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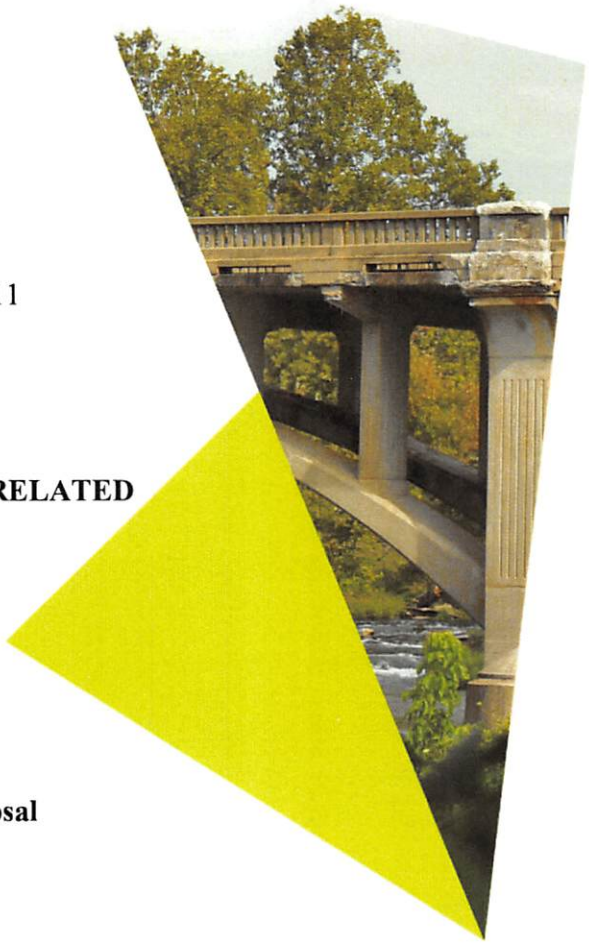

City of Joplin, Missouri
Proposal Reference: 2022-RFP-11

INFRASTRUCTURE/ARPA RELATED FUNDING ASSISTANCE

Response to Request for Proposal

May 16, 2022

Provided to:

City of Joplin
Leslie Haase, Finance Director
lhaase@joplinmo.org
Finance Department
602 South Main Street
Joplin, MO 64801
Phone: 417-624-0820 ext. 1251

Provided by:

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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.

Guidehouse

May 16, 2022

Leslie Haase, Finance Director
City of Joplin, Finance Department
602 South Main Street Joplin, MO 64801

Subject: Response to Request for Proposal | Proposal Reference: 2022-RFP-11 Infrastructure/ARPA Related Funding Assistance

Dear Leslie Haase:

Guidehouse Inc. and our teaming partners, Viriya Consulting and NanMcKay & Associates, are pleased to submit to the City of Joplin our proposal to help the city with Infrastructure/ARPA Related Funding Assistance. We are confident that you will find that our proposal offers the best value solution to help the City in identifying and maximizing federal grant opportunities and managing funds in a way that best supports the City of Joplin's economic development strategy.

Team Guidehouse is uniquely qualified to assist the City of Joplin due to our in-depth familiarity of the City and surrounding community from our previous work together, and our deep expertise and leading practices for the American Rescue Plan Act (ARPA) as well as other federal grants for counties, cities, and states across the country.

Guidehouse is the largest consulting firm in the world that works equally in the public and commercial sectors. Guidehouse originated as a business unit of PricewaterhouseCoopers LLP, under the name PricewaterhouseCoopers Public Sector LLP until May 2018. Our combined team represents over 14,000 professionals, and we are poised to help Joplin make the most of this once in a lifetime funding. Our proposal offers the best value and most complete solution to the City for the following reasons:

We are leaders in American Rescue Plan Act Consulting Services. Guidehouse has provided COVID-19 and ARPA consulting services for many counties, cities, states, and healthcare institutions throughout the United States. In fact, Guidehouse has performed these services in more than 59 state and local governments and 45 healthcare systems (**Figure 1**). We know that the effective financial management of federal and state stimulus funds can continue to set the course for the City's recovery from the devastating health and economic impacts of the virus, and this moment presents an unparalleled opportunity to improve the quality of life for residents, particularly those in disenfranchised areas hit the hardest by the impacts of COVID-19. We have the experience needed to help the City use these resources effectively and efficiently. We are here to guide the City in identifying and prioritizing permissible uses of funds, developing guidelines and recommendations for the proper administration of funding, in its disbursement, tracking, and reporting, and by setting up strategic positioning for applicable economic development opportunities, so that they may come to fruition.

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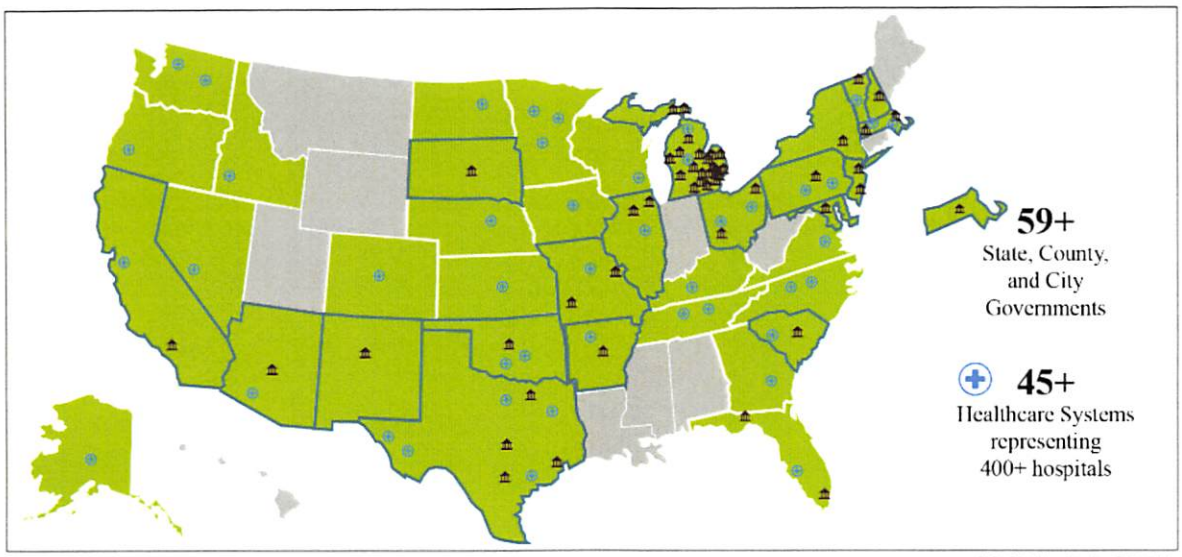

Figure 1. Our COVID-19 Experience

Guidehouse is familiar with the City and has demonstrated the ability to help stimulate the Joplin economy, and address the matters of importance to the community, like the acquisition, renovation, and furnishing of the Advanced Training and Technology Center (ATTC), developing much needed road and sanitary sewer infrastructure throughout the city, providing critical infrastructure improvements to the Crossroads Industrial Park to promote economic development, and the Joplin Homebuyers Assistance Program, a program that expedited the process of bringing homeowners and economic opportunity directly within the disaster zone.

We have the experienced staff you need for this project. Guidehouse recognizes that the success of initiatives such as this one often hinges on the experience and commitment of local resources and subject matter experts. Guidehouse is the superior choice for ARPA engagement, compliance, and reporting in the nation. Your team will be led by Partners, **Gaurav Menon** and **Raquel Malmberg**. Gaurav will serve as the Federal Grants Management Partner. In his role as the leader of the Capital Projects and Infrastructure practice at Guidehouse, he will function in advising on grants management, disaster recovery and ARPA strategy. With more than 21 years of professional services experience, Gaurav specializes in supporting public and private sector entities, including the City of Joplin, is involved in the delivery of large and complex grant programs, with a focus on long-term community development and capital asset rebuilding strategies. Raquel, who will be your engagement partner and brings more than 16 years of experience leading disaster recovery and financial transformations in the public sector. She will respond to project resourcing and quality needs to improve operations, build policies and procedures, and implement strategies and recommendations to fulfil Joplin's mission. **Dami Kehinde** is an Associate Director at Guidehouse and is a part of the Capital Projects & Infrastructure team. Dami has more than 18 years of experience across transportation, state, and local sectors. Dami has led various grant administration projects funded through Housing and Urban Development Community Development Block Grant, Economic Development Administration, Federal Emergency Management Agency PA and more recently related to CRF,

American Rescue Plan Act, and other federal funding sources as it relates to the COVID-19 pandemic. She has also helped lead a large Emergency Rental Assistance Program operations team.

We deliver exceptional results. As a leading provider of management consulting services to public sector clients across the United States, we are proud of our track record of successful service and our reputation for delivering exceptional results and building trust with our clients. We are a proud recipient of the Malcolm Baldrige National Quality Award. This Presidential accolade is reserved for organizations that demonstrate performance excellence through innovation, improvement, and visionary leadership. We are the **only large professional services** firm to achieve this recognition. Our exceptional standards of quality will be driven in our approach.

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

We know Joplin. The City is in need of a teaming partner that not only possesses the capabilities that will best empower the City to successfully implement this program, but also a partner who possesses an intricate understanding of the community. Our team of professionals have worked alongside the City in varying capacities since 2014. As a result, we have developed an intricate understanding of the community and become equally passionate in seeing the City's growth. Working in lockstep with the City in response to the May 2011 Tornado, our team assisted in the identification and prioritization of eligible projects, developed schedule and budgeting controls, as well as managed more than 50 infrastructure, housing, economic development, public facility, and public service projects. We have become intimately familiar with the City's policies, procedures, and more importantly, the key personnel at City Hall that are both impassioned with seeing the City's success and an honor to work side-by-side with. Having worked in the community for many years, we have established rapports with several of the City's key stakeholders. Our teaming partner, Viriya Consulting, was founded in Joplin, and remains headquartered in the City's historic downtown, mere blocks away from Joplin City Hall. Viriya's support enables the availability of constant boots-on-the-ground presence to both accommodate the demands of the program and maintain an in-person relationship to facilitate efficiency, and therefore success, of the City's ARPA program.

Guidehouse appreciates the opportunity to be considered for this important project and if selected, will provide the City of Joplin with a team of professionals committed to your success. If you have any questions about our response, please contact Michael Schulien, Contracts Manager, mschulien@guidehouse.com, at (703) 409-7112.

Sincerely,

2022-238

Guidehouse

Gaurav Menon
Partner

Raquel Malmberg
Partner

2022-238

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1.0 Company Profile

Guidehouse Inc.	
A. Firm name and business address, including telephone and facsimile numbers, and e-mail address.	Guidehouse Inc. Headquarters: 1676 International Drive, Suite 800 McLean, VA 22102 Telephone (630) 650-1034 Fax: N/A mschulien@guidehouse.com www.guidehouse.com
B. Year established (include former firm names and year established). Identify the country and state in which the firm was incorporated or adopted.	Guidehouse Inc. was incorporated on June 6, 1996, under Delaware law. On October 11, 2019, Guidehouse LLP completed its previously announced acquisition of Navigant Consulting, Inc. Further, on October 18, 2021, Guidehouse announced the completion of its acquisition of Dovel Technologies ("Dovel"), a portfolio company of Macquarie Capital. These transactions and subsequent consolidation do not impact the technical, staffing, or pricing approach that we are proposing to the City. All assets of Guidehouse, Navigant, and Dovel, including those required to perform this proposal, remain with our combined company – we simply have enhanced our resources and capabilities now that we have combined the two businesses. This change has positively affected the company by being able to provide additional services for our state and local clients.
C. Provide the Firm's type of ownership and, if applicable, parent company or subsidiaries. Include dates of any corporate mergers and/or acquisitions, including all present and former subsidiaries with dates of any and all restructuring since the founding date. Also, provide any licensure in Missouri.	Guidehouse Inc. was incorporated on June 6, 1996, under Delaware law. On October 11, 2019, Guidehouse LLP completed its previously announced acquisition of Navigant Consulting, Inc. Further, on October 18, 2021, Guidehouse announced the completion of its acquisition of Dovel Technologies ("Dovel"), a portfolio company of Macquarie Capital. These transactions and subsequent consolidation do not impact the technical, staffing, or pricing approach that we are proposing to the City. All assets of Guidehouse, Navigant, and Dovel, including those required to perform this proposal, remain with our combined company – we simply have enhanced our resources and capabilities now that we have combined the two businesses. This change has positively affected the

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Guidehouse Inc.	
	company by being able to provide additional services for our state and local clients.
D. Clarify the business address and telephone number of the office(s) at which the work is to be accomplished (if different than item #A). Also include the name, address, and telephone number of the project manager, if different than item A.	See #A

2.0 Proposed Methodology and Approach for Scope of Services

As the City of Joplin navigates how to best allocate the federal funding received and available, **Team Guidehouse is prepared to provide assistance with all components outlined within the Scope of Work**, including but not limited to identifying federal, state, and county opportunities, helping the City maximize grant revenue, and leveraging ARPA funding to increase economic opportunities for the city.

Guidehouse's deep experience managing federal funding is a critical part of our approach to maximizing Joplin's funding opportunities. Allowable uses of funding provided by ARPA overlap with many of the funding programs in the IIJA, and Congress/the Treasury have indicated that, in some cases, states may use COVID-19 funds as non-federal match for IIJA programs. Guidehouse is also carefully monitoring funding guidance updates in Congress, which appears poised to further expand the allowable uses of the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) to include non-federal match for a wide array of IIJA-funded grant programs. Finally, Guidehouse has developed a broadband funding framework that considers ARPA broadband requirements in conjunction with IIJA broadband program requirements for overlapping program eligibility areas. This approach will allow the City of Joplin to seamlessly change broadband funding program sources, from ARPA funding to IIJA funding, as new funds are made available.

We understand that you need clear structure and program management best practices in place in order to execute your ARPA and IIJA strategy. We will help your team stand up or augment existing program management structures, and provide core project management support to your selected projects and programs. Our methodology for Program and Project Management is built on years of investment, successful quality client delivery, and the Project Management Institute's (PMI) proven, integrated framework that increases efficiencies, reduces risk, and appropriately manages costs of the project lifecycle through closing. At Guidehouse, we take the quality of our work very seriously and, as such, have numerous rigorous and standardized processes that we include within all our engagements to ensure quality.

With our roots in the highly regulated accounting and auditing fields, quality control is not only critical to ensuring our clients' satisfaction, but also a requirement for much of the highly

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regulated work we do. We will kick off our project and, utilizing these PMI standards, establish strong program management practices rooted in practical mechanisms. The Guidehouse team will:

Host a kick-off meeting to establish expectations: At the start of the project, we will meet with the City leadership team to introduce the project team and further define project objectives and requirements, including timelines. The full Guidehouse team would join the kick-off meeting (as appropriate) to make sure there is a consistent understanding of project objectives and expectations at the onset.

Establishing a governance structure: To align and ensure a comprehensive approach to the plan for the City, we will set up a clear governance model that will provide structure to our work. Within this governance structure, we will establish a Project Management Office (PMO) providing governance, coordination, communications, and oversight activities across City Departments, City Council, stakeholders, and subrecipients. **The PMO will help ensure that the City's recovery efforts have the highest impact and greatest benefit to the residents and the community.** The PMO will develop a clear and actionable Program Management Plan to guide all of our work with the City of Joplin, using inputs from key stakeholders, to maximize current funding while creating a pipeline of projects for future funding. We have created an initial governance model based on our understanding of City operations (**Figure 2**). This governance structure can be modified and enhanced based on the changing needs of the City and as the project evolves.

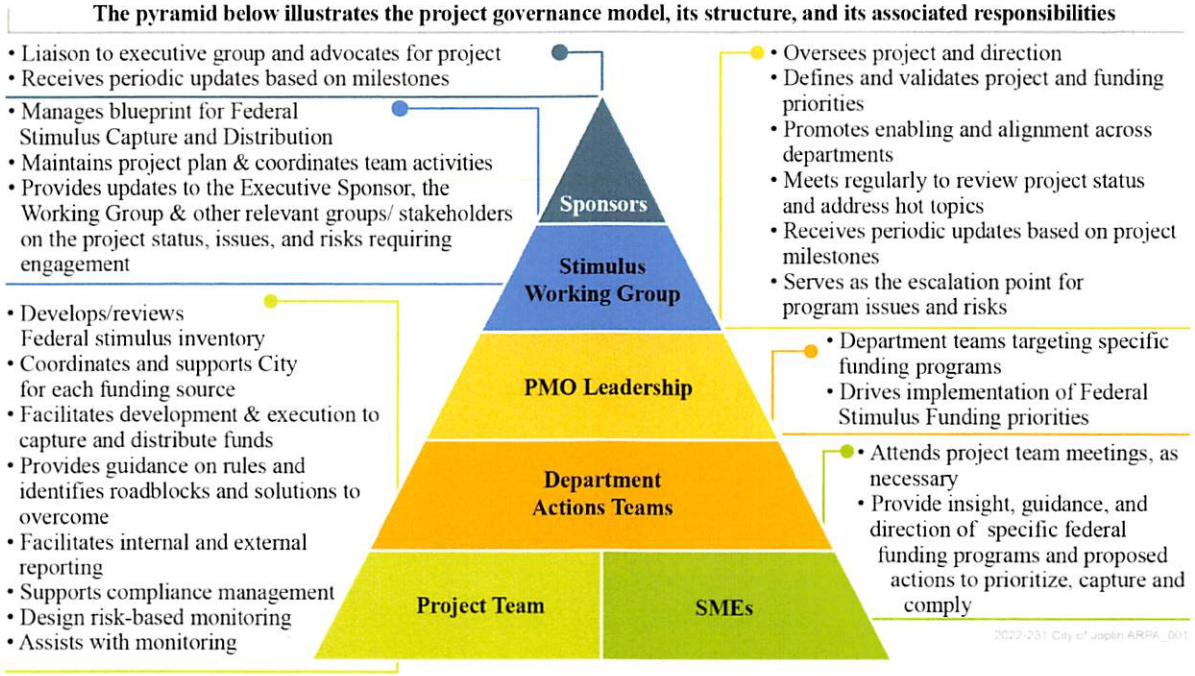

Figure 2. Project Governance Model Overview

Our PMO and core project team members will work hand-in-hand with the City of Joplin, your COVID-19 response funding stewards, and internal City departments through a project governance structure that we will develop in tandem during the first few days of our engagement. This includes the establishment of action teams within each department to help lead specific

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programs. This governance structure, and the associated meeting structure will be important to establishing a rhythm going forward.

The PMO will ensure that the City is able to maximize significant federal financial resources quickly dispersed through ARPA and IIJA appropriations and will help document to demonstrate compliance and manage projects through the life of the federal funding and beyond. We will provide advice and insight on updates to eligibility that could impact your strategy, ensuring that every possible dollar gets to the residents of Joplin.

Establish a document management structure: We will validate that an effective document management structure is in place. Our team will work with you to confirm or refine this structure and ensure that documentation is well managed for all ARPA funded projects. Our team has significant experience managing the complexities of document management for various funding sources and will be prepared to assist the City in mapping the flow of documentation and requirements to ensure the efficient and transparent management of all funds. A robust document management system enables our team and the various City Departments to upload, classify, organize, secure and conduct analytics on a significant volume of documents. **Figure 3** is a sample document management system.

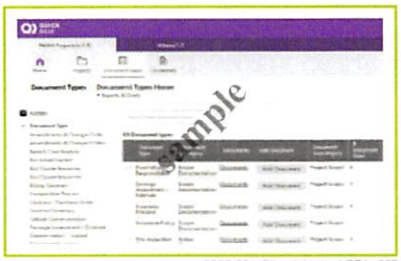

Figure 3. Sample Document Management

Establish a program plan: A key area of support will be in scheduling. Given the complexity of recovery programs, an integrated program plan will be imperative to keep track of the many moving parts such as multiple ongoing work streams, multiple funding sources, and stakeholder coordination. Adding to this complexity is an array of federal agency requirements and reimbursement processes. The program plan can be developed in Microsoft Project, Excel, or another tool that the City prefers and will be refined and maintained throughout the lifecycle of the program. The baselined schedule would provide all stakeholders with the means to measure and track project milestones and monitor progress. **Figure 4** shows a sample program plan.

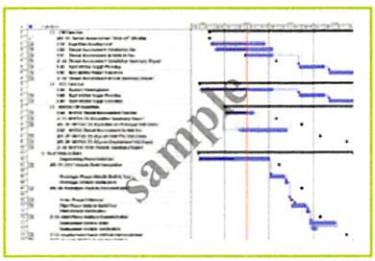

Figure 4. Sample Program Plan

Provide frequent program reporting: We strongly believe that frequent and regular touchpoints with you during the project will make sure that our work products remain aligned with your objectives and address any changes in project direction. We will set up at a minimum a weekly meeting between our team and your team. During this weekly meeting, we will discuss progress to date, current timelines, risk and issues, and other challenges that might arise. Our project team will monitor progress against the project's objectives and will work with you regularly to ensure that our work is meeting high-quality standards. We believe that regular and open communication is the best approach.

Provide proactive risk management: Risk management is ingrained in our culture and our heritage stemming from our audit and compliance roots. We will use a Risk Register to track potential risks before they occur and formulate a mitigation strategy to preempt occurrence. The

Risk Register will also be used to record the outcomes of the risk mitigation steps and coordinate subsequent measures that could be implemented to negate any negative impact on our tasks.

Collectively, the establishment of these tools and our overall approach to structured collaboration will help us manage the overall program and be able to respond to the impact of changes resulting from changed in circumstances and/or shifts in mission priorities — increasing our ability to help you reach your goals.

Our quality control mechanisms and risk management practices are operative before, during, and after an engagement, and all of our resources and deliverables are subject to these standards during regular inspections. This is not something we do on an engagement-by-engagement basis — it is what we do for all our engagements.

Provide comprehensive project implementation and administration support: After we have established the overall governance structure, we will quickly turn to executing the City's priorities. We will validate and document a high-level strategy to guide funding decisions, and we would then work with Joplin to begin to vet and launch individual projects (as needed). Our PMO will work with the various Department leads or other subrecipients and Action Teams to manage individual projects.

We will work refine and finalize the design of the individual projects that will be funded by ARPA once approved by the Mayor and City Council. Once the City has selected a project to move forward with, Team Guidehouse will begin research on viable solutions and development of an overall project framework. We will engage our COVID-19 Center of Excellence to gain insight into the approaches comparable jurisdictions around the country are taking to similar projects and leverage existing best practices. Our team's draft project outline will detail elements such as eligibility requirements, eligible fund uses, application process details, goals, objectives, milestones/timeline, key performance indicators, reporting to track, coordination with the designated Federal, State or County entity, and strategy for communication and outreach.

With this outline in hand, we will present the proposed options to the Internal Working Group to solicit feedback and recommendations. In our experience, this collaborative approach to program design lends itself to arriving at solutions that best meet the needs of each of your constituents.

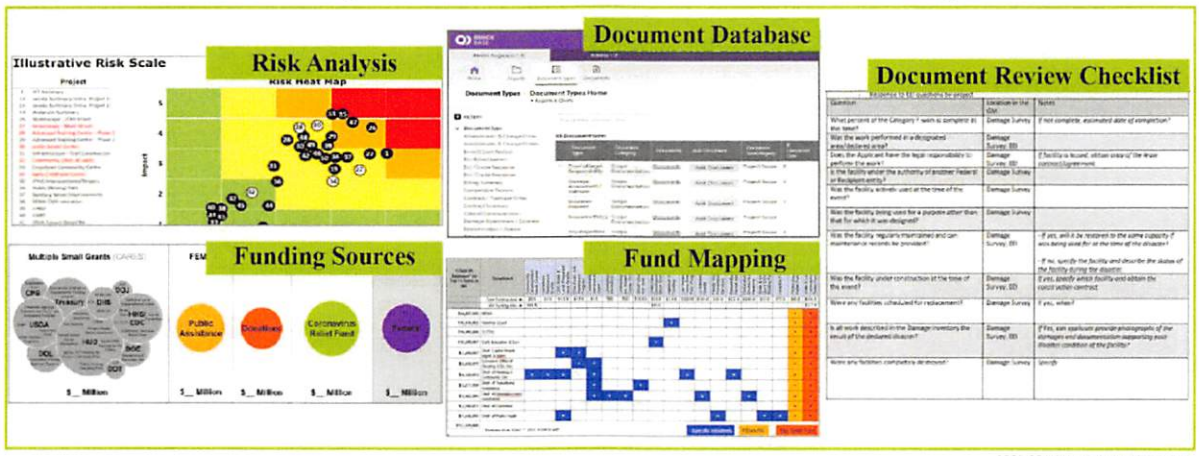

Figure 5. Sample Project Management Tools

Provide robust project management tools and structure: Once draft project outlines have been approved, we will hand over these projects to individual Departments or other subrecipients

as necessary. Team Guidehouse employs customizable, repeatable methods and tools to achieve task objectives, control costs, provide for consistency, and manage resources in an environment of concurrent task orders and competing demands. We will refine and tailor many of the tools we have including standard templates for response and execution, reporting status, burn reports/analyses, risk assessment, and staff modeling. We will also provide Department project teams with key project management tools and templates to support execution. Our PMO team will provide active and hands-on support throughout project execution and will establish a regular communication cadence. We understand that in order to be successful, the City will have to communicate clearly and frequently with these stakeholders to ensure their discrete needs are being addressed and communicated clearly to the public. Stakeholder engagement will include residents, elected officials, City Council members, City departments and agencies, non-profit organizations, neighboring cities and counties, or the State, and others. We will assist with this coordination and engagement to ensure priorities are aligned, decisions are made in a collaborative fashion, funding is effectively distributed, duplication of benefits risk is addressed, and communications are rapidly shared. Our team can help coordinate those stakeholders' views, ensure all points of view are considered and aligned, and lend support and guidance at briefings or meetings to correlate developments. **Figure 5** shows sample project management tools. *Please see Section 2.3 for additional information.*

Team Guidehouse will analyze the information provided by the city project leads and provide weekly reports and debriefs to city engagement leadership on the project status. If situations arise where project reporting metrics are not in line with the City's expectations, Team Guidehouse will work with all involved stakeholders to collaboratively develop remedies and help project leads course correct. During project performance, we work with project leads to ensure that they are aware of the City's expectations and that they are actively gathering and maintaining all required documentation for their respective project files.

2.1 Identify any federal, state, or county grant opportunities resulting from the COVID-19 pandemic on behalf of Joplin

We understand that there are multitude of considerations and priorities to weigh when approaching this funding opportunity (**Figure 6**). In working with cities, counties, and states across the country in their COVID recovery efforts, we have a deep understanding of these priorities, and have successfully navigated the complexities of grant management and administration. We are eager and excited to do the same for the City of Joplin.

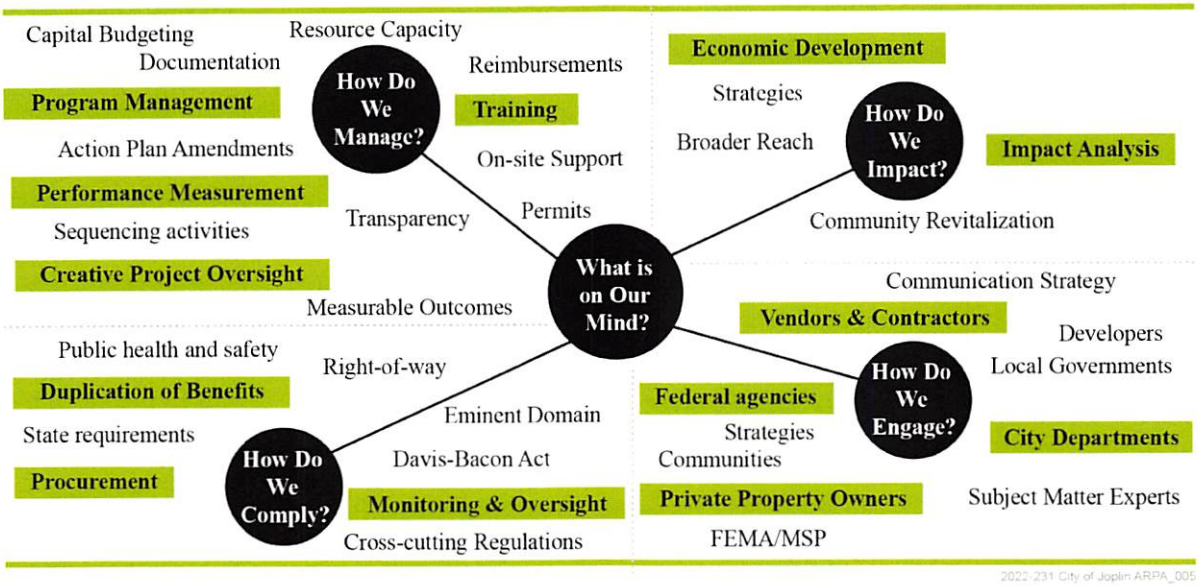

Figure 6. Grant Management Considerations

First, we will conduct an initial needs assessment that will determine what the City has already spent and develop a forecast for future spend. We will then utilize our ARPA, CARES Act, and previous COVID-19 funding project work to commence identifying sources of funding.

- **Identify Existing and Future Funding Sources**. Guidehouse will work with the City to identify all relevant funding opportunities to maximize funding assistance across the diverse portfolio of projects and/or initiatives, while at the same time avoiding duplication of benefits that results in a de-obligation of funds in the future.
- **Map Projects and Needs to Funding Sources, Assess Eligibility Requirements, and Prioritize**. With each of our funding sources identified, we will then undergo a process of mapping projects to specific funding sources in large part based on eligibility requirements. This requires a deeper look at each of the funding sources as well as the cost categories eligible for reimbursement. We will then prioritize the project along a number of parameters such as cost, risk, level of impact, dependencies, etc. **Figure 7** shows how we map projects to fund resources.

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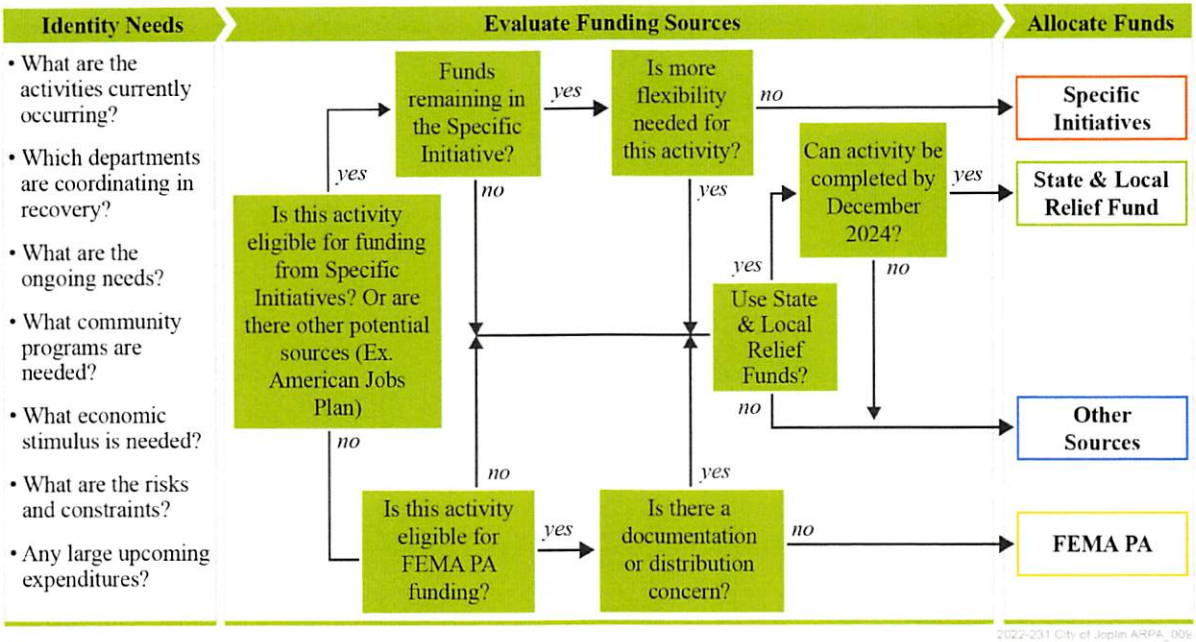

Figure 7. Mapping Projects to Funding Resources

System Development

Concurrently, if deemed necessary based on technology needs and the ARPA portfolio of projects, Guidehouse will begin developing a web-based portal that will be used for grant management. To complete the development of the system we will being with the following steps:

- **Understand Current State Abilities.** We will be reviewing data and supporting documentation from stakeholders from the necessary departments to understand the current state of the City's COVID-19 response and finance capabilities across the following:
  - How are COVID-19 related costs currently being tracked and documented vs. how typical program costs are defined and tracked, monitored, and controlled?
  - What costs are eligible for reimbursement and are they adequately supported with documentation?
- **Deploy Cost and Project Management Tools and Templates.** Guidehouse is bringing tools that were developed by our COVID-19 Command Center and are currently being used by multiple teams to serve a variety of clients in their response to COVID-19. These tools will ensure that the team is ready to expedite the recovery process from Day 1. The Guidehouse Command Center has developed an in-depth workplan which details the various steps for ARPA funds management.

Local governments are currently looking at a once-in-a-generation investment in essential services, infrastructure, and broader communities. One major value proposition our team can provide City leadership with is the identification and review of other grants to optimize availability funding, ensuring coordination with charitable foundations and other stimulus spending.

For example, navigating the complexities of the Infrastructure Investment and Jobs Act (IIJA) grants landscape may prove challenging for many local governments. State and local governments will face a complex array of new formula grant programs that will require new

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administrative programs and processes, new competitive grant programs, and changes to rules for existing grant programs. Over the next few years, local governments like the City of Joplin need to be prepared to stand up new administrative programs and processes for grant programs, review existing "shovel ready" and "backlog" projects for competitive grant eligibility, identify appropriate non-federal cost share sources, and develop winning grant applications.

Table 1 highlights how Guidehouse helps at all phases of the grant's lifecycle using the IIJA as one example. Furthermore, we have established a methodology and various technology tools to help clients maximize federal funding to their jurisdiction and maintain compliance throughout the grant's lifecycle.

Table 1. Supporting Local Governments with Leveraging Infrastructure Investment and Jobs Act Grant Opportunities

Identify Opportunities	Evaluate & Prioritize	Develop Project Plans & Submit Applications	Program Management, Implementation, & Reporting
• The complex array of funding opportunities requires that state and local governments understand: • How planned projects can be expanded to include newly eligible features/functions • Develop new projects for new grant programs	• State and local governments should consider new opportunities and existing backlogs to develop new project plans focused on maximizing federal funds: • Which planned formula projects are eligible for competitive grants? • How can existing long-term project plans can be accelerated? • Where can non-federal matching funds be found? • Align grant timelines with eligible project timelines • Engage with relevant stakeholders (local governments, neighboring states, utilities, public/private partnerships (PPP))	• Many IIJA funds are competitive grants for which state and local governments will need to: • Develop grant application • Conduct Cost/Benefit Analysis, economic ROI • Develop business case • Develop a stakeholder engagement plan for complex regional/local/PPP grants	• Provide audit and compliance monitoring • Manage and maintain a PMO. • Provide a customized grant management software solution or use the client's existing solution to track & report grant requirements • Execute project(s) implementation • Manage ongoing stakeholder processes

Key Activities

- Support the City in review and cataloging of all relevant grants to review for matching and additional funds capture.
- Review State of Missouri ARPA projects to capture any additional revenue for the City.
- Assist with the coordination with nonprofits, charitable foundations and private sector for matching potential and eligible projects.

Deliverables

- Roadmap on additional grants

2.2 Work with City staff to identify the best projects to apply for related to these grant opportunities

Guidehouse has already invested in a suite of tools to facilitate local government's ARPA and IIJA funds maximization and management. The City of Joplin needs a partner prepared on day one to guide the city and its agencies through the details of funding opportunities in the IIJA and ARPA. Guidehouse has prepared tools and accelerators specifically to assist in this process.

For example, our proprietary **IIJA Strategy Tool (IIJA Tool)** is a sortable, filterable, and constantly updated database of all funding opportunities in the IIJA. The data in our IIJA Tool goes far beyond the data released by the White House and other publicly available sources. The Guidehouse IIJA Tool includes not only the text of the IIJA statute parsed into various funding programs (searchable by eligible recipient, category, keyword, etc.), but also all the details of the funding including preferences for recipients, set asides for specific recipients or categories of recipients, non-federal match requirements, and other key details. The IIJA Tool also translates into plain English the language that amends existing programs to expand eligibility for existing grant programs. The information in the IIJA Tool is critical for maximizing the city's use of funds. Details on how the Guidehouse team will use the IIJA Tool to meet the city's needs are included in the Project Plan section below.

Guidehouse's deep experience managing federal funding is also a critical part of our approach to maximizing IIJA funding. Allowable uses of funding provided by the ARPA overlap with many of the funding programs in the IIJA, and Congress/the Treasury have indicated that states may, in some cases, use COVID-19 funds as non-federal match for IIJA programs. Guidehouse is also carefully monitoring the latest in Congress, which appears poised to further expand the allowable uses of the Coronavirus State and Local Fiscal Recovery Funds to include non-federal match for a wide array for IIJA-funded grant programs. Finally, Guidehouse has developed a broadband funding framework that considers ARPA broadband requirements in conjunction with IIJA broadband program requirements for overlapping program eligibility areas. This approach will allow the City of Joplin to seamlessly change broadband funding program sources (from ARPA funding to IIJA funding) as new funds are made available. Below is an overview of select relevant qualifications and experience providing similar services to clients.

2.3 Gain any appropriate stakeholder input for the various grant opportunities

Even as we hope the COVID-19 pandemic is nearing an end, it is imperative to understand the lasting impact it will have on nearly every aspect of daily life for the City of Joplin's businesses, workers, and residents. These impacts may take years to address, through strategies that range from helping small businesses recover from their economic losses, to helping students catch up in the classroom, to helping retrain a new type of workforce. The journey ahead for the City of Joplin is a long one, yet it also presents the opportunity for hope and lasting change. The Guidehouse team includes members with a deep-seated understanding of the City's key stakeholders; including team members who were responsible for leading the City's capital planning process, which was recognized as an Industry Best Practice by the Department of Housing and Urban Development (HUD). Our team has demonstrated their ability to work with

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key stakeholders in driving recovery efforts; including coordination with the Citizen Advisory Recovery Team (CART), the Joplin Area Chamber of Commerce Foundation (JACCF), the Joplin Industrial Development Authority (JIDA), the Joplin area Economic Security Corporation (ESC), the Joplin School District (JSD), the Downtown Joplin Alliance (DJA), as well as Missouri Southern State University. In addition to the capital plan, our team lead the City's Smart City initiative which saw the development of a robust Roadmap driven by community and stakeholder input. In both the Disaster Recovery Capital Planning efforts, as well as the Smart Cities initiative, our team was responsible for development and administering community workshops to elicit feedback from the community and key stakeholders. Listed below in **Figure 8** is our view of the City of Joplin's stakeholder network with City leadership at the center. Fundamentally, after over two years of responding to the pandemic, the question remains: *What can the City do to continue to help its constituents recover from and prepare for life after the pandemic?*

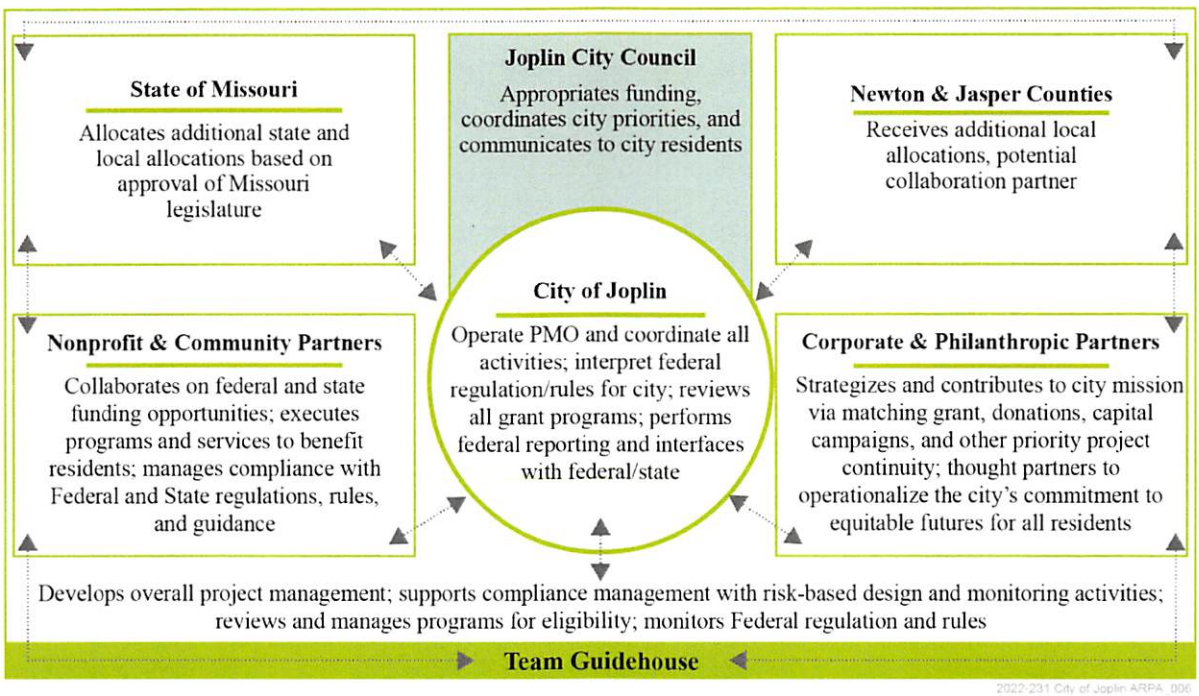

Figure 8. City of Joplin Stakeholder Network

These are important questions to ask because they not only allow the City to help those who have been affected by COVID-19, but they also allow the City to create a more equitable and sustainable future. Through our existing partnership, we've worked side-by-side with the City of Joplin as you navigated the recovery from the tornado.

As a trusted advisor for departments throughout the City, Team Guidehouse has developed methodologies to complement your strategy. You need a systematic way to ensure your efforts are coordinated, organized, and well-executed, working closely with an ecosystem of stakeholders to make progress on shared goals, and maximize economic and community growth

The stakeholder engagement aspect of our approach cannot be understated. We will work closely with you to develop a stakeholder list which will include the various levels of government, anchor institutions. Understanding these stakeholders and community members will define how

the broadband objectives can be achieved, especially as it relates to identifying community need and priorities.

Additionally, by identifying key stakeholders from the beginning (**Table 2**), we can conduct subsequent analyses with stakeholder impact. A stakeholder list will then allow us to develop a comprehensive stakeholder mapping and analysis that will inform how we engage each one. This deep dive into stakeholder engagement from the onset can allow for increased support and buy-in for potential changes to come (**Figure 9**).

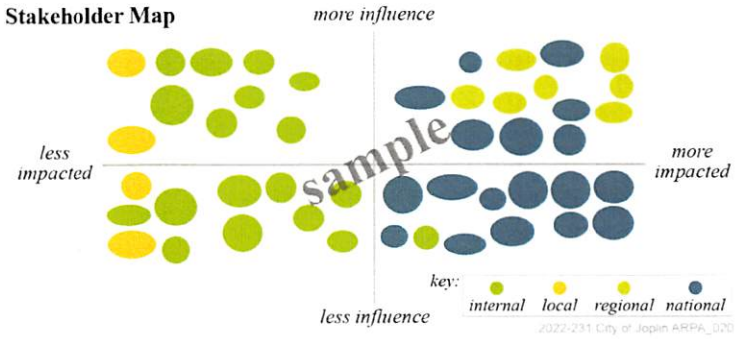

Figure 9. Illustrative Depiction of Stakeholder Ecosystem Mapping and Classification

Beyond stakeholder identification, we will then need to move into stakeholder classification. This is not an academic exercise. The purpose of this is to triage a complex stakeholder ecosystem with various divergent voices into a manageable and coherent way for effectively including them in the development of city initiatives. This allows us to be organized in terms of whom we speak to, and when, what messaging points are important to strike, and the level of input we are inviting them to provide.

In partnership with Joplin's internal city leaders, we will then engage internal stakeholders through interviews and follow-up meetings as needed. Interview topics include:

- Current state of needs
- Solicit data and input on development priorities from stakeholders
- Visualize what a successful project looks like to them
- Potential strategies to address project, community, and stakeholder needs
- Implementation considerations such as funding or risks

Table 2. Possible City-level Stakeholders

City Level Stakeholders	
Joplin City Council	Joplin Area Chamber of Commerce
Finance Department	Joplin Industrial Development Authority
Public Works	Downtown Joplin Alliance
Planning, Development & Neighborhood Services	Citizen Advisory Recovery Team
Jasper & Newton County	Public Utilities
IT Department	Joplin School District, MSSU, & Crowder College

2.4 Apply for the various grant opportunities and administer the grant applications on behalf of the City.

Many IIJA funds are competitive grants for which local governments must develop grant applications, conduct cost/benefit analysis, establish economic ROI, and develop business cases. Once we have used the IIJA Grant Strategy Tool to align projects on the *Opportunities List* with competitive grant programs, we will work with the State Entities to outline and develop winning competitive applications. **Figure 10** shows our grants management process flow.

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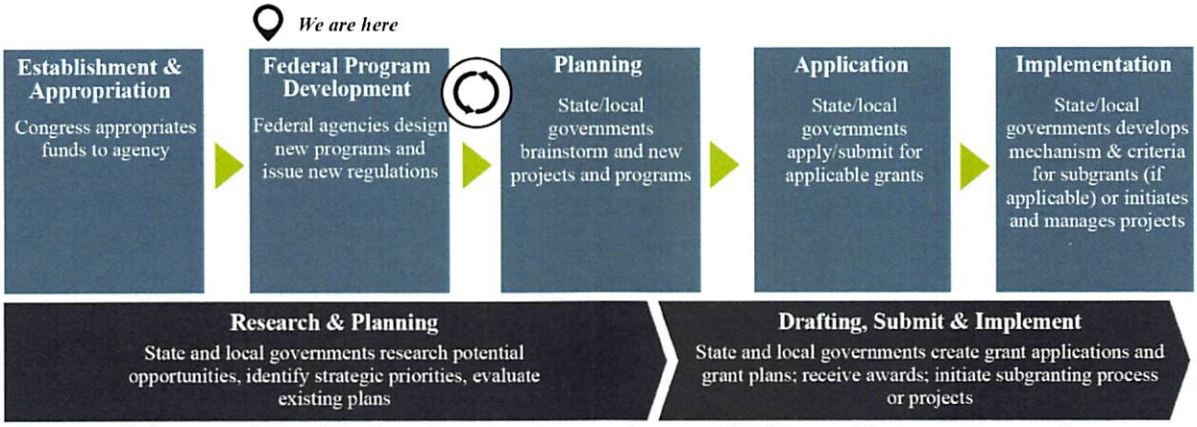

In the pre-award phase, federal agencies must create new grant programs. **This Program Development process will not happen overnight.** In many cases, this will take 6 months to a year before the federal grant programs are established and accepting applications from state and local governments.

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Figure 10. Grants Management Process Flow

It is essential that Joplin has adequate resources to craft quality responses to the grant programs aligned with *Opportunity List* matched funding sources. Although *Opportunity List* projects may align with several different federal funding sources, there is often a significant burden for local governments in developing successful applications. Our *Responsibilities Analysis* will review the Joplin's grant writing capacity and recommend the correct level of support needed to write a successful application.

Our team will work closely with the city staff for grants strategy and application support to ensure that significant grant application deadlines and decision points are met. What that support will look like depends on the design and priorities of each federal grant program. For example:

- Some federal programs give priority or funding preference to areas of economic disadvantage. To successfully win competitive applications in these programs, the City may need economic analysis to demonstrate how the proposed projects will target the federal agency's identified disadvantaged population. In this case, our team would include economic modelers skilled in the use of our econometric tools and with strong data modeling capabilities.
- For some grants the city will need to prepare applications for regional, local, public/private partnership grant opportunities. For such projects, we can provide stakeholder communications plans and application development project plans to ensure the seamless gathering of the required information and the drafting of a consistent and unified application.
- Many grant programs in the infrastructure space are highly technical. In those cases, we have identified a set of experts with specific transportation, cybersecurity, water, energy, or broadband expertise. These experts can supplement existing agency staff and increase the capacity of resource constrained agencies to apply for funding.

With our team's assistance, the City will be able to maximize the available federal funding opportunities and put together applications and policies that speak specifically to the priorities of the federal funding source.

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2.5 Ensure compliance with the various grant requirements on behalf of the City.

Guidehouse will provide technical advisory services on allowed uses of ARPA, IIJA and other federal funds and provide formal opinions regarding eligibility. Team Guidehouse has deep and expansive experience managing grant administration. For State agencies and local governments, Team Guidehouse has overseen everything from funding strategy and document collection through audit-ready submission. We have deep capacity expertise managing ARPA, CRF, CDC, CDBG, HUD, and FEMA PA, as well as numerous other Federal and State funding opportunities from grant award through final compliance and monitoring. We are currently doing that exact same work for Cook County, IL, Wayne County, Michigan, Oakland County, MI, and Kalamazoo County, MI and more than 50 other states and local governments.

Case in Point: City of Akron COVID-19 Recovery Services

Guidehouse is providing grant management services for Wayne County in their multi-pronged response to the COVID-19 emergency. As one aspect of this work, Guidehouse is developing spending plans across several stakeholder departments in the County including Human Health and Veteran Services, IT, Sheriff's Office, and Economic Development. Guidehouse also provided monitoring and compliance support in the deployment of $70 million in grants for small businesses, non-profits, and individuals, ensuring a timely disbursement of funds that comply with applicable regulations. We also helped the County deploy an additional $7.5 million in grants received by the State to meet a quick deadline for the disbursement of funds by working closely with the Detroit Economic Growth Corporation to launch a coordinated effort to notify and award grantees.

Our general approach is to identify needs and programs identified by the City and then identify and map those to Treasury guidance and prepare eligibility memos that are in audit ready format to be used by the City and typically stored in a repository for future use. Once eligibility is finalized, Guidehouse will establish spending and expenditure capture methodology to ensure obligations and expenditures are captured for quarterly Treasury reporting. We have already provided assistance, guidance and verification of spending and project eligibility related to COVID-19 funded programs for several cities, counties, and states including leading submissions of the most recent ARPA reports to the Treasury. Once projects are off and running, we will help deploy a risk-based compliance management program and related monitoring for ARPA funded projects. As projects are stood up and administrators begin providing ARPA relief services to the City residents, our team will actively support your team and City leadership in the ongoing oversight and management of their execution. We will coordinate with the administrators and conduct weekly check-in meetings to monitor project performance, identify issues, and provide feedback.

Our team is prepared to provide you with the expertise and hands-on support to help you **organize and engage City resources** to successfully capture, allocate, distribute and report the wide variety of Federal funds being made available for COVID-19 relief and recovery. We will also be able to help you **manage compliance through design,** including subrecipients, utilizing risk-based approaches. We will also help you **monitor program performance and impact**, ensuring that these funds are helping the City of Joplin achieve the goals and objectives you have articulated. Our approach to **grants management** can help you establish a framework, and core common principles, that can be scaled up and matured whenever necessary to meet increasing demands or changing circumstances, as demonstrated in **Figure 11**.

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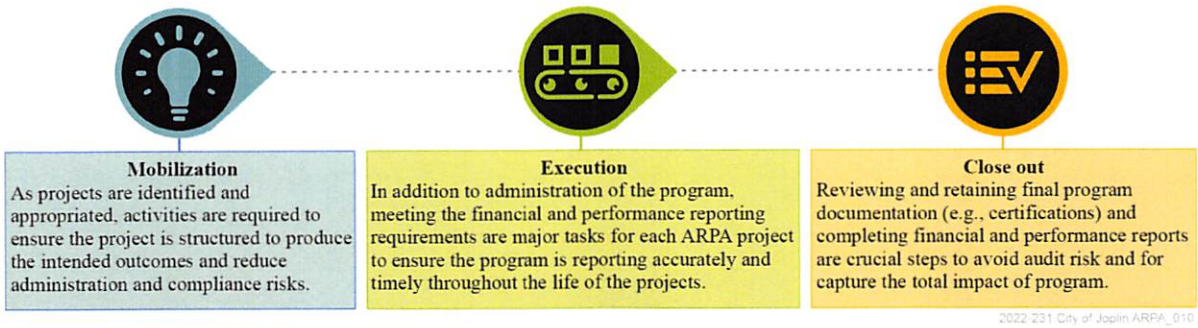

Figure 11. Guidehouse Approach to Grants Management

Guidehouse has significant experience and will assist the City with the review of grant requirements, guidance, and interpretation in accordance with uniform guidance referencing 2 CFR §200. In addition, as we are the compliance oversight monitor for the State of Michigan, we have already mapped the compliance requirements for ARPA in accordance with the Uniform Guidance and will be able to hit the ground running as U.S. Treasury recently released CFDA 21.027. This work will be performed by our project leadership and SMEs and will benefit from Guidehouse's COVID-19 Centers of Excellence, staffed with consultants doing similar work at clients across the country.

At a high level, we will provide guidance, support, and communications around:

- Development of grant programs, including eligibility, impact, and evaluation criteria
- Development of applications (assisting subrecipients to gather data and documentation)
- Applicant and eligibility reviews, including scoring applications and providing independent recommendations on grant allocations
- Providing expenditure eligibility guidelines to both the City and its grant recipients
- Access and usage of the grant's portal at the City's discretion
- Required reporting to the Treasury
- Providing technical assistance and guidance on any ad-hoc issues
- Provide specialist/administrative support for review, reconciliation and close out of funds (including any supporting documentation)

As per 2 C.F.R. § 200.303 regarding internal controls, non-Federal entities are expected to create and maintain effective internal controls, and to monitor and evaluate and comply with Federal statutes, regulations, and the terms and conditions of the Federal Award. Guidehouse has helped numerous clients to strategize and assist in funds administration and control procedures for grant requirements and funding. Additionally, we have already built ARPA specific models to calculate revenue losses to further refine the City's approach and help ensure compliance.

When it comes to having detailed knowledge of internal controls and procedures, Guidehouse is considered an authority. In fact, our colleagues "wrote the book" on risk and controls and authored the widely accepted Internal Control-Integrated Framework, published by the

Guidehouse is an Internal Controls Leader

- Our team are thought leaders and principal authors of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM – Integrating with Strategy and Performance Framework, which is the leading framework for ERM in the public sector.
- Guidehouse has assisted dozens of public sector entities in establishing the foundation for their internal audit functions and have continued to support them as they rolled out the program and matured their capabilities.
- We have deep capabilities and understanding of the audit requirements for federal and state grants.

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Committee of Sponsoring Organizations of the Treadway Commission (COSO) in 1992 and the 2013 updated framework. The concepts articulated in these leading frameworks are embedded in our risk management tools, methodologies and know-how, and are geared to help the City of Joplin design and implement processes and controls to achieve their objectives. In addition to benefitting from our technical and government experience, we will also provide a fresh perspective on how to design, build, and implement a comprehensive, yet sustainable, internal controls framework for each critical.

What really differentiates Guidehouse is how we can use our government knowledge and experience to implement the framework in a pragmatic way. Our goal will be to enable the City to implement an internal controls framework that is "workable" within the City's organization and aligned with the City resource constraints, while providing the desired level of assurance over the City's internal controls. We've observed that many organizations "over build" an internal controls framework which limits the ability to document its internal controls, but more importantly limits its ability to operate in a well-controlled, effective manner. We will help the City of Joplin stay focused on a balanced approach, which helps to ensure that funds distributed through ARPA, and other funding sources can stand up against a future audit.

2.6 Develop a plan to layer the City's ARPA funds into any other federal, state or county grant opportunities to maximize the benefit for the citizens and visitors of the City.

Guidehouse can support Joplin in assessing all available funding including ARPA, IIJA, and other funding sources to determine the best use for the City (**Figure 12**). Braiding ARPA with IIJA presents an opportunity to provide residents of Joplin with vital infrastructure supports that will improve their socioeconomic well-being. Many of these projects will not only benefit all residents, but could impact underserved and hard to reach groups, including populations in greatest need.

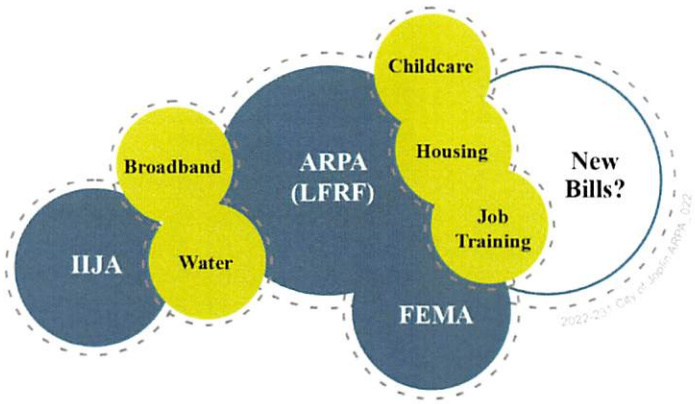

Figure 12. Eligibility considerations for Federal Grants Management Strategy

These projects can also help ensure that the City is prepared for future growth. Guidehouse would approach this in two phases:

Phase 1: Strategic Planning

- Determine city opportunities and responsibilities
- Align strategic priorities and planned projects with funding opportunities; create management processes
- Support the development of winning applications

Phase 2: Project Management Support

- Design programs (contractors/subgrantees); establish program rules
- Set up ongoing program/data management processes and tools
- Support communication and reporting for programs

Through our assessments, we will evaluate your ARPA program and strategy, and as additional details get released from the IIJA about Broadband, Water, Housing programs, etc. we will be able to assess and analyze where the City could swap funding streams so that the City can stretch its SLFRF dollars further

2.7 Provide periodic comprehensive reports outlining the grants applied for various projects, reason for selection of those projects and grants, timeline for grant application and grant requirements.

The ARPA, IIJA, and other Federal grants have been highly visible to the public since their passage into law in the past year. As a result, the public will regularly demand easily digestible information about how the city is utilizing these funds. Team Guidehouse will assist in drafting or reviewing communications related to any of the federally funded programs. Additionally, Guidehouse will also develop public-facing program dashboards and graphics that will help communicate the City's progress on utilizing its federal dollars and their respective impact on City stakeholders. Almost as important as public-facing reports, there is also a strong need for Team Guidehouse to assist in the submission of the reports required by Federal, State, or other funding agencies. will serve as the mechanism for aggregating programmatic spending data from around the City and work directly with the Bureau of Finance to ensure reports are submitted in a timely and accurate way.

Case in Point: City of Akron COVID-19 Recovery Services

Guidehouse is working with the City of Akron to maximize the use of American Rescue Plan Act ARPA State and Local Fiscal Relief Funds (SLFRF) and coordinate reporting. This includes monitoring compliance with all Treasury guidelines and providing the client insights on eligibility and strategies to fully leverage all SLFRF funds. We established proper accounting and reporting internal control mechanisms to record, track, and disburse funds according to all federal and state regulations including, but not limited to Uniform Guidance, General Accepted Accounting Principles, and the City's internal accounting policies and procedures. Guidehouse provided a project kickoff to help engage a stakeholder team and create a unified approach to recovery that aligned public, private, and not-for-profit sectors together. We are providing project eligibility support, including identification of authorized use of SLFRF funds so the City benefits from a stable, compliant expenditure and payment tracking mechanism. We are providing grant management and performance evaluation services to support the City's $20 million community violence intervention and prevention program. In addition to developing a web-based dashboard utilizing Microsoft BI that integrates with Workday to provides data visualization of the City's SLFRF spending and provides a resource that promotes transparency to the public on where the funding is going

Guidehouse will maintain Weekly Policy Status Tracker in its overall project status report to maintain momentum around the establishment of projects and grants, and report on funding

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sources relevant to the city. Once the City has selected grants to move forward with, Team Guidehouse will begin research on viable solutions and development of an overall project framework. We will engage our COVID-19 Center of Excellence to gain insight into the approaches comparable jurisdictions around the country are taking to similar projects and leverage existing best practices. Our team's draft project outline will detail elements such as eligibility requirements, eligible fund uses, application process details, goals, objectives, milestones, key performance indicators, reporting to track, and strategy for communication and outreach. With this outline in hand, we will present the proposed options to the City Manager and Internal Working Group to solicit feedback and recommendations **Figure 13** shows our sample status documents.

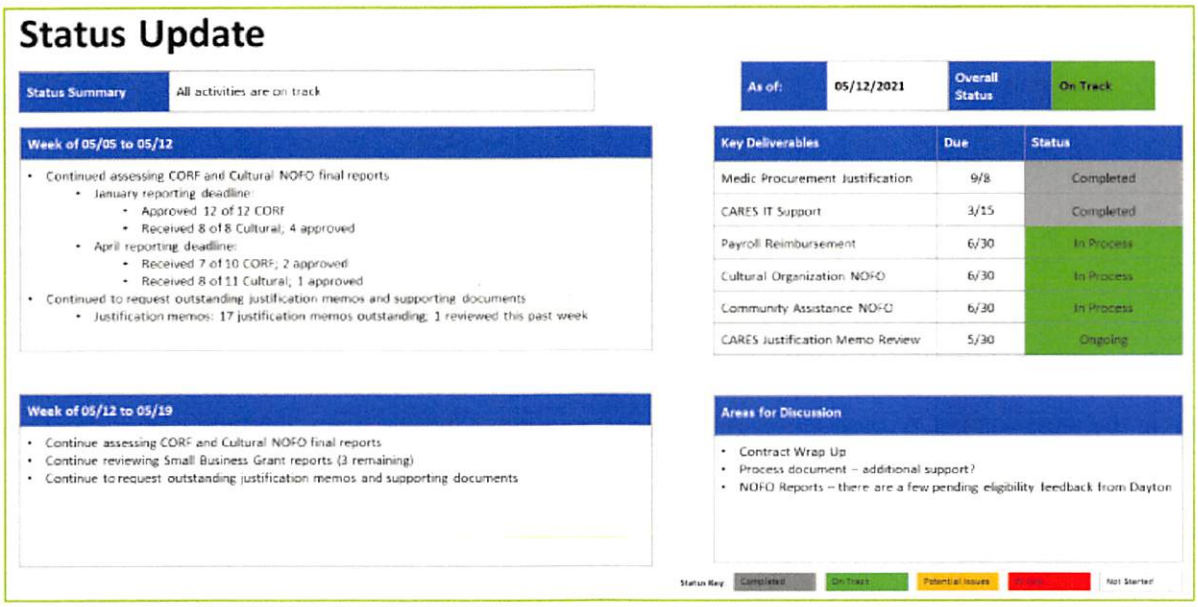

Figure 13. Sample Status Documents

2.8 Regularly engage the necessary elected leaders and office holders at the State and Federal governments to ensure the City's applications are in good standing.

Team Guidehouse has a dedicated team of professionals nationwide who comprise our **COVID-19 Center of Excellence (COE)** who have been closely monitoring the IIJA and ARPA legislation from its infancy through ultimate passage, and who are now engaged in tracking and analyzing each subsequent release of guidance and how it affects our state and local government partners across the country. The COE disseminates the most up-to-date federal and state requirements to aid and enrich the City's response and recovery process. We have established a dedicated pandemic health response and CARES team that is focused on obtaining real-time information and leading practices from across the country. This team has enabled us to act upon the American Rescue Plan and The Coronavirus Aid, Relief, and Economic Security Act and create tools ready for deployment such as funding and policy tracking, coordination of benefits mapping, cost capture and projections, and application guides. Your team will benefit from the brainpower of hundreds of consultants across the country currently supporting dozens of states,

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counties, and cities. Our COE will be behind the scenes supporting Guidehouse leadership on the ground dedicated to the City of Joplin. This support, coupled with our relationships through the National League of Cities and other associations related to city, county and state government, helps us with staying connected to the important elected officials and office holders to ensure the City of Joplin applications remain in good standing.

In addition to our COVID 19 COE, Guidehouse has a full suite of COEs on the intersecting issues counties, cities and states face related to federally funded projects (**Figure 14**). The City of Joplin will benefit from the shared subject matter expertise, best practices and tools accessible through Guidehouse.

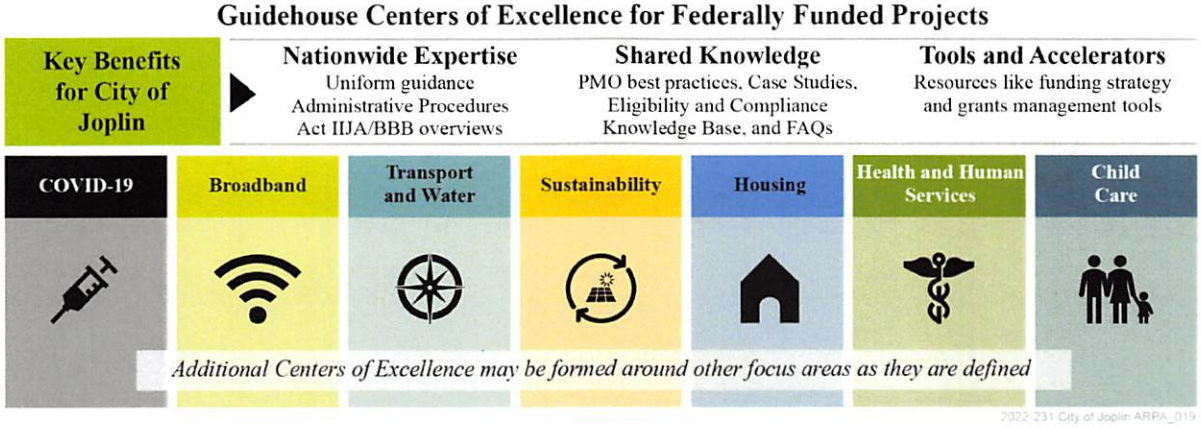

Figure 14. Guidehouse Centers of Excellence for Federally Funded Projects

2.9 Provide regular communication and updates with the City's elected officials in the form of presentations and written updates

As a trusted advisor to the City for many years, Team Guidehouse has provided project management, performance, and reporting support for numerous engagements. During our disaster recovery work, our team developed the City of Joplin's Capital Plan, after which HUD recognized the City of Joplin for this process, and designated the process a best practice. In this work, our team provided Joplin City Council a presentation of community outreach results, as well as conducted multiple working sessions with council members allowing them to provide input and rank potential projects as well. Our team also managed the administration of the City's HUD Action Plans and Amendments, which required our team to provide City leadership and City Council with updates on the projects' scope, timeline, budget, and coordination efforts with HUD leadership. We will leverage these experiences along with our expertise in grant management to enhance the City's outcomes and provide the highest level of project management, performance, and reporting support for presentations and written updates.

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2.10 Provide progress summaries to the City Manager and Internal Work Group, as determined, on a regular basis throughout the project.

We strongly believe that frequent and regular touchpoints with you during the project will make sure that our work products remain aligned with your objectives and address any changes in project direction. We will set up at a minimum a weekly conference call between our team and your team. During this weekly call, we will discuss progress to date, current timelines, risk and issues, and other challenges that might arise. Our project team will monitor progress against the project's objectives and will work with you regularly to ensure that our work is meeting high-quality standards. We believe that regular and open communication is the best approach.

Our hands-on approach is a core component of how we work and a key differentiator for Team Guidehouse: we will be "in the trenches" with you and your partners every day, to ensure that projects stay on track, funding is maximized, and programs are meeting your goals. Team Guidehouse will attend City meeting on grants related project planning and provide support for scheduling, meeting management and coordination throughout the project. To maximize the benefits of the City's recovery efforts for both the current and the future citizens of Joplin, Team Guidehouse will become an integrated team with your City. We will work in collaboration with leadership, agencies, and the communities you serve to create and manage deployment and oversight of your federal funds.

3.0 Organizational Structure

Guidehouse Inc originated as the government consulting practice of PricewaterhouseCoopers LLP. Our government and nonprofit consulting practice were formally created in 2005, and our team has spent the last few decades helping counties, cities, and states respond to and recover from a number of crises, including catastrophic natural disasters and the COVID-19 global pandemic. Today, our company has more than 14,000 professionals and over 50 offices worldwide. The growth of Guidehouse has been both organic, through developing expertise internally and winning in the marketplace, and through strategic mergers and acquisitions. Our public sector work extends across a broad spectrum of clients where we have performed successfully and gained the expertise necessary to make the engagement a success **Figure 15** provides our organizational structure.

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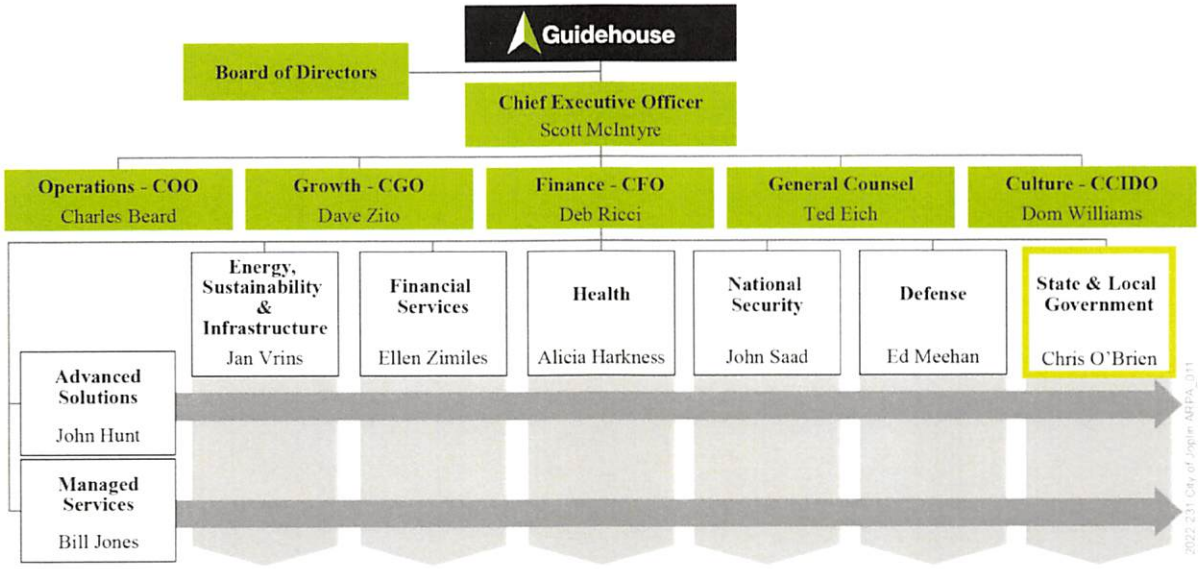

Figure 15. Company Organizational Structure

Our firm's guiding principle – building trust in society by solving complex problems – defines who we are and is particularly relevant as we prepare to work with the City of Joplin. We take our guiding principle to heart, each and every day, working side by side with our clients to solve their most challenging problems. Our teams have provided and continue to provide federal funds management and consulting services to six of the largest counties in the United States, as well as the City of Detroit, Akron, Dayton, Albuquerque, Baltimore, as well as the states of Michigan, Oklahoma, South Carolina, South Dakota, and Vermont (**Table 3**).

Table 3. A Sample of Our Team's Clients

Federal Government	State Government	Local Government
• Center for Disease Control • Department of Agriculture • Department of Defense • Department of Education • Department of Energy • Department of Health and Human Services • Dept. of Homeland Security • Dept. of Housing & Urban Dev. • Department of the Interior • Department of Justice • Department of State • Department of Transportation • Department of Treasury • Department of Veterans Affairs • Executive Office of the President	• State of Missouri • State of Alabama • State of Arizona • State of Arkansas • State of California • State of Colorado • State of Florida • State of Kansas • State of Kentucky • State of Illinois • State of Massachusetts • State of Michigan • State of Minnesota • State of New Hampshire • State of New York • State of New Jersey • State of Ohio • State of Oklahoma • State of South Carolina • State of South Dakota	• City of Joplin • Wayne County, Michigan • Kent County, Michigan • Clinton County, Michigan • Detroit Land Bank Authority • Hamilton County, Ohio • City of Dayton, Ohio • City of Akron, Ohio • Cook County, Illinois • Harris County, Texas • Tarrant County, Texas • Travis County, Texas • City of Albuquerque • City of Chicago • City & County of Denver • City of Houston • City of Jersey City • City of Joplin

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Table 3. A Sample of Our Team's Clients

Federal Government	State Government	Local Government
• Federal Emergency Management Agency • U.S. Intelligence Agencies	• State of Texas • State of Vermont • State of Virginia • State of Wisconsin • Commonwealth of Puerto Rico	• City & County of Los Angeles • City of Memphis • City of Minneapolis • City of New York • City of Philadelphia • City of Sacramento • City of Santa Monica • City of San Jose • City of Seattle

At Guidehouse, we believe we are more effective when we bring different perspectives, experiences, backgrounds, talents, and interests to decision-making on how we advise you on your mission. Consistent with that vison we will subcontract with **Viriya Consulting, LLC** as a part of Team Guidehouse. Viriya Consulting, LLC is a Section 3 business focused on assisting communities in need of recovery from unprecedented disasters nationwide. Viriya was founded in May 2017 with the vision of bringing a local presence and community passion to disaster recovery efforts. Viriya now provides the opportunity for driven community members to assist in their own local recovery efforts. Since its inception, Viriya has experience working with grantee leadership, sub-grantees, A/E firms, and community stakeholders throughout the life cycle of the recovery process. Viriya's experienced consultants are now engaged with state, local, regional, and federal stakeholders across the country in the planning and administration of funding from a multitude of federal agencies and grant programs, including but not limited to; the United States Treasury Coronavirus Relief Fund (CRF), the Federal Emergency Management Agency (FEMA), the United States Department of Housing and Urban Development (HUD), the Department of Health and Human Services, the Federal Highway Administration (FHWA), and the Economic Development Administration (EDA). Viriya is on the frontline of reviewing applicant eligibility for FEMA PA, and CRF expenditures, and has been integral to processes and procedures to verify eligibility.

Guidehouse began its partnership with Viriya Consulting in 2017 while working with the City of Joplin to recover from an EF-5 tornado that devastated the City in May 2011. Since the partnership began in 2017, Guidehouse and Viriya have collaborated on over 30 unique engagements across the country. The vast majority of these engagements have been focused on the disaster recovery and federal grant management space and have resulted in the expenditure and/or reimbursement of over $3 billion in federal funding. We operate as a cohesive team and have worked closely to drive best-in-class, compliant program delivery to clients nationwide.

Team Guidehouse is joined by **Nan McKay**. NMA is a nationally recognized Women-Owned Business Enterprise (WBE) and Section 3 business concern and has been a leader in government-supportive strategic services and program management since 1980. Our deep understanding of federal programs and grants is backed by more than four (4) decades of practice working directly with cities, states, and localities; federal agencies, including the U.S. Department of Housing and Urban Development (HUD) and the Department of the Treasury; and public agencies nationwide. Annually, we manage $4B in federal assistance funds, conduct 500+ trainings, and perform more than 300,000 inspections throughout the country.

Team Guidehouse is an industry leader at developing, implementing, and administering large-scale public sector programs that are agile and able to respond to emergent needs and lead to impactful outcomes and enduring positive transformational change. Our team has the size, scale, capacity, and most importantly, the unique experience and understanding of City operations to offer sound compliance and policy advice to ensure your goals are achieved.

We recognize that the success of initiatives such as this often hinges on the availability and commitment of resources and subject matter specialists. For this reason, Guidehouse is committed to providing the City of Joplin with experienced and knowledgeable professionals. Our team is comprised of a diverse group of individuals that bring in-depth technical and functional knowledge and experience across a variety of organizations, including experiences across several of the largest public sector organizations in the country.

A core component of our work is that we offer accessible and accountable project leaders, and subject matter experts (SMEs) that really show up and deliver. Our senior leaders are invested in and will be involved from day one for this project. Rigorous internal review and sign off is part of our standard Guidehouse process to ensure the deliverables are of the highest standard for our clients. Our SMEs will be actively engaged in this project and will be able to provide lessons and insights from similar clients and projects they are supporting around the country. All staff being proposed to support this project are currently available to perform the work outlined for the City of Joplin. Additionally, Team Guidehouse's extensive employee network can be leveraged at a moment's notice to provide surge support the City if needed.

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Figure 16. City of Joplin Engagement Team

We have selected individuals for our team because of their expertise in project management, and federal and state grants management for programs including ARPA, CRF, CDC, HUD CDBG-DR, from eligibility determination to compliance monitoring (**Figure 16**). Each member of our team has experience successfully providing consulting services of similar nature, quality, and complexity, and is highly qualified to help you. We are committed to bringing a team that you can quickly develop a rapport of trust with, a team that will be easy to work with, and a team that will stand side-by-side with you until the successful conclusion of the program. While working with members of our team, you will find the intangibles of a quality engagement—personal attention, proactive value-added services, fast and accurate responses to questions and frequent and ongoing communication.

4.0 Staff Resumes

4.1 Key Personnel

4.1.1 Raquel Malmberg, Engagement Partner

Name	**Raquel Malmberg**
Proposed Position	Engagement Partner
Degree/Education	BA, International Relations, The College of William and Mary MA, Urban Planning, New York University
Summary of Qualifications	
Ms. Raquel Malmberg is a Partner in Guidehouse's U.S. State and Local Government Advisory Practice, focusing on the New York Metro Region. She has over 18 years of experience working for and with government agencies to improve their operations, build policies and procedures, and implement strategies and recommendations to fulfil their missions. She has focused mainly on business process improvement, operational assessments, and project management for state and local government clients. Prior to joining Guidehouse, Ms. Malmberg	

worked for more than 9 years for the City of New York and in her last role, she was the Chief of Staff to the Department of Information Technology and Telecommunications.

Comparable Work Experience

- **Federal Funding Center of Excellence Lead:** For over 20 states, counties, and cities, Raquel is acting as subject matter support as they respond to Covid-19 and now as they plan for IIJA programs. Raquel is supporting critical next steps for the governments in order to have a comprehensive funding strategy that includes not only immediate response efforts but long-term economic development and public health efforts. Raquel is helping the Guidehouse team to build out the processes and checklists to quickly review expenses and ready the governments to receive and disburse funding as quickly as possible while maintaining compliance with federal regulations. Raquel also created Guidehouse's State and Local Government Covid-19 Center of Excellence to coordinate our efforts.
- **New York State Governor's Office of Storm Recovery:** For the past 8 years, Raquel has led the effort to perform program management and integrity monitoring services for the State's Superstorm Sandy response. She manages a team of consultants to support the office in administering the CDBG-DR program in a variety of areas – design processes, review application files for compliance and completeness, improve current processes, respond to external audits and reviews, and support technology improvements. She has worked with every department in the agency – housing, infrastructure, community reconstruction, small business, administration, operations, support functions, and monitoring & compliance.
- **New York State Emergency Rental Assistance:** For the State of New York's Emergency Rental Assistance Program (ERAP), Raquel served as Engagement Lead with a team of 1,500 resources. Her team was responsible for distributing the state's emergency rental assistance dollars. She drives the policies and procedures related to accurately and efficiently disbursing all the allocated Federal dollars to residents to help prevent or avoid homelessness. As of January 2022, $1.4B in ERAP assistance has been paid to help provide housing support to over 110,000 families.
- **Southeastern Pennsylvania Transportation Authority (SEPTA):** Led current state and future state assessments for the Authority's inventory management and supply chain functions. The team documented pain points in a series of stakeholder interviews with the SEPTA team. Following that assessment, the team developed a set of recommendations around 5 main areas and conducted interviews with peer agencies to understand best practices that SEPTA can adopt. Ms. Malmberg is currently leading a team at SEPTA to implement a new inventory management system.
- **City of New York's Office of Management and Budget (OMB), NY:** Oversaw the team the conducted internal audits of the agency's oversight and management of federal CDBG-DR funding for post-Superstorm Sandy recovery. The team worked with OMB and other partner agencies to determine if OMB's operations and activities are compliant with federal regulations and understand gaps in processes and developed recommendations to help improve OMB's grant management operations.
- **Large utilities company:** Led the review of invoices and supporting documentation submitted for reimbursement for a construction program funded by a federal disaster recovery grant. The team developed review procedures, checklists, and oversaw the invoice review. The team identified deficiencies in documentation before an oversight agency reviewed for eligibility, which allowed the organization to proactively correct the observations and decrease the wait time before it received reimbursement.

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4.1.2 Gaurav Menon, Federal Grants & Management Partner

Name	Gaurav Menon
Proposed Role	Federal Grants Management Partner
Degree/Education	BS, Drexel University

Summary of Qualifications

Gaurav is a Partner in Guidehouse 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.

Comparable Work Experience

- **COVID-19:** Gaurav leads the firm's design of solutions pertaining to COVID related grants including but not limited to the CRF, ARPA, BIL, CDBG-CV, FEMA PA, EDA.
- **State of New York:** Gaurav is leading a team administering 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 is now #2 in the country with expenditure ratios.
- **State of South Carolina:** Gaurav is leading a team administering the State's Emergency Rental Assistance Program, providing rental arrears, prospective, and utility assistance to LMI residents for $270M the state received in ERAP funds. Services include outreach, communications, application review, payments, adjustments, and appeals.
- **State of South Carolina,** Gaurav is leading a team providing subject matter expertise on the end-to-end management of the CRF grants which includes strategy, coordination of benefits, grants management platform design and implementation, and the grants management of over 600 subrecipients within the State.
- **State of Michigan,** Gaurav is leading a team providing 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:** Gaurav is leading the team providing 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.
- **Cook County, Illinois**: Gaurav is leading a team to implement an expense capture Salesforce platform that aligns with the requirements for federal reimbursements. In

Name	Gaurav Menon

addition, the team is establishing an Executive Leadership Committee within the County and a PMO to design and implement programs with the CARES funding for COVID-19. This includes emergency assistance, administrative recapture, small business assistance, and subgrants to municipalities within the County. The team will also implement a compliance and monitoring plan.

- **State of South Dakota:** Gaurav led a team in administering the state's $500M small business grant program, their healthcare provider program, and in conducting compliance, monitoring, and reporting activities.
- **Harris County, Texas:** 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.
- **Massachusetts Emergency Management Agency (MEMA):** Gaurav is providing subject matter expertise to the team that is designing and implementing a methodology to capture all FEMA eligible costs pertaining to COVID-19 statewide and developing the process for reviewing reimbursement requests at the state-level.
- **Multiple other State and Local Government entities**: Gaurav provides mentoring and subject matter advisory on COVID-19 and CARES Grants to the teams on an as-needed basis.
- **Multiple private non-profit Healthcare Systems across the United States:** Gaurav is leading teams with the effort to identify and calculate lost revenue and incremental expenditures due to COVID-19. Then assisting clients with coordinating benefits between multiple grants availably including HHS, FEMA PA, SHIP, and USDA.
- **Harris County, Texas:** Gaurav led a team in assisting 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:** 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, 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,

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Name	Gaurav Menon

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 engaged to assist in administering their $14 billion FEMA PA program for housing and infrastructure damaged from Hurricane Katrina. Gaurav led the 'Applicant Assistance' team to provide technical advice and assistance to FEMA PA applicants for their reconstruction projects including maintenance of auditable documentation and support with respect to their PWs. He also supported the State in making the required enhancements to improve the effectiveness and efficiency of public assistance grant management, improve internal controls and financial reporting, enhance technology, and monitor and effectively close out applicants.

4.1.3 Dami Kehinde, Project Director

Name	Dami Kehinde
Proposed Position	Project Director
Degree/Education	Master of City and Regional Planning with focus in Transportation Planning, Morgan State University B.A., Architecture, Howard University

Summary of Qualifications

Dami is an Associate Director at Guidehouse and is a part of the Capital Projects & Infrastructure team. Dami has more than 18 years of experience across transportation, state, and local sectors. Dami has led various grant administration projects funded through Housing and Urban Development Community Development Block Grant, Economic Development Administration, Federal Emergency Management Agency PA and more recently related to CRF, American Rescue Plan Act, and other federal funding sources as it relates to the COVID-19 pandemic. She has also helped lead a large Emergency Rental Assistance Program operations team.

Comparable Work Experience

- **For a State Emergency Rental Assistance Program (ERAP),** Dami served as a Co-Operations Director with a team of 1,500 operational resources. Her team was responsible for reviewing applications, appeals and denials. She 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. She established communication protocols with housing specialists, residents, landlords, and call centers to ensure consistency in messaging policy and streamlined procedures. As of January 2022, $1.4B in ERAP assistance has been paid to help provide housing support to over 110,000 families.
- **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

Name	Dami Kehinde

well as City and State Local Governments, some of which include the City of Detroit, City of Joplin, and Wayne County.

- **For New York Governor's Office of Storm Recovery,** Dami was 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.
- **For a local State government**, Dami served as a Project Manager to support the administration of their CDBG-DR grant received because 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. Additionally, Dami 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. Dami was also responsible for monitoring existing and proposed sub-recipients to ensure compliance with federally sponsored disaster recovery funding.
- **For the Maryland State Highway Administration (SHA),** a modal agency of the Maryland Department of Transportation, Dami worked as a Senior Regional Planner for the Washington region. She actively worked with the Metropolitan Planning Organization in developing and updating the Transportation Improvement Program as well as the Statewide Transportation Improvement Program annually.
- **For the Maryland SHA,** she performed transportation planning work in accordance with NEPA to obtain location, design, and environmental approvals from regulatory agencies for State Highway improvements. She coordinated and organized Public Informational Meetings/workshops for citizens, elected officials and other stakeholders to include local governments, transit agencies, EJ communities and other community organizations about various transportation projects. She also worked on pedestrian safety campaigns in Baltimore which targeted local schools, communities, and other stakeholders. The campaigns were initiated to reduce the growing number of pedestrian fatalities and incidents through the State of Maryland.

4.1.4 Nathan Paufve, Grants Management, Administration and Monitoring Manager

Name	Nathan Paufve
Proposed Role	Grants Management, Administration and Monitoring Manager
Degree/Education	M.A., Public Policy, University of Chicago B.A., Psychology, North Central College, Naperville, IL
Summary of Qualifications	
Mr. Paufve is a certified Project Management Professional (PMP) with expertise in program design and implementation, strategic planning, grants management and administration, regulatory compliance and monitoring, risk assessment and internal controls, program and project management, process improvement, workflow mapping and design, and measuring performance. He specializes in working collaboratively with federal, state, and local entities to	

Name	Nathan Paufve
develop and implement grant funded programs that address strategic disaster recovery, resiliency, social vulnerability, housing, and economic development.	
Comparable Work Experience	
• **For Harris County, Texas,** Mr. Paufve is assisting with programming related to the County's COVID-19 relief funding and related grants. In addition to legislative analyses, technical assistance, and program development, he has established compliance and monitoring structures for both the Small Business Relief Program and the Rental Assistance Program; developed compliance and monitoring checklists, testing checklists, and monitoring reporting dashboards for review of the Small Business Relief Program; and conducted initial risk review of subrecipient administrator. • **For the State of South Carolina,** Mr. Paufve helped identify funding and eligibility requirements of federal funding available in response to COVID-19 and develop strategy for the State's response using a current state assessment and prioritization based on funding. He also established policies, procedures, and documentation for the end-to end grants management process and provided as-needed technical assistance and training on federal regulatory compliance. • **For the City of Joplin,** Mr. Paufve developed a risk-based monitoring plan, managed monitoring staff, executed program compliance monitoring reviews, and facilitated project and grant closeout activities. He oversaw updates to the Joplin CDBG-DR Compliance Manual and established project and program record keeping and document management protocols. He also managed technical assistance and trained staff who created and provided training and technical assistance to grantee and subrecipient staff and contractors. Previously, Mr. Paufve managed a team responsible for the program administration of a homebuyer down payment assistance program that provided almost $20 million to approximately 600 households. Mr. Paufve project managed the design and implementation of a custom workflow and electronic document management in the first thirty days, resulting in streamlined and automated program processes, and facilitated policy and procedure development for the Joplin Homebuyer Assistance Program.	

4.1.5 Jacqueline Stout, Compliance Manager

Name	Jacqueline Stout
Proposed Role	Compliance Manager
Degree/Education	B.A., Political Science, University of Illinois at Chicago
Summary of Qualifications	
Ms. Stout has significant experience providing disaster recovery grants management, program management, monitoring and compliance, strategic planning, and development of program guidelines and standard operating procedures. She specializes in collaborating with clients to develop and implement improved operational processes and ensure client compliance with local, state, and federal regulations. Ms. Stout's expertise is in federal procurement and regulatory compliance, grants management, and policy analysis and development.	
Comparable Work Experience	
• **For the State of South Carolina,** Ms. Stout provided professional grant management services for oversight and compliance of federal funds received in response to COVID-19 through the CARES Act, including developing strategy for the State's response using a	

Name	Jacqueline Stout

current state assessment and prioritization based on funding, assisting in the development of the SC CARES Program and the State's Non-Profit and Small Business Assistance Programs, and establishing policies, procedures, and documentation for the end-to-end grants management process.

- **For the State of South Dakota,** Ms. Stout provided professional grant management services for oversight and compliance of federal funds received in response to COVID-19 through the CARES Act, including strategic planning and program development, program administration, and development of recordkeeping and reporting procedures. She also conducted intake, review, and approval or denial of all subrecipient funding requests; developed a comprehensive compliance monitoring program; and provided oversight over all compliance monitoring activities. Additionally, Ms. Stout identified funding and eligibility requirements of federal funding available in response to COVID-19, developed strategy for State of South Dakota's response using a current state assessment and prioritization based on funding, and provided as-needed technical assistance and training on federal regulatory compliance.
- **For Harris County, Texas,** Ms. Stout provided program strategy, planning, and execution for the monitoring and compliance of Harris County COVID-19 CRF programs, including legislative analyses, technical assistance, and program development; research and recommendations on effective non-profit partners to act as program administrators for the County's various COVID related recovery programs; and compliance and monitoring structures for both the Small Business Relief Program and the Rental Assistance Program, which included developing compliance and monitoring checklists, testing checklists, and monitoring reporting dashboards for review of the Small Business Relief Program.
- **For the City of Joplin,** Ms. Stout provided program administration, developed updated policies and procedures, performed risk assessment, identified technical, financial, and regulatory risks, assisted with HUD and other State audit visits, performed regular compliance reviews of CDBG-DR funded projects assessment, developed written and verbal briefings on CDBG-DR compliance related issues, and provided training to City staff and vendors on CDBG-DR compliance.

4.1.6 Harrison Phelan, Stakeholder Engagement and PMO Manager

Name	Harrison Phelan
Proposed Role	Stakeholder Engagement and PMO Manager
Degree/Education	BSE, Magna Cum Laude, Systems Science and Engineering, University of Pennsylvania MSE, Systems Engineering, University of Pennsylvania
Summary of Qualifications	
Harrison is a Managing Consultant in Guidehouse's State and Local Government Advisory Practice. He has led multiple engagements across the country assisting clients with their strategic planning and Smart City technology needs. He also has experience in data analysis, benchmarking, climate action planning, disaster recovery, process mapping, and program and project management.	
Comparable Work Experience	

Name	Harrison Phelan

- **For Harris County, Texas**, Mr. Phelan is leading the team in the development of a Countywide Broadband Strategy to identify gaps and opportunities in broadband access as it relates to physical infrastructure, socioeconomic factors, legislative and policy context, and market structure. As part of the work, the team is developing a Federal funding strategy to match project typologies with eligibility criteria required by funds.
- **For a major US city's Police Department,** Harrison developed a forward-looking IT strategy that aligned with the overall department's goals and vision. He conducted a current state assessment based on leading practices research, over 40 interviews, and multiple workshops. The assessment included a maturity model of various core capabilities and key enablers including governance, application development, vendor management, and project management among other things. Combined with several executive visioning sessions, the findings of the assessment were translated into a series of recommendations regarding clear decision making, aligned portfolio investments, a capable workforce, user-focused service delivery, data management, and data privacy and security.
- **For the City of Philadelphia**, Harrison created a Smart City roadmap that outlines strategies to implement, support, and use smart city technology and systems effectively. He conducted a current state assessment of Philadelphia's smart city approach and assets by doing desktop research and focus group interviews with various city stakeholders. Harrison then did a benchmark study of peer and leading domestic and international cities to gather leading practices on smart city visions, applications, governance models, and funding approaches, as well as various technology aspects including connectivity, data management, privacy, and cybersecurity. He combined this benchmarking and current state assessment to identify gaps and opportunities for the city. He then socialized these findings with the city stakeholders, and worked with them towards a future state roadmap that includes recommendations on Philadelphia's future state governance model, project prioritization, and data management.
- **For the City of San José,** Harrison developed an Internet of Things strategy for the city. He conducted a current state assessment of the city's Internet of Things infrastructure (e.g., streetlights), and conducted interviews with key city staff and stakeholders. He reviewed additional city documentation including assets, technology in use, and current data architecture and formats. He also researched leading governance and data architecture practices from peer and leader cities to benchmark San José's progress. A deep dive was conducted into streetlights and potential funding models for the city.

4.1.7 Loni Smith, Senior Consultant

Name	Loni Smith
Proposed Role	Senior Consultant
Degree/Education	Associate of Arts and Sciences, Business Administration
Summary of Qualifications	
Ms. Smith is a Project Manager for Viriya Consulting. She has 10 years of experience with CDBG-DR grant compliance through a variety of projects across the country. CDBG-DR projects include the Cedar Rapids Rehab and Buyout following the 2008 Flood, Hurricane Sandy Buyout and Acquisition project under GOSR for Long Island and Staten Island, and the	

Name	Loni Smith
City of Joplin tornado recovery. More recently she managed the Travis County Emergency Rental Assistance Program, an $18 million rental assistance program that prevented nearly 4000 households from housing instability and assisted with the South Carolina ERAP program. Ms. Smith has managed projects with both CDBG-DR, ERAP and MOBEC funding to assist states, municipalities, and workforce development and educational entities. She has been involved in the design, implementation, and closeout phases of these projects.	
Comparable Work Experience	

- **For the City of Joplin, Missouri,** Ms. Smith assisted in two capacities, first as a City employee managing the subrecipient projects associated with the $158M CDBG-DR grant and lastly as a closeout consultant with Viriya. Her work with the City included managing the new Senior Center construction, Advanced Training and Technology Center in partnership with the local Chamber of Commerce, and Davis Bacon labor compliance for all CDBG-DR projects. Her duties for closeout with Viriya included final reconciliation of all project-related documentation items and client sign-off for final compliance issues.
- **For the Joplin Area Chamber of Commerce,** Ms. Smith was recruited by the JACC to manage the Advanced Training and Technology Center to ensure CDBG-DR grant compliance and provide the region with entrepreneurial support and establish a network for small businesses. During her time at the Chamber, Ms. Smith handled all grant compliance efforts for the Chamber, wrote and was awarded additional local grants for funding entrepreneurial activities in the region, and managed the State of Missouri Department of Economic Development grants for the Joseph Newman Innovation Center.
- **For the Travis County Texas ERAP,** Ms. Smith was the Program Manager for the $18M ERAP program for rental assistance in Travis County Texas. Under her direction, the ERAP program was in the top 10 rental programs in the state of Texas for distribution of funds to residents experiencing financial hardship due to COVD-19. With a staff of 30, she was able to expend over $11M to over 3,000 households in the state between April 2021 - December 2021.
- **For the South Carolina ERAP,** Ms. Smith was a Manager directing six teams of staff reviewers and the Boots On The Ground initiative for the rental assistance and Homeowner Relief Program for the state of South Carolina. The South Carolina ERAP program assists renters who have been impacted by COVID-19 with past due and future rent, along with Ms. Smith manages the Boots On The Ground team, a group of locally based individuals who provide on-site support for the residents of South Carolina needed assistance with both the renter and homeowner applications. To-date, they have assisted over 20k individuals resulting in nearly 7,000 applications and/or assistance for the ERAP and HRP programs.

4.1.8 Liz Hiddemen, IIJA Grant Applications Manager

Name	Liz Hiddemen
Proposed Role	Grant Applications Manager
Degree/Education	B.S., Civil Engineering, LeHigh University
Summary of Qualifications	
Liz Hiddemen is a managing consultant in the capital projects & infrastructure practice. With r[1.75" x 1.25"] of experience in engineering, construction management and project management, Liz provides solutions throughout the full capital project & infrastructure	

Name	Liz Hiddemen
lifecycle from strategy to turnover. Liz received her B.S. in Civil Engineering from Lehigh University. She is a licensed professional engineer in the state of Virginia and a certified sustainable infrastructure professional (ENV SP). She implements best practices to ensure clients delivery quality capital programs on-budget and on-schedule. Guides clients in the strategy and delivery of large civil infrastructure construction programs.	
Comparable Work Experience	

- **For Golden State Water Project Scoping and Estimating.** Served a subject matter expert in the development of blueprint and templates for the utility to implement industry best practices for construction cost estimating and project scoping.
- **Massachusetts Department of Transportation, Office of Real Estate and Asset Development.** Performed a software assessment for the Office of Real Estate and Asset Development to manage the lease agreements on owned parcels. This included providing a current state of process assessment and recommended process improvements.
- **Federal Aviation Administration (FAA) Real Property Assessment.** Performed an analysis and developed strategies for the FAA to manage their real property portfolio of over 50,000 assets including buildings, structures and land assets. Also, provided insight for FAA to develop policies around outgrants and enhanced use lease agreements to effectively utilize assets.
- **State of South Caroline, Emergency Rental Assistance Program**. Led the monitoring & compliance workstream providing quality assurance for the Emergency Rental Assistance Program.
- **Cook County, COVID-19 Recovery.** Prepared submissions for reimbursement from FEMA PA. This included documenting and assessing data for labor and non-labor expenses for all county departments including hospital systems and department of emergency management.
- **City of Detroit. COVID-19 Recovery.** Assisted public works in their preparation of economic development application for infrastructure projects in response to long term cities initiatives and COVID-19 impacts.
- **Lehigh Valley Hospital Network, COVID-19 Response**. Liz supported the health network in preparing their COVID-19 expenses for reimbursement through the FEMA program. This included analyzing revenue loss and other possible funding sources through the CARES Act.
- **City of Joplin, Community Development Block Grant Disaster Recovery Funds**. Managed the infrastructure engineering and construction projects as part of an overall capital spending plan developed to responsibly manage the $158 million disaster recovery grant given to the City of Joplin, Missouri by HUD. This includes monitoring construction schedule, cost, quality and compliance.

4.1.9 Seth Spencer, Senior Consultant

Name	Seth Spencer
Proposed Role	Senior Consultant
Degree/Education	B.S., Health Promotion, Missouri Southern State University
Summary of Qualifications	

Name	Seth Spencer
Mr. Spencer is a Director with Viriya Consulting, with over 6 years of experience in federally funded disaster recovery programs including ARPA State and Local Fiscal Recovery Funds, Coronavirus Relief Funds, HHS Provider Relief Funds, HUD CDBG-DR, and FEMA. Mr. Spencer has experience managing federally funded programs and has provided clients assistance with program compliance, stakeholder communications, data analysis, and program reporting. Currently, Mr. Spencer is overseeing project teams working with public hospital systems receiving over $250 Million in COVID-19 related funding.	
Comparable Work Experience	
• **For the City of Joplin**, Mr. Spencer served as a project analyst for the administration of over $150M in CDBG-DR grant funding. Mr. Spencer provided project support services through the development of HUD partial action plans, environmental assessments, labor standards compliance, and grant close-out activities, while ensuring processes and controls are maintained to monitor grant compliance and effectively manage cost and schedule risks. • **For El Paso County Hospital District** Mr. Spencer is leading the Hospital District's program administration of State and Local Fiscal Recovery Funds, Coronavirus Relief Funds, Provider Relief Funds, and FEMA-PA programs. Mr. Spencer works with the district, FEMA, and TDEM to identify and document eligible damages, develop and review cost and scope documentation, and organize documents on the FEMA Grants Portal. Mr. Spencer is also assisting the district with its reimbursement requests and project close. Additionally, Mr. Spencer has worked with the district to identify eligible SLFRF/CRF COVID-19 costs, submit reimbursement requests to El Paso County, and forecast COVID-19 expenses of over $30M through 2024. • **For Harris Health System**, Mr. Spencer is supporting the System's program administration of over $100M in Provider Relief Funds as a result of COVID-19. Mr. Spencer works with the System to identify and develop eligible COVID-19 projects, document COVID-19 expenditures, and develop both monthly and quarterly reports to HHS.	

4.2 Additional Subject Matter Experts

4.2.1 Kajal Patel, FEMA Subject Matter Expert (SME)

Name	Kajal Patel
Proposed Role	FEMA Subject Matter Expert
Degree/Education	M.P.A., Columbia University B.S., Civil and Environmental Engineering, Rutgers University
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	

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Name	Kajal Patel

administration programs, long-term recovery strategy development and implementation, monitoring and compliance, and readiness for project and program closeouts.

With over 10 years of experience, Kajal has an understanding of long-term recovery planning; capital project program design, planning, and development; program administration; project management oversight; integrity monitoring and compliance; financial reconciliations; duplication of benefits; hazard mitigation; risk assessments; and project closeout.

Kajal received her Master of Public Administration from Columbia University. She is a Project Management Professional and studied civil and environmental engineering in her undergraduate education.

Comparable Work Experience

- Kajal is a key subject matter expert in our disaster recovery COVID-19 response across the nation. With an in-depth knowledge of the CARES Act, Coronavirus Relief Fund, and FEMA Public Assistance, Kajal is providing subject matter expertise support for many COVID-19 engagements, including for the State of South Carolina and several of the State's departments, the Massachusetts Emergency Management Agency, Harris Health System, Travis County, Cook County, and the City of Baltimore. Kajal is also advising several major health systems across the country on their COVID-19 Provider Relief Fund and FEMA PA recovery efforts. Along with these efforts, she is also critical team member of Guidehouse's COVID Center of Excellence, which is a centralized group of specialists who provide project management and technical subject matter expertise to all COVID-19 grants management related programs.
- **For the State of South Carolina,** Kajal is the lead subject matter expert on the grant administration of several programs, including:
  - **HUD Community Development Block Grant CARES (CDBG-CV) Act:** Kajal leads a team on the design, development, and administration of the CDBG-CV program through the Department of Commerce The funding for the program is allocated for Public Facilities and Public Services projects. The team designed and implemented the application, drawdown, and payment processes. Kajal works with a team to review submitted applications and disbursement requests for eligibility and compliance with the CDBG requirements. The team also provides technical assistance to applicants on their submissions via training and one-on-one applicant assistance.
  - **Treasury's CARES Act Coronavirus Relief Funds (CRF):** Kajal led the team on the development of a subrecipient expenditures reimbursement program. The team developed the software platform SC Cares, which is used to execute subrecipient agreements, submit reimbursement requests, and issue payments. Kajal and team developed the tools and template for subrecipients to submit their requests and also conducted several trainings to educate the subrecipients on the program's eligibility and submission process. Kajal and team also developed and implemented the State's internal review methodology to conduct a 100% review of all reimbursement requests from the subrecipients to determine eligibility and confirm compliance to the CRF funding guidelines prior to the State issuing any payments.
  - **Treasury's Emergency Rental Assistance Program (ERAP):** Kajal serves as the subject matter expert for designing, developing, administering, and overall monitoring of

Name	Kajal Patel

the ERAP program. Kajal meets regularly with program stakeholders to ensure program milestones are met, compliance is sustained, and program risks are mitigated.

  - **CDC's CARES Act Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases (ELC):** Kajal serves as the lead for the design, development, and implantation for two grant programs providing funding for COVID-19 testing at schools and vaccine outreach initiatives for community based organizations. Both of the programs involved the development a Salesforce-based platform to submit and review requests for funding.

- **New York State Governor's Office of Storm Recovery (GOSR)** – Kajal managed a workstream to provide quality control and quality assurance over the CDBG-DR Construction Program in the Housing Department. This workstream includes reviewing all procurements, change orders, invoices, and small business and M/WBE contractor utilization. Kajal's team conducts 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 program requirements. The team also assists GOSR with its overall grant compliance and record retention efforts for the construction activities.
- **Harris County, Hurricane Harvey Disaster Recovery Program Administration** – Kajal 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 is providing 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 this time.
- **City of Joplin, HUD CDBG-DR Program Administration** – Kajal 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 Public Assistance and COVID-19 Provider Relief Fund** – Kajal is leading 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.

4.2.2 Hillary Thompson, Infrastructure Policy SME

Name	Hillary Thompson
Proposed Role	Infrastructure Policy SME
Degree/Education	PhD candidate, Boston College M.A., Political Science, Boston College

Name	Hillary Thompson
	B.A., Political Science, Swarthmore College

Summary of Qualifications

Ms. Hillary Thompson is a Director with Guidehouse's State and Local Government practice. She has eight years of experience assisting public and private sector organizations improve their current state operations and adapt to evolving customers' and citizens' expectations.

Comparable Experience

- **For the State of Vermont,** Ms. Thompson led a two-pronged COVID-19 Response and Recovery project, reviewing Coronavirus Relief Fund (CRF) programs and expenses for eligibility, assisting in the design of more than 75 CRF grant programs, and managing the FEMA Public Assistance process for the reimbursement of more than $90M in FEMA eligible costs.
- **For the Commonwealth of Massachusetts,** Ms. Thompson established and managed the Quality Control processes for FEMA Public Assistance related to the COVID-19 pandemic, resulting in an estimated $600M+ in FEMA reimbursement for the state.
- **For various state and local government agencies,** Ms. Thompson led the implementation of Medicaid Management Information Systems (MMIS), Integrated Eligibility Systems (IES), Care Coordination/Health Information Exchange (HIE), and Managed Care Organization (MCO) Medicaid contracts. As the manager of her team, she oversaw scope determination, client relationships, budget, schedule, and addressed any risks or issues. Ms. Thompson also designed multiple pay-for-performance payment strategies for systems integrators in addition to serving as the Policy Lead for income-based Medicaid eligibility and SNAP program eligibility rules for a state's Integrated Eligibility Systems, working as the primary system integrator.
- **For the Commonwealth of Massachusetts,** Ms. Thompson lead the implementation of Salesforce and eDiscovery solutions for the Massachusetts Department of Transportation.
- **For the Commonwealth of Massachusetts,** Ms. Thompson assisted the State with defining, documenting, obtaining buy-in, and operationalizing government initiatives including designing and calculating performance metrics for a variety of Health and Human Services initiatives. She also designed and launched various government transparency initiatives.
- **For a consortium of Massachusetts municipalities,** Ms. Thompson worked to analyze call volumes, call center staffing, and identify issues associated with consolidating an e911 call center.
- **For various states,** Ms. Thompson assisted state leaders joining the National Association of State Procurement Officers (NASPO) procurement vehicles. She also guided various states through the relevant legislation and regulations.
- **For various states,** Ms. Thompson analyzed compliance with regulation and market competition, and set telecommunications regulatory policy. The various topic areas for this work included development and competitive impact of intermodal competition, consumer advocate positions for the sale of a regulated telecommunications company's assets, and the wholesale pricing of unbundled telecommunications network elements.

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4.2.3 Shaun Fernando, Broadband and Economic Development SME

Name	Shaun Fernando
Proposed Position	Broadband and Economic Opportunity SME
Degree/Education	M.S., Environmental Design/Systems Engineering, University College London PhD. Physics, University College London

Summary of Qualifications

Mr. Shaun Fernando is a Director within Guidehouse's State and Local Practice focusing on strategy and economics for cities and infrastructure. He has over 10 years' experience as a management consultant in addressing the needs of societies and economies. His expertise is in developing the strategic rationale, business case and management systems for cities to plan and implement economic development, sustainability and smart city initiatives. Mr. Fernando has worked on a number of high-profile and transformational engagements such as developing the UAE's Green Growth strategy to decouple its economy from hydrocarbons, Ethiopia's urbanization strategy to create a new middle class, and market-based sustainable city plans for Los Angeles and San José. Recently, his work is bringing him to explore issues around the future of mobility; specifically, vehicle electrification and autonomy, the energy-transport nexus and creating equitable transportation systems. Prior to joining Guidehouse, he was a policy and economics consultant with PricewaterhouseCoopers in London, Abu Dhabi and San Francisco. He previously worked for the European Commission, for the Global Green Growth Institute on low carbon economics, and World Bank-IFC on sustainable energy financing in South Asia.

Comparable Work Experience

- **Wayne County, MI:** Shaun is the engagement director overseeing the creation of a multi-pronged workforce development strategy including stakeholder outreach in a complex and fragmented ecosystem, as well as economic forecasting using some novel analytical techniques to develop an economic and workforce development strategy for Wayne County, MI. Under his leadership, the county was able to incorporate the industrial assets and the trends underway in its sectors, specifically vehicle electrification and mobility as part of its workforce development strategy.
- **City of Santa Monica, CA:** Leading a consulting team with the City of Santa Monica to develop a 30-year strategy for the city's economic development. His team has evaluated the sectoral composition of Santa Monica, including Location Quotients and competitive advantages in the Los Angeles region.
- **New Jersey Economic Development Authority:** Led a 10-person consulting team to develop the State of New Jersey's strategy for developing an economic cluster supporting vehicle electrification in the commercial trucking space. The engagement integrated vehicle adoption modelling to analyze the growth in EVs between 2020 to 2050 with near-term economic impacts using IMPLAN. He led the client in developing a strategy to support niche manufacturing and financial services to support EVs, totaling a $10 billion economic development opportunity.
- **State of Missouri:** Led the economic analysis underpinning the State of Missouri's Economic Development Strategy. He led an economics team looking at the sectoral composition of the economy at the 6-digit NAICS level and identified emergent economic value chains and clusters to be supported by economic development programs.

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Name	Shaun Fernando

- **City of San Jose, CA:** Led the development of the Climate Smart San Jose plan. He led the implementation of a "next generation" analytical framework to understand the economics of de-carbonization and led a team to quantify the impact of $252 billion of low carbon investments over 32 years and their effect on GDP.
- **Federal Government of the UAE:** Led the analytical workstream on this significant strategy of the Prime Minister's Office of the UAE. This involved the economic impact assessment of $25 billion of low carbon investments in the power, buildings and water sectors. He led an analytical team that used computable general equilibrium (CGE) techniques to determine the GDP, GVA and employment changes as a result of a 'green growth stimulus'.
- **Denver International Airport:** Led a team to perform a cost-benefit analysis and develop an economic cluster development strategy. He interacted directly with the airport's Executive Team and wider economic development stakeholders in order to design a strategy that built on local economic strengths.
- **DTE Energy:** Supported consultancy team that developed the economic development strategy for Detroit's post-industrial recovery.

4.2.4 Travis Green, Federal Grants and Compliance SME

Name	Travis Green
Proposed Role	Federal Grants and Compliance SME
Degree/Education	B.A., Wildlife Ecology and Conservation Management, Northwest Missouri State University

Summary of Qualifications

Mr. Green is a Partner and Co-Founder of Viriya Consulting with over 7 years of project administration experience. Mr. Green's technical expertise extends through a multitude of core competencies including quality assurance, compliance, procurement, program delivery, data analysis, and direct project management. Mr. Green is currently overseeing recovery teams nationwide to assist states, emergency management agencies, cities, and counties recovery from natural disasters as well as the recent COVID-19 pandemic. Mr. Green and the Viriya team are assisting state and local governments, and hospital systems through their COVID-19 recovery efforts in Missouri, Texas, Michigan, South Carolina, and Massachusetts.

Comparable Work Experience

- **For the Jersey City Economic Development Corporation,** Mr. Green assisted in the development of a grant application to serve the microenterprise businesses in Jersey City, New Jersey. Mr. Green provided policy and procedure assessment recommendations for enhanced compliance with program regulations and lead deliverable creation through the life of the project.
- **For the Department of Administration for the State of South Carolina,** Mr. Green developed an allocation assessment and method of distribution for the nearly $2B in Coronavirus Relief Funds allocated to the State. This method of distribution was used to set benchmarks for funding to Cities, Counties, Hospitals, Institutes of Higher Education, State Agencies, Small Businesses and Nonprofit Organizations. Mr. Green also developed

Name	Travis Green

proprietary review tools used by the project delivery team to ensure accurate and timely disbursements of the available funding.

- **For the City of Joplin, Missouri,** Mr. Green provided direct project management and coordination for several of the city's tornado recovery projects. Mr. Green began his work with the City on the successful Joplin Homebuyers Assistance Program (JHAP), which provided critical housing down payment assistance to rebuild homes in the zone devastated by the May 2011 EF-5 tornado. Continuing his work with the City, Mr. Green oversaw the development of an Advanced Training and Technology Center in coordination with the Joplin Area Chamber of Commerce Foundation (JACCF). Mr. Green also oversaw the development of an Early Childhood Center in coordination with the Joplin School District as well as the development of a Senior Citizens Center in coordination with the city's Area Agency on Aging representatives. Additionally, Mr. Green worked hand in hand with the Joplin Industrial Development Authority to develop critical infrastructure in the city's Crossroads Industrial Park.

4.2.5 Shannon Anastosopolos, State/County Grants SME

Name	Shannon Anastosopolos
Proposed Role	State/County Grants SME
Degree/Education	B.S., Psychology, Missouri Southern State University

Summary of Qualifications

Mr. Anastosopolos is a Partner and Co-Founder of Viriya Consulting. He has assisted in the administration of over $3B in federally funded programs carried out across the Country for municipalities, counties, states, educational institutions, nonprofits, and healthcare providers. These programs are funded by various agencies including HUD CDBG, FEMA-PA, CARES Act/Coronavirus Relief Funds, and EDA. His diverse experience in management consulting ranges across an array of activities including housing, infrastructure, economic development, small-business assistance, public service/facility projects, and "Smart Cities". Mr. Anastosopolos' involvement in beginning-to-end project delivery, from program development and capital planning to compliance monitoring and closeout, has broadened his expertise in the industry. His exceptional experience coupled with Viriya's modern approach in funding augmentation allows Viriya to stand-out among competitors.

Comparable Work Experience

- **For the State of South Carolina,** Mr. Anastosopolos has been vital to the successful delivery of several grant programs administered within the State, including Emergency Rental Assistance Programs (ERAP) as well Small Business and Non-profit grant programs. Mr. Anastosopolos has maintained oversight of project delivery teams, including on-site program advocacy resources throughout the State who are supporting underserved communities navigate the grant application processes. Additionally, Mr. Anastosopolos has led the development of project workflow tools to improve application processing efficiency, reduce errors and improve program reporting functions.
- **For the State of South Dakota,** Mr. Anastosopolos worked in collaboration with State officials and the project engagement team to develop a review model for the processing of over 10,000 applications received in response to the State's various COVID-19 relief grant programs totaling over half a billion dollars. Mr. Anastosopolos and his team developed a

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Name	Shannon Anastosopolos

web-based application, Volant, that enabled the engagement team to implement a dynamic, multilevel review process. Being compatible with the State's applicant intake portal, Salesforce, the Volant app streamlined applications from intake through award by automating components of the review process, including but not limited to duplication of benefit analysis and award determinations.

- **For the City of Joplin, Missouri,** Mr. Anastosopolos supported the City of Joplin in the administration of their $158M CDBG-DR grant awarded in response to the May 2011 Tornado. As a resident of Joplin, Mr. Anastosopolos' s footprint began in the early phases of recovery, supporting in the development of the City's Capital Plan, CDBG-DR Compliance Manual, and integrated master schedule (recognized "exemplary practices" by HUD) enabling the City to enforce and track critical project milestones. In his capacity as project manager, Mr. Anastosopolos guided multiple housing and economic development projects from action plan allocation through procurement, design, construction, and closeout. Mr. Anastosopolos also worked closely with various sub-recipients to maintain project delivery. The City's recovery plans and progress were displayed to the public through a GIS dashboard in which Mr. Anastosopolos supported the development and maintenance.

4.2.6 Raveen Rao, SLG Midwest Partner

Name	Raveen Rao
Proposed Role	SLG Midwest Partner
Degree/Education	M.B.A./M.P.P., Strategy and Public Policy Analysis, Carnegie Mellon University B.S., Electrical Engineering and Computer Science, University of Illinois

Summary of Qualifications

Raveen has over 20 years of experience working with senior executives in the private and public sectors. He has deep experience across a myriad of public management areas, including grants management, shared services program design, transformational program management, economic development, disaster recovery, and sustainability. Through these experiences, he has helped clients drive the successful design and execution of complex and high-impact strategic, operational, organizational, technology initiatives, including Cook County, the Chicago Transit Authority (CTA), State of New York, New York City's MTA, and Chicago Public Schools (CPS).

Comparable Work Experience

- **For several State and Local Governments nationwide,** Mr. Rao led engagements related to the operational, logistical, financial management and grants management aspects of the recovery. Through the work of our teams, our clients were able to organize expenses and other costs, identify the most appropriate reimbursement channels, and drive reimbursements. This work also included a diversity and equity-based approach to the distribution of these funds to municipalities and subgrantees, as well as an approach to support economic development in these communities.
- **For the Chicago Transit Authority (CTA),** Mr. Rao led a team to understand and improve upon the CTA's innovation strategy, including competitive posture (vs. ride share, etc.),

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customer engagement, data analytics, workforce development, technology innovation, and other related considerations. The team also advised on how best to re-align the organization with an eye towards innovation throughout the DNA of the CTA – at all levels of the organization. The team created a portfolio of pilot initiatives and set up a program management structure to drive its successful roll out.

- **For the State of Missouri,** Mr. Rao led a team to help the State evaluate its current economic development plan and organization and built a 5-year strategic plan for the State. The team conducted over 100 interviews of business leaders, residents, government leaders, and community activists and analyzed key data sources on micro and macro-economic trends. The report provided a go-forward plan for the State to drive economic growth and promote happiness of its residents through investments in transportation, communication, sustainability, health care and manufacturing initiatives.
- **For Chicago Public Schools,** Mr. Rao managed a cross-functional team to drive the development and execution of a multi-phase strategy to build performance management throughout the $6B district of ~600 schools via a business intelligence and data warehouse rollout. The team drove the strategy, initial prototypes, RFP development/procurement process, vendor management, change management, and value management for the effort. The Performance Management Strategy, along with other district programs, has driven a significant improvement in attendance, test scores, grades, and behavior incidents across the district. Additionally, the team co-authored a paper with the district on data-driven decision making in K-12 public education, which was subsequently presented at numerous conferences and councils.
- **For the State of Minnesota,** Mr. Rao led a project management, functional, and technical team to drive change from myriad systems to the Oracle Suite of Identity and Access Management Products. The team was responsible in building the strategy and roadmap for infrastructure build and application integrations. The team worked with various stakeholders to track activities and prioritize various efforts, coordinated with application owners, state executives and IAM leadership during these phases to plan for various release and go live activities. The program is now being rolled out with the team's support throughout other areas in the State.

5.0 Experience and Qualifications

Team Guidehouse has deep and expansive experience managing grant administration. For State agencies and local governments, Team Guidehouse has overseen everything from funding strategy and document collection through audit-ready submission. We have deep capacity expertise managing ARPA, CRF, CDC, CDBG, HUD, and FEMA PA, as well as numerous other Federal and State funding opportunities from grant award through final compliance and monitoring.

What distinguishes Team Guidehouse from our competitors is the depth and breadth of our experience related to providing consulting services for the unique nature of the COVID-19 disaster. Often, our clients go into Coronavirus Relief Funds (CRF) and American Rescue Plan Act (ARPA) projects making assumptions about the specific support required to administer, track, and comply with all regulations related to ARPA. Invariably, after the project kicks-off, the client realizes they need additional assistance with grants management, information

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technology, access to approaches from other local and state governments, best-practices and community organization. Four characteristics distinguish the Guidehouse team from others.

- **Experience:** Our individual team members for this engagement and our firms have managed more than $5 billion in CRF and ARPA-related funds for our clients.
- **Full Suite of ARPA and IIJA Related Services:** We are poised to provide you with the services requested and all other management and technology related consulting services as needed for ARPA and IIJA.
- **Equity Lens:** Our team is experienced in providing equity consulting to ensure the City's investments are consistent with Treasury guidance on equity and underserved populations.
- **Stimulus Command Center Experience:** Guidehouse is managing ARPA for the City of Dayton. Dayton is one of six cities selected across the United States to be part of the Stimulus Command Center network providing guidance and best practices across the country.

Team Guidehouse has provided performance measurement and program monitoring, grants management, and project management services for many city, county, state, and healthcare institutions throughout the United States. Our deep experience supporting clients with COVID-19 and disaster recovery services demonstrates our unique qualifications to support Joplin. **Table 4** and **Table 5** provide a sampling of our experience in the following areas:

- **Project management**, which is forefront of all projects we work on and clients we serve. Our approach to Project Management is recognized nationally as an industry leader by the Program Management Institute (PMI).
- **Oversight of disbursement/grants management and tracking of federal funds,** assisting state, local and federal clients with developing and administering all aspects of grants programs.
- **Reporting,** conducting frequent and regular touchpoints during the project to make sure that work products remain aligned and consistent with project goals and objectives. We have expensive experience with compliance reporting and cost tracking.
- **Program design and management,** through a collaborative approach that lends itself to arriving at solutions that best meet the needs of all stakeholders.
- **Program evaluation,** monitoring and measuring program performance and impact and developing key performance indicators.
- **Economic impact,** integrated into program design and management to ensure that grants and projects deliver significant impacts to the economic health of cities, communities and residents.

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Table 4. A Sample of our COVID-19 Experience

Client and Project	Project Description	PMO and Reporting	Maximize Federal Funds	Program Design / Mgmt.	Economic Impact	Program Evaluation	Administer Grant Monies
New York State Governor's Office of Storm Recovery; Project Management Office	Guidehouse provides program management and integrity monitoring services in support of New York State's Superstorm Sandy recovery efforts, supporting efforts to rebuild more resilient homes, communities, and municipalities.	★	★	★	★	★	★
State of New Hampshire; New Hampshire COVID-19 Assistance	Guidehouse is providing expertise and guidance on the strategic planning, process development and implementation, and project management associated with COVID-19 response and recovery grants.	★	★	★	★	★	★
State of Oklahoma Office of Management and Enterprise Services; ARPA Program Management Office	Guidehouse is providing strategic planning, development, and program management to aid the use of Oklahoma's American Rescue Plan Act (ARPA) funds with the intent of a big picture-focused comprehensive recovery plan and compliant grants management.	★	★	★	★	★	★
State of South Carolina; COVID-19 Grant Management Services	Guidehouse is engaged by the State of South Carolina to maximize the State's allocation of funding. Guidehouse identified funding and eligibility requirements and developed strategies for the State's response.	★	★	★	★	★	★
State of Vermont; COVID-19 Response and Recovery Consultant Services	Guidehouse created a framework for managing, accounting for, monitoring, and sufficiently documenting the use of all federal coronavirus funds. Our team is ensuring that federal funds are spent effectively, lawfully, and transparently.	★	★	★		★	★
Joplin, Missouri; EF 5 Tornado Recovery Federal Grant Program Management	Guidehouse is providing grant and program management support on Joplin's infrastructure and economic development projects, throughout the project's lifecycle, from planning through execution.		★	★	★	★	★
Puerto Rico; Central Office of Recovery, Reconstruction & Resiliency (COR3) PMO	Guidehouse served as PMO for energy system modernization planning and execution, development of new codes and standards, capital project construction scope and budget definition, procurement and management of Engineering and Construction Services, funding formulation (project-level grant application) and compliance through FEMA, HUD and CDBG, and overall program execution management and administration.		★	★	★	★	★
Harris County, TX; Broadband and Digital Equity Strategy	Guidehouse was engaged to provide strategy, implementation assistance, and program management to support broadband and digital inclusion.		★	★	★	★	★
State of Michigan; COVID-19 Program Compliance and Monitoring	Guidehouse provided federal compliance and grant management expertise for Funded Programs, including but not limited to CRF, CRF/FEMA, Consolidated Appropriations Act of 2021/H.R.133, and any additional stimulus funding related to COVID-19.	★	★	★			★
Massachusetts Emergency Management Agency	**Guidehouse designed and stood up a reimbursement and documentation unit to provide technical assistance to over 70 FEMA Public Assistance applicants in Massachusetts.**	★	★	★			

Client and Project	Project Description	PMO and Reporting	Maximize Federal Funds	Program Design / Mgmt.	Economic Impact	Program Evaluation	Administer Grant Monies
(MEMA); COVID-19 Response Services							
Cook County, IL; COVID-19 Response Services	Guidehouse is providing management support for tracking the County's costs related to the COVID-19 response and ongoing training on FEMA guidelines all stakeholders.	★	★	★			
City of Philadelphia, PA; Smart City Strategy	Guidehouse was engaged to develop a Smart City roadmap that outlined strategies to implement, support, and use technology and systems effectively.			★	★	★	
State of Oklahoma; Economic Diversification Scenarios	Guidehouse evaluated economic development activities that would boost fiscal revenues in the aftermath of a state fiscal shortfall caused by COVID-19.			★	★	★	
New Jersey Economic Development Authority; EV Economic Cluster Development Strategy	Guidehouse developed key deliverables including 1) a fully developed pilot-program and implementation strategy for a voucher program; 2) current state deliverable and mapping of future EV value chain; 3) comprehensive statewide strategy; and 4) program architecture for activities that promote EV adoption.			★	★	★	
City of Santa Monica, CA; Santa Monica 2050 Economic Strategy	Guidehouse is developing an economic sustainability strategy for the City that will outline actions and targets the City and its partners can pursue in the short and long-term to prepare citizens, businesses, and government agencies to weather and benefit from these global trends.			★	★	★	
Wayne County MI; Economic and Workforce Development Strategy	Guidehouse is supporting the development and implementation of an economic and workforce development strategy that catalyzes the County's economic recovery and supports longer-term economic diversification and vitality.			★	★	★	
Guilford County, NC; Broadband and Digital Equity Strategy	Guidehouse helped the County understand where they may have gaps and opportunities to improve broadband. As a result of this project, Guilford County has identified potential investment areas for ARPA funding.			★	★	★	
City of Detroit, MI COVID-19 Response Services	Guidehouse is providing management support and financial management services related to the COVID-19 response and ongoing training on FEMA guidelines all stakeholders.	★	★	★			
Oakland County, MI ARPA Management Services	Guidehouse is providing Disaster Cost Recovery Services for COVID-19 APRA Project and Grant Management.	★	★	★			★
City of Dayton, OH ARPA Management Services	Guidehouse is providing Disaster Cost Recovery Services for COVID-19 APRA Project and Grant Management, including stakeholder and community engagement.	★	★	★			★
Harris County, TX ARPA Management Services	Guidehouse is providing Disaster Cost Recovery Services for COVID-19 APRA Project and Grant Management.	★	★	★			★

Table 5. Additional Explanation of Relevant Experience

Wayne and Oakland Counties, Michigan – CRF and ARPA
Guidehouse is helping both Wayne County and Oakland County maximize their federal COVID-19 reimbursements by providing project management, technical assistance, and tracking and reporting support. Guidehouse provides grant management review and eligibility assistance, technical assistance, and tracking and reporting support to submit appropriate applications and supporting documents that meet requirements for reimbursements from Federal and State entities. Guidehouse has worked with both counties to support the identification of funding available for reopening of the counties to the public. Guidehouse has also been appointed to manage both counties ARPA funds.
City of Albuquerque, NM – COVID-19 Disaster Response Services – CRF and ARPA
Guidehouse conducted an Initial Program Assessment (IPA) and designed strategic improvements to help the City as it prepares to transition from a response to recovery. As part of the project, Guidehouse is helping the City evaluate its strategy and approach for identifying expenditures and revenue losses to help ensure compliance with FEMA and other requirements. This approach helps the City maximize available funding distributed through the CARES Act. Guidehouse is providing expertise and guidance on the processes, organization, and project management associated with the recovery. Guidehouse reviewed the IPA with Albuquerque leadership to collaboratively design and implement improvements to the current process related to areas such as business process design, compliance and internal audit, and reimbursement and recovery project strategy.
Harris County, Office of Management and Budget – Hurricane Harvey Disaster Recovery
Guidehouse is engaged with Harris County on several fronts to support Harris County following Hurricane Harvey. Harris County is the most populous county in the US with over 4.5 million residents and over 1,700 square miles, making it larger in size and economy than many US states. With the magnitude of unprecedented damage, Harris County contracted Guidehouse to provide overall grant administration, project management, and financial oversight for several federal and state agencies including but not limited to FEMA, FHWA, HUD, TDEM, and GLO related to Hurricane Harvey relief. Guidehouse provided financial management, operational, strategic, and grants management support for the administration and oversight of disaster recovery grants. Guidehouse provided expert support services for FEMA PA, CDBG-DR, FHWA, and other recovery grant programs including planning, strategy support, organizational assistance, design, construction, reporting and monitoring, and project closeout.
State of Oklahoma – COVID-19 Support Services – Oklahoma Cares Act Grant Management – CRF and ARPA
Guidehouse provided detailed strategy and technical planning for understanding of the CARES Act and related federal funding stimulus legislation. We built a fully integrated grants management system on the Salesforce.com platform for the receipt and distribution of funds. We also performed a rapid assessment of current processes and systems that the State now uses to support Grants Management. Our teams designed the process for both County and City grant submissions as well as the internal State process for managing applications.
State of New Hampshire – COVID-19 Response Services – CRF and ARPA
Guidehouse is providing advisory services for framework and methodology to allocate $1.2 billion in CRF. We helped lead an extensive stakeholder process that elicited input from all sectors of the New Hampshire economy, including health care, small business, tourism and

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Table 5. Additional Explanation of Relevant Experience

hospitality, manufacturing, education, and philanthropy. We identified both immediate and long-term priorities for use of CARES Act funds, including the use of funds in accordance with US Treasury Department guidelines to address the secondary impacts of the pandemic on the State economy. A critical component of the New Hampshire relief effort is to leverage the capacity of governmental and leading non-profit organizations to timely distribute funding locally while ensuring compliance with all transparency and recordkeeping requirements. Funding allocations were also informed by the need to coordinate benefits, avoid duplication of funding, and distribute funds for their highest and best use.

State of South Carolina – COVID-19 Grant Management Services – CRF

Guidehouse is currently providing services around 4 specific workstreams: 1) Develop an overall Grant Management Strategy and assist the State to maximize its allocation of funding to enhance recovery from COVID-19, 2) Define the end-to-end Grant Management process, 3) Stand up a Salesforce.com platform to enable these processes, and 4) Perform third party administration services on behalf of the State.

State of Vermont – COVID-19 Response and Recovery Consultant Services – CRF and ARPA

Guidehouse created a framework for managing, accounting for, monitoring, and sufficiently documenting the use of all federal coronavirus response and recovery funds. Our team is ensuring that federal funds are spent effectively, lawfully, and transparently through clear and consistent accountability and integrity guidance for recipients and sub-recipients of the CRF and other federal disaster relief funding. We are also coordinating the funding process for FEMA-PA grants for all applicants as needed with application submittals and expedited funding requests. To further assist with FEMA-PA, Guidehouse is holding virtual meetings with staff from the Vermont Emergency Management (VEM) and the Agency for Human Services (AHS) to coordinate PA applicant support strategy and assistance for AHS. We are also developing reporting tools, including the creation of a COVID-19 webpage, for the State to provide full transparency of all state COVID-19-related expenditures and their associated funding sources. Our work will allow Vermont to maximize reimbursement through CRF and FEMA-PA for eligible state costs, which frees general fund dollars for other uses, including COVID-19-related needs not eligible for reimbursement.

U.S. Department of the Treasury – CARES Act Support

Guidehouse is designing and documenting policies, processes, and controls for Treasury's CARES Act programs and responsibilities. We are leveraging our experience supporting the Troubled Asset Relief Program (TARP), the Small Business Lending Fund (SBLF), and other Federal financial recovery programs to: Support design sessions with Treasury leaders to define processes and governance frameworks, Design and document CARES Act operations policies and processes, including developing process flows and risk and control matrices, Develop committee charters, Provide on-going monitoring and compliance support for the execution of CARES Act programs and processes, and Develop reports and provide other program management support.

Nationwide – COVID-19 Response and Recovery Services

Guidehouse is supporting numerous hospital and health systems and we are currently supporting more than 40 private non-profit entities as well as multiple local governments across the US in their response to COVID-19. Our support includes maximizing available federal, state, and other grant funding, providing daily regulatory updates and policy guidance,

Table 5. Additional Explanation of Relevant Experience

developing and submitting FEMA Category B and Expedited Project Worksheets, establishing tracking mechanisms to document costs and lost revenue for potential reimbursement, deploying tools and templates for the planning and administration of federal funds, preparation and submission of grant applications, and other support related to the CARES Act and grants management.

6.0 References

6.1 State of South Carolina Coronavirus Relief Funding Grant Administration

Name of Organization	**State of South Carolina**	
Contact Person	**Name**	Brian Gaines
	Telephone Number	(803) 734-8115
	Email Address	brian.gaines@admin.sc.gov
Period of Performance	October 2020 – Ongoing	
Amount Administered	$83,056,281, which includes HAF Grants Management, CDBG-CV Grants Administration, Emergency Rental Assistance Program, ERA2 Support and additional related services	
Primary Consultant	Guidehouse	
Subcontractors	Viriya Consulting, Nan McKay	
Project Manager	Originating: Vinod Ramachandran; Ongoing: Vinod Ramachandran	

Description and Dates of Services

- Guidehouse was engaged by the State of South Carolina's Department of Administration to support its COVID-19 response and recovery efforts. To maximize the State's allocation of CARES Act funding, Guidehouse identified funding and eligibility requirements and developed strategies for the State's response using a current state assessment and prioritization evaluation based on funding. Our team then established processes, policies, and procedures for the end-to-end grants management process that then became business requirements for a tech-enabled grants management platform that will lead to countless efficiencies for years to come.
- Key Outcomes include:
  - Rollout of a Salesforce platform to manage requests for reimbursement, track funding amounts, and to manage Subrecipient/client accounts.
  - After reviewing the 1,839 requests for reimbursement submitted to the program, Guidehouse allocated over $1.98 billion to Subrecipients throughout South Carolina. These subrecipients included state agencies, hospitals, universities, and local government at the County, Town and Municipality level.
  - Funds were distributed across a wide breadth of activities, including reimbursements for payroll, goods/services, paid sick and medical leave, and activities performed to prevent the spread of COVID-19.
- Guidehouse concurrently supported the State with grant administration, including instituting compliance and audit-readiness practices. Guidehouse staffed a large team that actively reviewed thousands of reimbursement requests and monitoring for risk (including fraud), accuracy, and fidelity to the State's interpretation of requirements for disbursal of CARES Act funds. Our team assessed eligibility of expenses, answering questions about eligibility

Name of Organization	State of South Carolina

and requirements, and confirming duplication-of-benefits issues between CARES Act and FEMA PA funding for hundreds of millions of dollars of funds. Guidehouse also monitored the grant management process alongside the Department of Administration, helping to determine allocations among subrecipients, ensuring auditability of processes, and supporting coordination between the Department of Administration and other arms of the South Carolina state government.

6.2 Dayton, OH – Disaster Cost Recovery Services for COVID-19 & ARPA

Name of Organization	City of Dayton	
Contact Person	**Name**	Monica Jones
	Telephone Number	937-333-3663
	Email Address	monica.jones@dayton.oh.gov
Period of Performance	October 2020 – Present	
Amount Administered	$164,450,000 CRF and ARPA funds	
Primary Consultant	Guidehouse	
Subcontractors	JYG, The Voice of Your Customer, Rehmann	
Project Manager	Originating: Dave Matusoff; Ongoing: Dave Matusoff	

Description and Dates of Services

- Guidehouse is working with the City of Dayton to maximize federal, state, and other COVID-19 reimbursements and coordinate reporting across funding agencies including the State of Ohio and the U.S. Department of Treasury. This includes monitoring compliance with all Treasury guidelines and providing the client insights on eligibility and strategies to fully leverage all CRF funds. Guidehouse first provided a project kickoff to help engage a stakeholder team and create a unified approach to recovery that aligned public, private, and not-for-profit sectors together.
- Guidehouse provided relief fund eligibility support, including identification of authorized use of the Relief Funds so the City would benefit from a stable, compliant expenditure and payment tracking mechanism. Guidehouse provided a web-based portal to accept applications and receive and respond to inquiries and developed protocols for payment reconciliations.
- Guidehouse established proper accounting and reporting internal control mechanisms to record, track, and disburse funds according to all federal and state regulations including, but not limited to Uniform Guidance, General Accepted Accounting Principles, and the City's internal fund-based accounting policies and procedures. Guidehouse is providing coordination between federal, State and City agencies, including the U.S. Department of the Treasury, the US Attorney's office, the US Department of Justice, the Ohio Emergency Management Agency, the Ohio Attorney General's office, Ohio Department of Taxation and the Ohio Auditor of State, Ohio Office of Budget & Management. Additionally, we are providing support for an appeal process for disputes.
- Guidehouse is also engaged to provide ARPA grants administration and project management. The City of Dayton is also one of six Strategic ARP Stimulus Command Centers in the nation. These Stimulus Command Centers are 18-month partnerships through the U.S. Conference of Mayors, Accelerator for America, and Drexel University's Nowak

Name of Organization	City of Dayton
Metro Finance Lab. They serve as executive-level task forces comprising of leaders from the public, private, and civic sectors and will be the local go-to points for planning, prioritizing, and coordinating federal relief and recovery investments. Guidehouse will support stakeholder relations efforts and program management for Dayton's Stimulus Command Center.	

6.3 Kalamazoo County, MI – ARPA Funds Management

Name of Organization	Insert Name	
Contact Person	**Name**	Amanda Morse, Finance Director
	Telephone Number	(269) 383-8908
	Email Address	almors@kalcounty.com
Period of Performance	December 2021 – Present	
Amount Administered	$54.5 million ARPA funds	
Primary Consultant	Guidehouse	
Subcontractors	Plante Moran	
Project Manager	Originating: Carly Freeman; Ongoing: Carly Freeman	
Description and Dates of Services		
• Guidehouse is providing a framework for managing, accounting for, monitoring, and sufficiently documenting the use of all federal coronavirus response and recovery funds for Kalamazoo County. Guidehouse recently began to provide project management, technical assistance, and tracking and reporting support to submit appropriate applications and supporting documents that meet requirements for reimbursements from Federal and State entities. Guidehouse is identifying potential improvements and public assistance ARPA funding in conjunction with other local entities.		

6.4 City of Detroit, MI – Disaster Cost Recovery Services for COVID-19

Name of Organization	City of Detroit	
Contact Person	**Name**	Terri Daniels
	Telephone Number	(313) 610-0457
	Email Address	danielste@detroitmi.gov
Period of Performance	May 2020 – Present	
Amount Administered	$117,000,000+	
Primary Consultant	Guidehouse	
Subcontractors	Pierce, Monroe & Associates; Viriya Consulting	
Project Managers:	Originating: Rebecca Guerriero and Dami Kehinde; Ongoing: Eli Reilly	
Description and Dates of Services		
• Guidehouse is providing a framework for managing, accounting for, monitoring, and sufficiently documenting the use of all federal coronavirus response and recovery funds for the City of Detroit. This project supports the City of Detroit by strategically positioning one of the hardest hit cities in the United States to maximize Federal, State, and other COVID-19 reimbursements. Guidehouse provides project management, technical assistance, and tracking and reporting support to submit appropriate applications and supporting documents that meet requirements for reimbursements from Federal and State entities. Guidehouse has		

Name of Organization	City of Detroit

supported the City's strategy as well as participates on its Federal Stimulus Working Group. Guidehouse has facilitated detailed methodology discussions with federal emergency management to agree on a process to capture labor and payroll data for reimbursement. Guidehouse presents weekly to the CFO of Detroit and leads the Project Management Office for COVID reimbursement.

- Important Roles include:
  - Guidehouse has overseen and facilitated the submission of over $200 Million in COVID-19 funding for the City.
  - Guidehouse has worked closely with OCP and ODFS to train both City Department Staff as well as all City Vendors to ensure documentation standards are uniform across the City.
  - Guidehouse has developed a grant tracking pursuit tool that will track future opportunities and better position the City for collaborative success in funding pursuits for ARPA and any future Federal and State opportunities.

6.5 Wayne County, MI – CRF and ARPA Funds Management

Name of Organization	Wayne County, MI	
Contact Person	Name	Khalil Rahal, Assistant County Executive
	Telephone Number	(313) 588-0891
	Email Address	krahal@waynecounty.com
Period of Performance	June 2020 – Ongoing	
Amount Administered	$547,000,000 CRF and ARPA Funds	
Primary Consultant	Guidehouse	
Subcontractors	Pierce Monroe and Associates	
Project Manager	Originating: Gabby Bryant; Ongoing: Gabby Bryant	

Description and Dates of Services

- Guidehouse is currently providing grant management services for Wayne County in their multi-pronged response to the COVID-19 emergency. As part of the engagement, Guidehouse is overseeing the financial management of COVID-19 spending, which includes tracking the encumbered and actual expenses that the County is disbursing during COVID-19 and assigning eligibility to CRF, FEMA, CDBG or ARPA to maximize funding capabilities. Guidehouse also collected POs, invoices, and contracts in preparation of the reporting requirements with respect to FEMA and CRF and liaised with FEMA representatives to ensure expenditures were correctly appropriated. In terms of financial planning, Guidehouse developed spending plans across several stakeholder departments in the County, including Human Health and Veteran Services, IT, Sheriff's Office, and Economic Development. Guidehouse also provided monitoring and compliance support in the deployment of $70 million in grants for small businesses, non-profits, and individuals, ensuring a timely disbursement of funds that complied with applicable regulations. We also provided a mapping tool that identified businesses that applied to the grants, setting the stage for continued data development regarding the business ecosystem throughout the County.
- Specifically, our team provided the following services:
  - Provided project management services for the Wayne County in their multi-pronged response to the COVID-19 emergency

Name of Organization	Wayne County, MI

- Leveraged Microsoft Excel to track encumbered and actual expenses that the County was using during COVID-19, assigning if they were eligible for CRF, FEMA, or CDBG.
- Collected POs, invoices, and contracts in preparation of the reporting requirements with respect to FEMA, CRF.
- Liaised between FEMA representatives to ensure that expenditures were correctly appropriated.
- Continually tracked dollars, so that the County was prepared to handle the financial burdens caused due to the pandemic.
- Developed spending plans across several stakeholder departments in the County, including Human Health and Veteran Services, IT, Sheriff's Office, and Economic Development.
- Pursued and identified grant opportunities ensuring the County had access to funds to support residents throughout the pandemic with workforce development, testing, and returning to work.
- Developed a comprehensive list of grant opportunities from the EPA to EDA grants, while also identifying local contacts that could be leveraged for letters of support or curricula development.
- Deployed $70 million in grants for small businesses, non-profits, and individuals, ensuring that compliance and auditing standards were met throughout and providing thousands of businesses with timely funds.
- Deployed an additional $7.5 million in grants received by the State to meet a quick deadline for the disbursement of funds – worked closely with the Detroit Economic Growth Corporation through a coordinated effort to notify and award grantees.
- Mapped businesses that applied to the grants provided to the County, setting the stage for continued data development about the business ecosystem throughout the County.

6.6 Clinton County, MI – Financial Administration of SLFRF Monies and Broadband Services

Clinton County, Michigan	Financial Administration, Oversight, and Reporting of SLFRF Monies and Broadband Services	
Contact Person	Name	Craig Longnecker
	Telephone Number	989-224-5120
	Email Address	LONGNECK@clinton-county.org
Total Contract Value	$300,000	
Period of Performance	August 2021- Present	
Project Manager	Originating: Adam Smiddy and Harrison Phelan; Ongoing: Adam Smiddy and Harrison Phelan	

Description of Services

Guidehouse provides financial consulting services to Clinton County as required for the financial administration, oversight, and reporting of Federal and State grant monies as related to ARPA. Guidehouse helps design projects and internal controls to maintain compliance, develop project budgets, and assist with the day-to-day operations as needed.

Guidehouse is also in the process of providing a Broadband Roadmap for Clinton County as well as assist in future funding applications in support of the projects. To date, we have created

Clinton County, Michigan	Financial Administration, Oversight, and Reporting of SLFRF Monies and Broadband Services

connections with the premier area internet service providers to gather and present the most thorough, informed perspective to the client on how to proceed to serve each and every township, including those previously left out due to location and/or lack of access. This includes finding and evaluating experts, vetting research firms, creating a survey (using Qualtrics) and working with a selected team to find the perspectives and successfully serve those historically left out due to obstacles thought too complex. Guidehouse presented this information to the collective NEU's that make up Clinton County, increasing interest in broadband.

6.7 Guilford County, North Carolina – Broadband Fiber Optics Gap Analysis

Guilford County Government	Broadband Fiber Optics Gap Analysis	
Contact Person	Name	Jason Jones
	Telephone Number	336-641-3383
	Email Address	jjones@guilfordcountync.gov
Total Contract Value:	$500,000	
Period of Performance	May 2021 – March 2022	
Project Manager	Originating: Harrison Phelan; End: Harrison Phelan	

Description of Services

Guilford County engaged Guidehouse to develop a Gaps and Needs Infrastructure Analysis Report using public and private sector data available to help identify broadband infrastructure gaps for future development and investment in expanding broadband through ARPA funding. This was a comprehensive report, including access and adoption landscape across the nation, what residents need to access and adopt broadband and what the county to do to address barriers and needs.

6.8 City of Joplin – EF5 Tornado Recovery Program Management

Name of Organization	City of Joplin	
Contact Person	Name	Troy Bolander
	Telephone Number	(417) 624-0820 ext. 1510
	Email Address	TBolande@Joplinmo.org
Period of Performance	July 2017- December 2021	
Amount Administered	$158 million	
Primary Consultant	Guidehouse	
Subcontractors	Viriya Consulting, Nan McKay, Tim Kent & Associates	
Project Manager	Originating: Dami Kehinde; End: Dami Kehinde	

Description and Dates of Services

- Guidehouse was retained as the project administrator and project manager for the City of Joplin's HUD CDBG-DR funds received following the Enhanced Fujita-5 (EF-5) strength tornado, which devastated the City on May 21, 2011. The tornado caused 161 fatalities, making it the deadliest single tornado on record in the U.S. According to the National

Name of Organization	City of Joplin

Institute of Standards and Technology, it caused almost $3 billion in damage, including damage to 553 business structures and nearly 7,500 residential structures.

- Guidehouse provided grant management and program management support on the Joplin's infrastructure and economic development projects that include the rebuild of the sanitary sewers, storm water drainage, roads, sidewalks, utilities, and streetscapes, throughout the project's lifecycle, from planning through execution. The team also reviews the compliance of each project based on the CDBG-DR requirements, assists with the development of environmental assessments, and performs reviews of environmental documents related to the National Environmental Policy Act requirements to assess potential environmental hazards and risks, suggest mitigation measures for unavoidable impacts, and determine compliance with various state and federal agency requirements. Guidehouse is also assisting Joplin in maintaining their records management procedures / processes.
- Guidehouse is effectively supporting the City of Joplin with FEMA PA / CDBG match resolution. The team was able to successfully manage recovery by maintaining an integrated master schedule (recognized "exemplary practice by HUD") that associates project completion dates with critical funding milestones. Additionally, the team developed a GIS-based project reporting dashboard that tracks financial information for all grant projects in the city. To prioritize recovery efforts, the team developed a risk-based compliance and monitoring plan that determines a weight-based rink ranking, determines the cadence for monitoring visits, and identifies the requirements for monitoring visits. Guidehouse also provided the City of Joplin with a Capital Plan and prioritization framework (recognized "exemplary practice by HUD"), Compliance Policy & Procedure manual (recognized "exemplary practice by HUD"), and standardized invoicing and project update tools and templates.

7.0 Timeline to Complete Work

A thorough, transparent, and comprehensive recovery plan is the foundation and the goal of a successful recovery. To maximize the benefit of this recovery program for the current and future residents and visitors of Joplin, we will be an integrated part of your team, working in collaboration with City leadership, departments, and the communities and residents you serve to execute your recovery plan. Our hands-on approach is a core component of how we work and a key differentiator for Guidehouse: we will be "in the trenches" with you and your partners every day to ensure projects are on track, funding is maximized, and projects are meeting your ultimate, measurable goals.

Our approach centers around four distinct, but inter-related workstreams:

- Compliance Management
- Grant Strategy, Application, Administration, and Monitoring Management
- Federal Funding Project Management Office (PMO) Support and Implementation
- Program Administration

Our knowledge and expertise leveraging ARPA, as well as other State and Federal grants will be present throughout each workstream and phase of the project. The three project phases and key deliverables include:

Phase 1: Grant Opportunity Identification, Evaluation, and Application

- Initial funding needs assessment
- Management plan for funding sources
- Weekly report on funding opportunities, deadlines, and applicability
- Grant application submission process development and management

Phase 2: Project Management Office (PMO) Support and Coordination

- Project management plan and approach
- Weekly report (issues, risks, project status, funding status)
- Cost tracking and expense/ reimbursement tools, including mapping to systems
- Public-facing dashboards reflecting usage of grant funding
- Compliance plan, including a risk-mitigation and monitoring approach
- Reporting, including weekly reporting, board reporting, reports to grantors, grant funding sources, and cost tracking

Phase 3: Program Design, Implementation, and Administration

- Design of unique program components, including success metrics and reporting
- Ongoing program administration and operations planning
- Training materials and sessions on updated funding guidance
- Updates to City processes to ensure compliance with grant requirements
- Stakeholder management and ongoing communications

The figure below provides a summary of each project phase along with key activities and deliverables.

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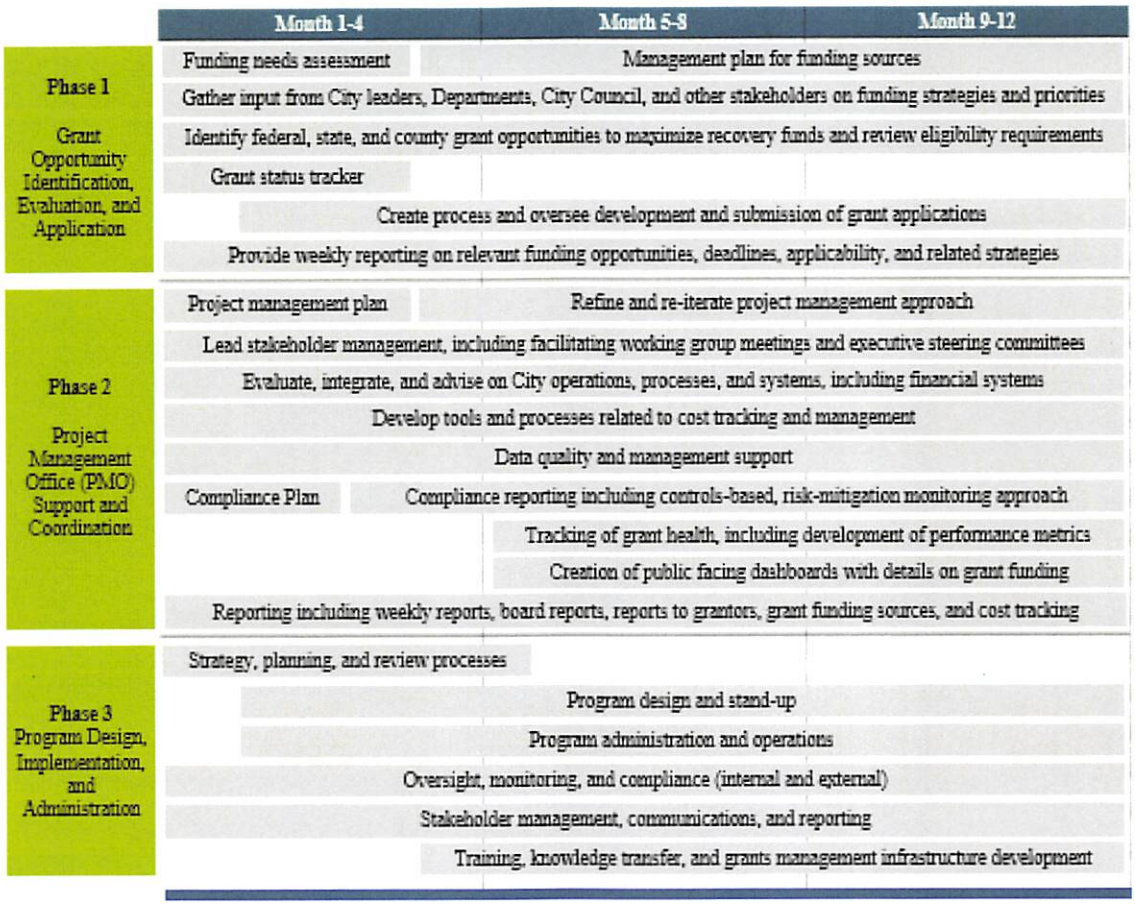

Figure 17. Project Phasing and Timeline

8.0 Cost of Proposal

Team Guidehouse has provided our proposed rates listed in the rate card below, based on a time and materials fee arrangement, with a not to exceed amount of $375,000. We have assumed this price for one (1) year of services to the City. We understand that the cost of providing services is contingent on the amount of funds successfully awarded to the City through the grant application process, and are happy to discuss extending further as program administration needs evolve.

Our proposed rate card is shown in **Table 6**.

Table 6. Three (3) Year Rate Sheet

Position	Year 1 Hourly Rate
Partner/Leader	$240
Director	$220
Manager	$195
Senior Consultant	$150
Consultant	$120
Grants Analyst II	$100
Grants Analyst I	$80

9.0 Conflict of Interest

Guidehouse, similar to our competitors who provide business advisory services, may support federal, state, local and private sector clients related to the various aspects of the 2021 Bipartisan Infrastructure Law (Infrastructure Investment and Jobs Act) including Grant Management Strategy, Compliance Monitoring, Program Design, Development and Management, Integrity Monitoring, Customer Experience and Procurement Support. While at this time we do not believe there is a conflict of interest, should a potential or actual conflict be identified by Guidehouse or the City of Joplin during the performance of the work, we will work with the City of Joplin to resolve the matter through conflict mitigation procedures or modifications to the scope of work.

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10.0 Exceptions

Guidehouse

Submission of this proposal is not an indication of Guidehouse's willingness to be bound by all of the terms presented in the City of Joplin (the "City") Request for Proposal for Infrastructure/ARPA Related Funding Assistance (the "RFP"). This proposal in response to City's RFP does not constitute a contract to perform services and cannot be used to award a unilateral agreement. Final acceptance of this engagement by Guidehouse is contingent upon successful completion of Guidehouse's acceptance procedures. Any engagement arising out of this proposal will be subject to negotiation of a mutually satisfactory vendor contract including modifications to certain RFP terms and conditions, and including our standard terms and conditions and fees and billing rates established therein.

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

Guidehouse respectfully requests the City consider the following modifications to the Exhibit A Sample Agreement.

7. **Termination:** If, through any cause, the Consultant shall materially fail to fulfill ~~in a timely and proper manner~~ Consultant's obligations under this contract, or if the Consultant shall violate any of the covenants, agreements, or stipulations of this contract, the City shall thereupon have the right to terminate this contract by giving written notice to the Consultant of such termination and specifying the effective date thereof, at least five (5) days before the effective day of such termination, and providing the Consultant a reasonable opportunity to cure any such failure. The City may, without cause, terminate this contract upon 30 day's prior written notice. **In either such event, all finished or unfinished documents, data, studies, reports, or other materials prepared by the Consultant shall, at the option of the City become its property.** The Consultant shall be entitled to receive just and equitable compensation for any satisfactory work completed. Notwithstanding the above, the Consultant shall not be relieved of liability to the City for damages sustained by the City by virtue of any such breach of the contract by the Consultant.

18. The certificates of insurance, including evidence of the required endorsements of the policies shall be filed with the City of Joplin within ten (10) days of the date of receipt of the Award of the contract to the Consultant and prior to the start of work. All insurance policies shall provide thirty (30) days written notice to be given by the insurance company in question, prior to modification or cancellation of insurance, in accordance with the applicable policy provisions. Such notices shall be mailed, return receipt requested to:

19. Liability and Indemnity:

A. In no event shall the ~~City be liable to the Consultant~~ shall either Party be liable to the other for special, indirect, punitive, exemplary or consequential damages~~, except those caused by the City's gross negligence or willful or wanton misconduct arising out of or in any way connected with a breach of this contract. The maximum liability of the City shall be limited to the amount of money to be paid or received by the City under this contract.~~

B. The Consultant shall ~~defend,~~ indemnify ~~and hold~~ the City ~~harmless~~, its elected or appointed officials, agents and employees from and against ~~any and all~~ liability, suits, damages, costs (including attorney fees), losses, outlays and expenses from third-party claims ~~in any manner caused by, or allegedly caused by, or arising out of, or connected with, this contract, or the work or any subcontract there under (the Consultant hereby assuming full responsibility for relations with subcontractors), including, but not limited to, claims~~ for ~~personal~~ bodily injuries, death, or real or tangible property damage ~~, or for damages from the award of this contract to Consultant.~~

C. The Consultant shall indemnify ~~and hold~~ the City ~~harmless~~ from all wages or overtime compensation due any employees in rendering services pursuant to this agreement or any subcontract, including

Public

Guidehouse

payment of reasonable attorneys' fees and costs in the defense of any claim made under the Fair Labor Standards Act, the Missouri Prevailing Wage Law or any other federal or state law.

D. ~~The indemnification obligations of Consultant hereunder shall not be limited by any limitations as to the amount or type of damages, compensation or benefits payable by or for the Consultant, under any federal or state law, to any person asserting the claim against City, its elected or appointed officials, agents and employees, for which indemnification is sought.~~

~~E. The indemnification obligations herein shall not negate, abridge, or reduce in any way any additional indemnification rights of the City, its elected or appointed officials, agents and employees, which are otherwise available under statute, or in law or equity.~~

~~F.~~ Consultant affirms that it has had the opportunity to recover the costs of the liability insurance required in this agreement in its contract price. ~~Consultant's obligation under this agreement to defend, indemnify and hold harmless any person from that person's own negligence or wrongdoing is limited to the coverage and limits of the applicable insurance.~~

E. Notwithstanding any term herein, and except to the extent finally determined to be prohibited by law, Consultant's aggregate liability for all claims, losses, liabilities, or damages in connection with this agreement or its subject matter, whether as a result of breach of contract, tort (including negligence), or otherwise, regardless of the theory of liability asserted, is limited to no more than the total amount of fees paid to Consultant for the particular Service giving rise to the liability under this agreement. In addition, Consultant shall have no liability arising from or relating to any third-party hardware, software, information, or materials selected or supplied by the City.

Ownership of Consultant Materials. Consultant will own its working papers, pre-existing materials and software, as well as any general skills, know-how, process, or other intellectual property (including a non-client specific version of any Deliverables) which Consultant may have discovered or created as a result of the Services.

Public