2023	Estimated Hrs 2024	Estimated Hrs 2025	Estimated Hrs 2026	Estimated Total hours	Total Cost
Guidehouse	Director	$345	20	60	40	20	140	$48,300
Guidehouse	JHAP Lead	$185	40	120	120	60	340	$62,900
Guidehouse	Demolition & JHRP Lead	$160	80	720	400	100	1,300	$208,000
Guidehouse	Project Manager	$160	40	1080	400	100	1,620	$259,200
Guidehouse	Subject Matter Expert	$160	40	720	400	100	1,260	$201,600
Guidehouse	Program Support	$100	0	720	380	100	1,200	$120,000
Not to Exceed Annual Grand Total Hours			$39,900	$518,100	$266,000	$76,000	5,860	**$900,000**
							Travel Year 1	**$15,000**
							Travel Year 2	**$15,000**
							Travel Year 3	**$15,000**
							Grand Total:	**$945,000**

Please note the pricing above represents Not to Exceed costs from December 2023 – September 2026.

Guidehouse is willing to consider a BAFO should we be selected to move to the next round.

Appendix A. Proposal Submission Form

REQUEST FOR PROPOSAL SUBMISSION #2023-RFP-12

Company: Guidehouse Inc.

Address: 685 3rd Ave 14th floor, New York, NY 10017

Contact Person: Kajal Patel

Telephone Number: 732-589-0890

Email: kpatel@guidehouse.com

NOTE TO RESPONDENTS: SUBMIT ENTIRE SECTION WITH RESPONSE. THIS EXECUTION OF OFFER MUST BE COMPLETED, SIGNED, AND RETURNED WITH THE RESPONDENT'S QUALIFICATIONS. FAILURE TO COMPLETE, SIGN AND RETURN THIS EXECUTION OF OFFER WITH THE QUALIFICATIONS MAY RESULT IN REJECTION OF THE QUALIFICATIONS.

SIGNING A FALSE STATEMENT MAY VOID THE SUBMITTED QUALIFICATIONS OR ANY AGREEMENTS OR OTHER CONTRACTUAL ARRANGEMENTS, WHICH MAY RESULT FROM THE SUBMISSION OF RESPONDENT'S QUALIFICATIONS, AND THE RESPONDENT MAY BE REMOVED FROM ALL PROPOSER LISTS. A FALSE CERTIFICATION SHALL BE DEEMED A MATERIAL BREACH OF CONTRACT AND, AT THE JRC'S OPTION, MAY RESULT IN TERMINATION OF ANY RESULTING CONTRACT.

By signature hereon, Respondent acknowledges and agrees that (1) this RFP is a solicitation for Interest and is not a contract or an offer to contract; (2) the submission of Responses by Respondent in response to this RFP will not create a contract between the City and Respondent; (3) Neither the City or the Committee, or any of their representatives, have made a representation or warranty, written or oral, that one or more contracts with the City will be awarded under this RFP; and (4) Respondent shall bear, as its sole risk and responsibility, any cost which arises from Respondent's preparation of a response to this RFP.

By signature hereon, Respondent offers and agrees to furnish to the City all of the products and/or services more particularly described in its Responses, and to comply with all terms, conditions and requirements set forth in the RFP documents and contained herein.

By signature hereon, Respondent affirms that they have not given, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor or service to a public servant, elected officials, leadership or staff of the City or partner organizations in connection with the submitted Responses.

By signature hereon, the Respondent hereby certifies that neither the Respondent nor the firm, corporation, partnership or Developer represented by the Respondent, or anyone acting for such firm, corporation, or institution has violated the antitrust laws of this state, or the Federal antitrust laws, nor communicated directly or indirectly the Responses made to any competitor or any other person engaged in such line of business.

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By signature hereon, Respondent represents and warrants that:

Respondent is a reputable company regularly engaged in providing products and/or services

necessary to meet the terms, conditions and requirements of the RFP;

Respondent has the necessary experience, knowledge, abilities, skills, and resources to satisfactorily perform the terms, conditions and requirements of the RFP;

By signature hereon, Respondent certifies that the individual signing this document and the documents made part of the RFP is authorized to sign such documents on behalf of the company and to bind the company under any agreements or other contractual arrangements, which may result from the submission of the Response.

By signature hereon, Respondent affirms that no compensation has been received for participation in the preparation of the specifications for this RFP.

By signature hereon, Respondent affirms that it has not violated any of the noted No-Lobbying provisions or specification contained in this RFP.

By signature hereon, Respondent agrees to defend, indemnify, and hold harmless the City and the Committee, all of their officers, agents and employees from and against all claims, actions, suits, demands, proceedings, costs, damages, and liabilities, arising out of, connected with, or resulting from any acts or omissions of Respondent or any agent, employee, subcontractor, or supplier of Respondent in the execution or performance of any agreements or other contractual arrangements which may result from the submission of these Responses.

Submitted and certified this day of 20th October 2023

BY:

Signature Date: 20th October 2023

Name (Printed): Kajal Patel

Title: Partner

Signature: