



Deloitte Response
Vol 1 – Technical Proposal

Consulting Services for Disaster Recovery and FEMA
Public Assistance

RFP-0448 Provide Consulting Services for Disaster Recovery and FEMA Public Assistance

October 14, 2022



RFP 448 Requirements Matrix

RFP Requirements	Proposal Volume and Page
A. Cover Letter	Section A – pg. 3
Containing summary of Proposer’s ability to perform the services described in the RFP and confirms that Proposer is willing to perform those services and negotiate a contract with the Parish. The letter shall be signed by a person having authority to negotiate and to commit the Proposer to a contract. If Proposer is a sole-proprietorship, Proposer must include a statement that the company is a sole-proprietorship signed by the owner. If Proposer is an agency, corporation, partnership or other legal entity, the president, vice-president, secretary or treasurer, or an authorized agent shall sign the proposal, and satisfactory evidence of the authority of the person signing for the agency, corporation, partnership or other legal entity shall be attached to the proposal	
B. Table of Contents	Section B – pg.7
Organized in the order cited in the format contained herein	
C. Technical Proposal	Section C – pg. 8
Illustrating and describing compliance with the RFP requirements defined in the Scope of Work/Services (Part II) and Proposer Qualifications	
D. Proposer Qualifications and Experience	Section D – pg. 31
History and background of Proposer, including but not limited to status with related services to government entities existing customer satisfaction, demonstrated volume of merchants, etc. Minimum requirements include: Years of Experience, Obligated Funding to Date, Receipt of Reimbursed Funding to Date	
E. Innovative Concepts	Section E – pg. 61
Present Innovative Concepts, if any, not discussed above for consideration	
F. Project Schedule	Section F – pg. 65
Detailed schedule of implementation plan for pilot (if applicable) and full implementation. This schedule is to include implementation actions, timelines, responsible parties, etc.	
G. Financial Profile	Section G – pg. 70
Proposers are requested to submit documentation from the past three (3) years demonstrating Proposer’s financial stability. Documentation may include audited financial statements including balance sheets, income statements, documentation regarding retained earnings, assets, liabilities, etc. Such information should be included in the technical portion of the proposal submission and MUST NOT be included with the cost proposals and/or price schedules.	
H. Price Proposal	Provided separately
Proposer’s fees and other costs shall be submitted in a separate electronic envelope (named “Pricing Attachments”)	

Section A | Cover Letter

Provide Consulting Services for Disaster Recovery and FEMA Public Assistance for Jefferson Parish:

Name of the Firm	Deloitte & Touche LLP
Firm's Address	701 Poydras St # 4200, New Orleans, LA 70139
Firm's Telephone number	+1-504-581-2727
Firm's Federal Tax Identification number	13-3891517
Contact Person Authorized to contractually oblige the Proposer on behalf of the firm	Ragini Roy Basu Principal, 701 Poydras St # 4200, New Orleans, LA 70139 Tel: 713-982,2949, Fax: 713-427-4949, rrbasu@deloitte.com



**Ragini Roy
Basu**

Attention: Jefferson Parish Department of Public Safety – Grants & Administration

On behalf of Deloitte¹ I am pleased to submit our technical response for RFP 0448 to demonstrate our capabilities, and the value, our Grants team can provide to Jefferson Parish and its FEMA PA efforts.

Throughout this proposal, we hope the reviewers take note and recognize the opportunity to rethink their current service experience with the question, “Could Jefferson Parish benefit from a fresh approach to preparedness, response and recovery?” As you review this proposal, we encourage you to challenge the status quo and consider the following factors in the evaluation:

Deloitte is well positioned to liaise and resolve Jefferson Parish’s roadblocks with GOHSEP- We are the only firm that has been a trusted contractor for the State of Louisiana GOHSEP for over 17 years supporting disaster recovery and we can leverage our knowledge of state process and relationships to support the Parish in obtaining timely reimbursements and closeouts in a more streamlined manner.

We have experience in and with Jefferson Parish – For the past 5+ years we have been engaged directly with your public safety and grants teams as well as with multiple other applicants across Jefferson Parish for which we have supported various aspects of their recovery projects. We have assisted cities and municipalities within Jefferson Parish with obtaining reimbursements, compiling damage assessments, formulating projects with FEMA for Laura, Delta, Zeta and Hurricane Ida and seeing projects through successful reimbursement and closeout.

We have deep roots in Louisiana, but also serve clients across the nation – Our teams live in and are committed to the success of Louisiana with over 200 staff between New Orleans and Baton Rouge. Combining our local and national experience in helping multiple FEMA PA clients across the nation has shaped the innovative concepts, best practices, and quality work products our teams are known for.

We have experienced FEMA PA Professionals – For the past 30 years we have been helping our clients make sense of the complexity of FEMA Public Assistance, Mitigation and other US Federal Grants. We are entrusted by our clients daily to help manage their risks and deliver results that matter to them. Over the years we have developed a reputation for bringing a fresh perspective and innovative approach to increasing resilience and expediting recovery.

Why Deloitte?

17 years helping Louisiana with FEMA PA

Deloitte is GOHSEP’s current Closeout + Grant Management Vendor

Since 2020 we supported 150+ LA Applicants

Qualified, experienced staff who know how to deliver results:

Former FEMA
Federal Coord. Officer
Former CRC Staff
Former PDMG Staff
Former GOHSEP:
State Applicant Liaison
Closeout Specialist
Mitigation Strategists

¹ As used in this document, “Deloitte” or “Deloitte Risk and Financial Advisory” refers to Deloitte & Touche LLP and its affiliates; Deloitte Financial Advisory Services LLP (including its subsidiary, Deloitte Transactions and Business Analytics LLP), and Deloitte Consulting LLP. Deloitte & Touche LLP shall be responsible for the services and its affiliates may provide additional resources. These entities are separate subsidiaries of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of Deloitte LLP and its subsidiaries. The services will be performed in accordance with the Statement on Standards for Consulting Services issued by the American Institute of Certified Public Accountants (the “AICPA”). However, the performance of the services will not constitute an engagement to provide audit, compilation, review, or attest services as described in the pronouncements on professional standards issued by the AICPA or the U.S. Public Company Accounting Oversight Board and, therefore, Deloitte will not express an opinion or any other form of assurance with respect to any matters (including, without limitation, compliance with U.S. GAAP, IFRS and SEC rules and regulations).

What differentiates Deloitte from other vendors – Our team has worked at the local, the State and Federal levels. Unlike traditional emergency management firms, Deloitte has been in existence for over 175 years and can bring the right solutions, advisors, and innovations to address a myriad of needs from traditional emergency management to technical cyber-security solutions.

With the above factors in mind, please consider this response as more than an opportunity to merely transition to a new Grants Management team, but instead, this could be a chance to transform and improve Jefferson Parish’s efficiency in managing recovery projects with GOHSEP and FEMA. I sincerely hope this response demonstrates our understanding of your request, and our ability and willingness to perform the services outlined in the RFP and Addendum #1 & 2.

If you have any questions regarding this response, please do not hesitate to contact me at rrbasu@deloitte.com or +1 (504) 609-9366. We are extremely proud of our history in Louisiana and look forward to the opportunity to serve Jefferson Parish.

Sincerely,



Ragini Roy Basu

Principal, Deloitte & Touche LLP

Lead Engagement Principal

Evidence of the Authority of the Person Signing

The following letter has been provided to meet the requirement of Section 1.7 Proposal Response Format, of the RFP which states “satisfactory evidence of the authority of the person signing for the agency, corporation, partnership or other legal entity shall be attached to the proposal”. Deloitte & Touche LLP is not considered a corporation, rather a limited liability partnership, and therefore the original provided Corporate Resolution form is not applicable.

Deloitte.

Deloitte & Touche LLP
701 Poydras Street, Suite 4200
New Orleans, LA 70139-7704
USA

Tel: +1 504 581 2727
www.deloitte.com

October 14, 2022

Shanna Folse
Jefferson Parish Government
Phone: (504) 364-2680
Email: sfolse@jeffparish.net

Dear Ms. Folse,

On behalf of Deloitte & Touche LLP, we are pleased to respond to the Jefferson Parish Government's Request for Proposal to Provide Consulting Services for Disaster Recovery and FEMA Public Assistance.

The Deloitte & Touche LLP Partnership Agreement (Memorandum of Agreement) provides each partner of Deloitte & Touche LLP the authority to bind the Firm. As Office Managing Partner for Deloitte's New Orleans office, I affirm that Ragini Roy Basu is a principal in good standing with the firm and has the authority to act on behalf of the firm in all negotiations, bidding, concerns, and transactions with the Jefferson Parish Government or any of its agencies, departments, employees, or agents, including but not limited to, the execution of all proposals, papers, documents, affidavits, bonds, sureties, contracts and ACTS and to receive all purchase orders and notices issued pursuant to the provisions of any such proposal or contract.

If you need additional information or have any questions, please feel free to reach out to either Ragini Roy Basu at +1 713-982-2949/ rrbasu@deloitte.com or myself at +1 504-561-7291 or pbrandau@DELOITTE.com

Sincerely,



Patrick J. Brandau,
New Orleans Office Managing Partner

Disclaimers and Conditions

As used in this document, “Deloitte” or “Deloitte Risk and Financial Advisory” refers to Deloitte & Touche LLP and its affiliates; Deloitte Financial Advisory Services LLP (including its subsidiary, Deloitte Transactions and Business Analytics LLP), and Deloitte Consulting LLP. Deloitte & Touche LLP shall be responsible for the services and its affiliates may provide additional resources. These entities are separate subsidiaries of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of Deloitte LLP and its subsidiaries. The services will be performed in accordance with the Statement on Standards for Consulting Services issued by the American Institute of Certified Public Accountants (the “AICPA”). However, the performance of the services will not constitute an engagement to provide audit, compilation, review, or attest services as described in the pronouncements on professional standards issued by the AICPA or the U.S. Public Company Accounting Oversight Board and, therefore, Deloitte will not express an opinion or any other form of assurance with respect to any matters (including, without limitation, compliance with U.S. GAAP, IFRS and SEC rules and regulations).

Our proposal is being made subject to the condition Deloitte & Touche LLP (“Deloitte”) and Jefferson Parish Government (“Parish”) subsequently reach and enter into a mutually acceptable definitive written agreement for the proposed services. Our experience has indicated almost without exception we have been able to reach agreement with each of our clients who have awarded us an engagement, including many engagements with public sector clients. We are confident our experience with the Parish will be no different in this case. We believe the basis for this success lies in the benefit of the negotiation process which allows each party to understand the other’s reasonable concerns. Therefore, if we are awarded this engagement, please trust Deloitte is open and ready to promptly negotiate mutually agreeable terms with the State in a collaborative and expeditious manner.

Section B | Table of Contents

Section A Cover Letter	3
Section B Table of Contents	7
Section C Technical Proposal	8
Section D Proposer Qualifications and Experience	31
Section E Innovative Concepts	61
Section F Project Schedule	65
Section G Financial Profile	70
APPENDIX A Resumes of Key Personnel	71
APPENDIX B Insurance Requirements	93
APPENDIX C Contractor Certifications	95
APPENDIX D Signature Page	97
APPENDIX E Corporate Resolution	98
APPENDIX F Request for Proposal Affidavit	99
Section H – Price Proposal, Attachment B, is provided separately as per the RFP guidelines.	

Section C | Technical Proposal

Our Understanding of Your Needs

As per the requirement of the RFP 0448 and associated Addendums #1 & #2, Deloitte hereby confirms that we have reviewed the scope of work, understand the nature thereof and are willing and capable of providing the services thereof.

Through our work with GOHSEP's Strike Team we have had the chance to really get to know Jefferson Parish. We have been working alongside your officials, and incumbent vendor CSRS on a number of Public Assistance projects for 5 years now. Our office not only neighbors your Parish, but since 2017 we have been by your side successfully closing projects from Hurricane Katrina while also navigating new FEMA PA projects and formulation processes after Hurricane Ida for many of your neighbors. We would be honored to continue on this Public Assistance journey with you.

"Is Jefferson Parish equipped with the best resources and people that Louisiana has to offer?"

In a recent www.nola.com² interview Jefferson Parish's Director of Public Safety Grants and Administration commented that it can be "an uphill battle" to submit PWs to GOHSEP and resolve issues with FEMA. As the only vendor actively contracted by GOHSEP to support their grant management and closeout functions, our team knows exactly what it takes for projects to be reviewed and approved by GOHSEP to meet FEMA compliance requirements and we are prepared to walk the distance with Jefferson Parish and help fight the "uphill battle" for you.

We have **former FEMA leadership in our ranks to help provide insight and direction to our delivery teams**, and we bring **staff with over a decade of experience with GOHSEP** that can streamline your Parish's recovery and **turn your challenges into tremendous opportunities**. After Hurricane Katrina devastated Louisiana, Deloitte helped GOHSEP design their PA Standard Operating Procedures and get funding to where it was needed. Fast forward to now, since 2020, we have become GOHSEP's main vendor for PA Closeouts **AND** Grants Management support. **This means since 2020 we have submitted over 3,600+ request for reimbursement, and 1,000+ project worksheets to FEMA for closure that have been vetted by GOHSEP's rigorous standards.**



As you evaluate our response, we would like to identify five areas that we believe make our firm uniquely qualified to support the Parish:

1. We possess extensive knowledge of federal and state requirements and guidelines such as 2 CFR 200 the FEMA Public Assistance Program and Policy Guidance (PAPPG). As GOHSEP's **only current PA Closeout and Grant Management vendor**, our team is uniquely informed of what it takes to get projects through the reimbursement and closeout process.
2. We possess extensive knowledge of federal and state close-out procedures. Our staff has experience across Louisiana having supported over **150 subrecipients**, and **19 subrecipients within Jefferson Parish**, with services varying from formulation through closeout.
3. We have supported **16 different parishes with project formulation, 48 parishes with closeout and 10 parishes with both formulations and Strike Team/Closeout projects.**
4. Our Firm has been providing grant related services for over 30 years. Our staff is comprised of professionals that exceed the desired qualifications of this RFP and bring experience at every level of the FEMA Public Assistance process to meet your scope requirements.
5. As the largest professional services firm in the world with over **150,000 U.S. employees** (200 of whom are local to our New Orleans and Baton Rouge Office), our company makes significant investments in the training and professional development of the individual team members we are proposing to the Parish.

²Blake Patterson, "\$45M and counting: What Jefferson Parish government has received from FEMA for Hurricane Ida", https://www.nola.com/news/article_fabb0f2e-386c-11ed-9f6f-e3b83d58b502, (SEP 20,2022)

Our Methodology

We have developed our own methodology, innovative solutions, and tools for Grant Management services that is ready to be tailored to the needs of the Parish. For your request we propose a five-phase approach that helps our teams provide support in a cost-effective manner, while also giving flexibility to change priorities as needed over the course of the contract period. Our goal is, by the end of our contract period, to have helped Jefferson Parish Government transform into an even more resilient and efficient organization.

Figure 1 below demonstrates how the team will support Jefferson Parish with its requested scope items from the start of the contract through closure. The approach includes our time-tested Louisiana model for successful formulation, reimbursement and closeout. It allows us to define what process needs to be updated and take a repeatable and comprehensive approach for any PA project.

The five phases are:

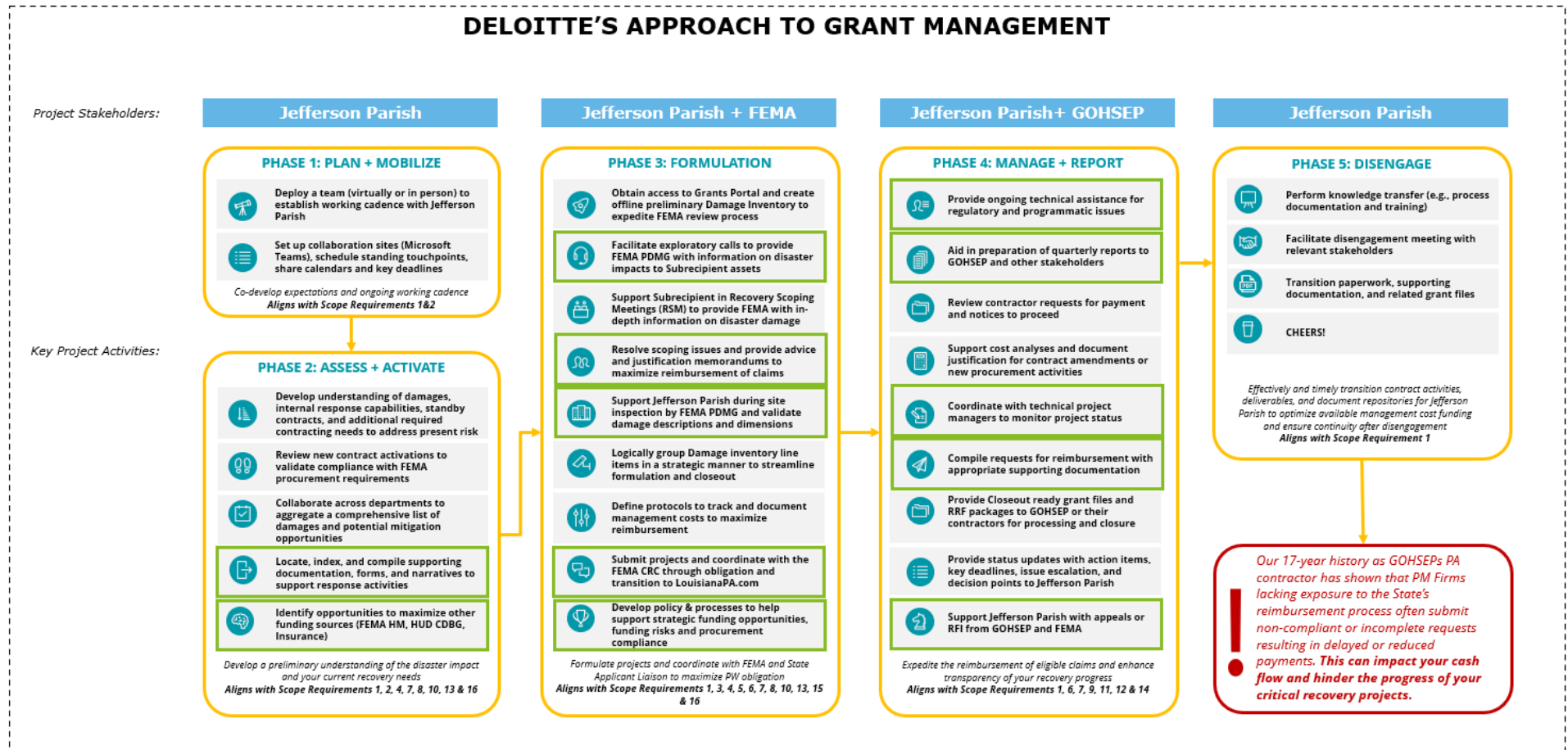
1. Phase 1 – Plan + Mobilize
2. Phase 2 - Assess
3. Phase 3 – Formulation
4. Phase 4 – Manage + Report
5. Phase 5 – Disengage

Our approach is based on the following principles:

- (A) A clear start and disengagement timeline
- (B) A focus on collaboration across all local, state and federal stakeholders
- (C) Aggregation of required documentation during all phases to be audit ready
- (D) Driving effective follow through in execution of project reimbursement and closeout processes

The following pages provide further demonstration how our team is willing, and eager, to support Jefferson Parish to meet its requested scope asks within each identified phase. Some scope items may span across multiple phases during the life of the project.

Figure 1 – Deloitte’s approach for RFP 448



Phase 1: PLAN + MOBILIZE

The following requested services will be addressed in this phase:

Scope Requirement 1: Ensure Parish disaster recovery and restoration processes comply with laws, regulations and guidelines to maximize reimbursement for eligible disaster expenditures and to minimize timing for reimbursement.

Scope Requirement 2: Develop and execute processes for obtaining, analyzing and gathering field documentation; including, but not limited to, records related to procured goods and services, timekeeping, and force account labor and equipment

Please note that we will demonstrate at the end of each section the alignment with RFP scope requirements. Multiple sections will align with the different scope requirements. This is reflective of the iterative nature of FEMA PA projects

Deloitte is prepared to begin work on day 1 of the contract. Given our history of work with GOHSEP and recent formulation and close out work with jurisdictions such as City of Gretna, Harahan and Kenner in Jefferson Parish, our team is uniquely prepared to work with the Parish to identify ways to bolster the Parish's disaster recovery processes.

Goal of Phase 1: Project management activities, co-develop expectations, and establish ongoing working cadence to keep Jefferson Parish informed and up-to date on our activities and manage deliverable quality and manage any customer complaints.

Summary of Key Activities in the phase:

- Draft task orders, outline engagement priorities, and resource requirements
- Deploy teams, virtually or in person
- Set up collaboration tools, schedule standing touchpoints, share key deadlines **(Scope Requirement 2)**
- Start transitioning activities from other vendors
- Provide the Parish with tools to share documentation needed for project formulation and assessment of project eligibility **(Scope Requirement 2)**
- Understand your current response and recovery capabilities and align initial goals with federal and state guidelines **(Scope Requirement 1)**

PHASE 1: PLAN + MOBILIZE



Deploy a team (virtually or in person) to establish working cadence with Jefferson Parish



Set up collaboration sites (Microsoft Teams), schedule standing touchpoints, share calendars and key deadlines

*Co-develop expectations and ongoing working cadence
Aligns with Scope Requirements 1&2*

Detailed Approach: Collaboration is key to our success in formulation work. We will first meet with Jefferson Parish Government to host a discovery meeting in-person, or virtually if preferred, to learn the recovery goals of the Parish and establish an operational cadence. From Day 1, we will work with the Parish to align claims and the recovery process with Federal and State guidelines. We will initiate a system to share documents for the team to conduct an initial review for compliance. **(Scope Requirement 1)**

The team is prepared to support the Parish in finishing open claims, formulating unassigned damages into project, as applicable, and ultimately assisting the Parish in reimbursement. Upon the kick-off of the contract, the Parish will have access to our tools and templates that streamline claims submissions to support a quicker review with FEMA and the State and maximize the inclusion of eligible costs. **(Scope Requirement 2)**



The Deloitte Team

At Deloitte we know Louisiana. Most of our team is local to Louisiana. We have supported GOHSEP for over 17 years. Our teams support jurisdictions across Louisiana with FEMA PA for Hurricane Ida, Laura, Delta, and the Winter Storm, as well as Project Close Out dating back to Hurricane Katrina.

Future Disasters:

In the event of disaster declared during the contract, the team will already be well positioned to mobilize into action to support Public Assistance efforts from the start. Many of our team members are in Jefferson Parish or neighboring Parishes and can be on-site for early support. At the initial meeting for a new disaster, the team will provide a template for the Parish's Damage Inventory, identify priority projects, and assess preliminary cost estimates at the project-level. In the next

phase, the team will support the Parish in developing the Damage Inventory and ensuring all included initial recovery actions comply with state and federal regulations. **(Scope Requirement 2)**

Innovative Concept: Centralized Project Management Office (PMO)

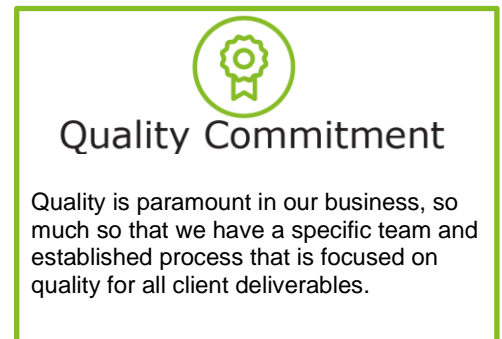
Based on our extensive experience supporting large Stafford Act recovery engagements, we know that to drive alignment, effectiveness, and efficiency, a PMO must combine strategic guidance and insight with execution excellence. The most effective PMO not only brings project management capabilities but also functional and technical knowledge to drive successful outcomes across the lifecycle of the program. At the onset of the contract, the team has a readied, locally-based, PMO ready to support the Parish. The PMO will establish a schedule for the program, monitor compliance with the schedule and budget, assess programmatic risks manage reporting, and act as a central point of contact for stakeholders including FEMA, GOHSEP, vendors, contractors, and recipients. The PMO will also be pivotal in being able to resolve any customer or stakeholder complaints in the quickest and most efficient way possible.

As needed, the PMO can identify and coordinate workstream and cross functional interdependencies while managing and escalating risks and mitigations to your attention in a timely manner. As a result, the Parish can gain visibility and confidence in the work being performed and meeting the benchmarks associated with cost, schedule, and performance. **(Scope Requirement 1 & 2)**

Innovative Concept: Quality Assurance

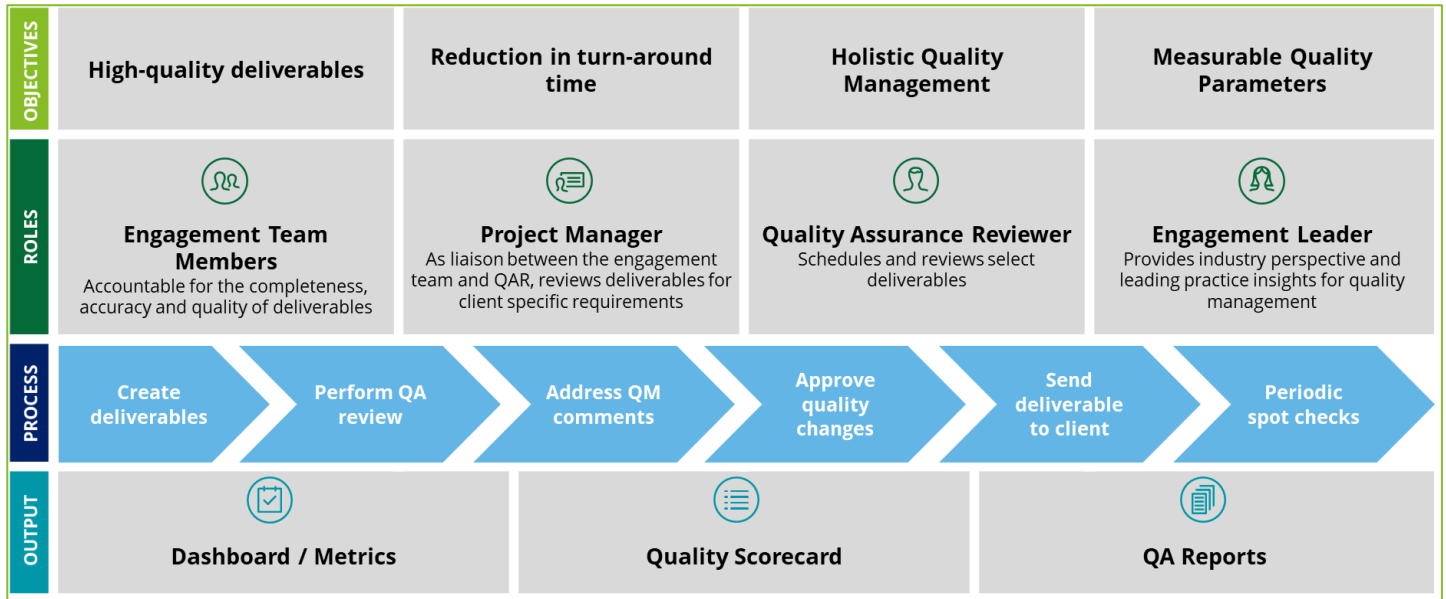
Deloitte's quality assurance approach provides a quality plan that will allow our project teams to meet GOHSEP's requirements and standards of excellence. Our approach will include independent quality reviews of our deliverables and will provide for a quality assurance team with members who are not directly involved in the development of the tasks and deliverables. The independent nature of our quality assurance activities will provide fresh perspectives on the team's tasks and deliverables.

Quality is integral to our corporate culture. Engagements, client relationships and internal operations are subject to management via formal procedures. These are designed to provide timely and efficient delivery of services to meet GOHSEP requirements. Maintaining high standards is central to our way of working and something that will underline everything that we do. We have built a program of comprehensive checks and balances across our engagements. Each member of our engagement team owns and manages quality assurance to assist with the overall quality of our solution and delivery meets expectations and service demands.








We are deeply committed to determining quality services are delivered and maintained to fully meet your expectations in this regard. We will utilize our tried and tested Deloitte Quality Review Process (QRP) which is currently in place for the Closeout + Grant Management engagement. Depending on risk deliverables undergo a QRP and our suggested QA approach is outlined below. The approach will be agreed with you during the transition; we can be flexible to determine our approach balances our joint desire to be efficient with real time and actionable reporting but determining consistency and quality in our reviews and findings. **(Scope Requirement 1)**

Our Quality Review Process



Innovative Concept: Leading Practices from Past 17+ Years of Experience with FEMA PA & GOHSEP

While every subrecipient faces their own unique challenges that must be addressed individually, our experience has indicated that by taking the following steps proactively, our clients are able to seek and obtain reimbursement for disaster related expenditures. Our phased approach will demonstrate the timing and scope alignment of these endeavors.

- 
Avoid Cost Plus Percentage contracts, piggybacking, unreasonable procurements & prohibited contract clauses
- 
Track your costs by configuring your financial system to include 'job codes' for costs by site or projects
- 
Prepare justification memos for non-competitive procurements during the exigency period
- 
Designate a liaison that understands Stafford Act guidelines and compliance rules
- 
Conduct cost analysis for procurements over the simplified Federal acquisition threshold
- 
Track your Inventory by pulling inventory records as of the date that the entity began preparations for the event
- 
Track Direct Administrative Cost with sufficient level of activity level details to maximize grant reimbursements
- 
Segregate staff time between overtime related to response activities and regular time
- 
Use a logic backed status tracker to consolidate all unresolved issues for escalation and resolution
- 
Track time for temporary employees hired specifically for response related activities
- 
Account for Donated Resources for cost share considerations
- 
Do not duplicate benefits from FEMA grant funds with assistance received from insurance or other programs

Disclaimer In the remaining Phases, we will write the methodology from the perspective of a new disaster impacting the Parish. All the methods we deploy immediately following a disaster are scalable to outstanding disaster claims for previous disasters, such as Hurricane Ida. The initial meetings will determine where in the process Deloitte will begin work for previous disasters.

Phase 2: ASSESS + ACTIVATE

The following requested services will be addressed in this phase:

Scope Requirement 1: Ensure Parish disaster recovery and restoration processes comply with laws, regulations and guidelines to maximize reimbursement for eligible disaster expenditures and to minimize timing for reimbursement.

Scope Requirement 2: Develop and execute processes for obtaining, analyzing and gathering field documentation; including, but not limited to, records related to procured goods and services, timekeeping, and force account labor and equipment.

Scope Requirement 4: Assist parish departments with services post-impact to perform damage assessments, inspections, and project management services from impact to repair.

Scope Requirement 7: Identify and address inappropriate insurance reductions and ensure insurance policy compliance with federal and state regulations.

Scope Requirement 8: Develop strategies and maximize formulation of 406 hazard mitigation projects.

Scope Requirement 10: Possess the expertise and assist the Parish through FEMA, State (or other agency) guidelines to capture force account labor eligible expenses accurately for timesheets and project cost accounting. Assist in the review of Parish personnel policies to ensure compliance for eligible cost reimbursement.

Scope Requirement 13: Possess the expertise and assist the Parish through federal, state (or other agency) guidelines to ensure the capture of relevant data related to procured goods and services.

Scope Requirement 16: Assist with recovery of FEMA Public Assistance cost share funding through CDBGDR applications.

As part of our Assess and Activate phase, we will assess existing processes, documentation, and damages to understand the current state and help Jefferson Parish bridge the necessary gaps to meet the requirements of the FEMA PA program. This includes, but is not limited to, assessing compliance of Parish disaster and recovery efforts against Federal and local laws, performing site inspections, collecting field documentation for package completeness, assessing inappropriate insurance reductions, and developing hazard mitigation project strategies.

Always keeping the end goal in mind, we also understand that a true progressive closeout depends on a well-documented project that is comprehensively formulated. Deloitte has extensive experience supporting recipients and subrecipients in developing project formulation procedures, compiling supporting documentation necessary to help maximize eligible funding, substantiating eligibility requirements through documentation, photographs, site inspection reports, narratives citing FEMA policy-bases for eligibility, and bridging the FEMA Public Assistance project formulation procedures with subrecipients' real-world design, construction, and procurement requirements

Goals Of Phase 2: Develop a preliminary understanding of the disaster impact, current recovery needs and crosswalk primary goals against recovery timeline for best reimbursement schedule

Summary of Key Activities in the Phase:

- Mobilize to the Parish to support damage assessments that contain the information needed to request a Site Inspections with FEMA (**Scope Requirement 4**)
- Conduct an insurance review (**Scope Requirement 7**)
- Advise on previous recovery actions, such as non-procured contracts and purchases, performed during exigency period meet State cost reasonableness requirements (**Scope Requirement 1 & 11**)
- Provide templates to document time keeping and build claims sheets for force account labor, force account equipment, debris, and additional documentation elements that can be used for current and future events to expedite Category A and B claims (**Scope Requirement 10**)

PHASE 2: ASSESS + ACTIVATE



Develop understanding of damages, internal response capabilities, standby contracts, and additional required contracting needs to address present risk



Review new contract activations to validate compliance with FEMA procurement requirements



Collaborate across departments to aggregate a comprehensive list of damages and potential mitigation opportunities



Locate, index, and compile supporting documentation, forms, and narratives to support response activities



Identify opportunities to maximize other funding sources (FEMA HM, HUD CDBG, Insurance)

Develop a preliminary understanding of the disaster impact and your current recovery needs

Aligns with Scope Requirements 1, 2, 4, 7, 8, 10, 13 & 16

- Initiate collaboration across departments to understand and aggregate damages, build the Damage Inventory, and preliminarily discuss mitigation opportunities and other funding activities (FEMA HM, CDBG-DR, etc.) **(Scope Requirement 8)**
- Help initiate and document any necessary procurements to respond to the disaster, start to document costs from impact to repair in order to submit future reimbursement requests **(Scope Requirement 1 & 2)**

Goal Of Phase 2: During non-response time (steady-state/Blue Sky Days), the team will support the recovery phase the Parish is in for previous disasters. The team will also proactively support the Parish in improving systems for future recovery options. While the PAPPG v4 has not changed since June 1, 2020, the team has tracked best practices to meet the increasing demand from FEMA and the State to provide well documented before and after conditions of all buildings. The team will support the Parish in improving systems such as time keeping, photo logging, and maintenance record. **(Scope Requirement 1 & 2)**

Detailed Approach of Important Areas to Review During the Assess Phase:

Our team has experience with successfully assembling documentation in accordance with GOHSEP’s reimbursement policies as well as determining costs are FEMA eligible. Our experience with GOHSEP has also made us aware of common issues that causes delays or returns, such as mark ups on A&E invoices, change orders, and procurement issues. Our team will proactively work to resolve these types of issues prior to submission to help minimize RFIs and rollbacks. We will work closely with our assigned disaster recovery specialist (DRS) to process reimbursements in a timely manner and work within a 10-day timeframe to meet deadlines when requests for information (RFIs) are issued.

Our team will engage and educate the Parish through every step of the process and recommend process improvements to allow for a focused recovery, and efficient and transparent grants management practices.

Requests for Public Assistance

Deloitte has experience in submitting requests for public assistance, direct deposit authorizations, and designated authorized agent for FEMA. We understand that although there are many moving pieces when a disaster strikes, submitting this information within 30 days of the disaster declaration is an important first step towards disaster recovery. **(Scope Requirement 1)**

Coordinate with Parish and Office Departments

In order to maintain interdepartmental and interjurisdictional partnerships, Deloitte will be on hand, as requested, to attend relevant meetings and represent the mitigation and recovery mission areas, and set up and processes to help ensure a smooth submission process. These relationships will be especially important following Federally Declared Disasters, when the agencies will have to quickly submit documentation on both reported damages and desired mitigation opportunities. For large departments, Deloitte is able to identify a specific liaison with whom they can be in contact throughout the recovery process. **(Scope Requirement 2)**

Surge Staffing
In addition to providing a day-to-day experienced staff to assist the Parish, Deloitte can surge and decrease staff as necessary when emergency situations arise using our delivery center staff. This team is trained ahead of time on FEMA regulations to be able to assist when required. (Scope Requirement 1)
<i>Please refer to Section D for additional details on our proposed staff and their qualifications</i>

Following disaster declarations, Deloitte will work with each Parish department and office to gather documentation to support damages and to assist in the submission of project worksheets, to support Parish facility restoration and, wherever possible, 406 mitigation is employed to prevent future damage.

FEMA PDMG and State Applicant Liaison (SAL)

The team will work with the Parish to set up weekly or bi-weekly meetings with the FEMA PDMG and SAL as soon as possible to support compliance and meet deadlines. The team will also work with the Parish to set up Grants Portal and LAPA access to minimize the burden on the Parish in uploading documentation. **(Scope Requirement 2)**

Templates and Procurement

Early in the response and recovery, the team will support the Parish in providing templates and creating new ones, as requested, to document recovery efforts in an efficient manner. While supporting the recovery of the Parish is paramount, Deloitte will work to support the Parish in maintaining documents needed for reimbursement. **(Scope Requirement 13)**

Inspections and Damage Assessment

We understand the requirement to perform site inspections, as demonstrated by our work supporting FEMA PA efforts in Colorado and our response to the Flint, Michigan water crisis, and have the tools and resources with extensive experience performing Preliminary Damage Assessments (PDAs). We understand the intricacies of performing such assessments in advance of a Presidentially Declared Major Disaster as well as at closeout. Our team is well versed with the appropriate format and the required elements of a comprehensive site inspection report that has been widely accepted by FEMA and several States across the nation.

Assessing damages is a time-sensitive, essential element in the response and recovery process. Deloitte can provide personnel experienced with identifying and accounting for potentially eligible damages and submitting proper claims and estimates in a timely manner. Alongside local officials, we will assist the Parish with the development of metrics, milestones, and timetables appropriate for each project to provide a standard process for tracking progress to date. **(Scope Requirement 4)**



Wastewater Inspection Post-Ida

Insurance Review

We will review your existing insurance coverages and anticipated insurance claims to avoid duplication of benefits and verify compliance with “obtain and maintain” insurance requirements. To reduce the need for future project versioning, we will review your facility maintenance and operations records, potential environmental and historic preservation (EHP) considerations, and potential resiliency measures to be explored as 406 mitigation or through 428 alternative procedures. **(Scope Requirement 7)**

Damage Inventory

We will align your damages with the relevant project categories (debris, emergency protective measures, permanent work) and identify/organize the documentation necessary to help support and close your Public Assistance claims. We will review your existing insurance coverages and anticipated insurance claims to avoid duplication of benefits and verify compliance with “obtain and maintain” insurance requirements. To reduce the need for future project versioning, we will review your facility maintenance and operations records, potential environmental and historic preservation (EHP) considerations, and potential resiliency measures to be explored as 406 mitigation or through 428 alternative procedures. **(Scope Requirement 1, 2, 7, 8, & 13)**

Force Account and Policies

The Parish policies in place prior to the storm will determine the eligibility of costs and Deloitte will work with the Parish to align policies with State and Federal requirements and not prohibitive for formulation. Following a storm, the team will calculate Force Account Labor (FAL), Force Account Equipment (FAE), Force Account Materials (FAM) in line with the policies and FEMA’s yearly rate. **(Scope Requirement 1 & 2 & 10)**

Example of Deloitte’s Past Performance: Recoverability of Additional Payroll Expenditure
FEMA determined certain Force Account Labor and Force Account Equipment expenses were not eligible for reimbursement for a Sheriff’s Office. Deloitte reconciled the FEMA omissions and located an additional \$200,000 in allowable payroll expenditures.

Debris

For debris removal projects, we will support the Parish through the identification of debris locations, debris types and quantities, properly permitting temporary disposal and reduction sites, along with the permitting for permanent disposal sites, and methods for conducting debris clearance and removal operations. Our team will support the Parish in the

identification of emergency work completed and ongoing emergency work projects, and begin gathering applicable cost documentation such as force account labor, equipment, materials, mutual aid, contracts, etc. **(Scope Requirement 1 & 2)**

Exigency Period

While the Parish is not required to procure contracts under the Exigency Period, reimbursement for the full amount of contracts solidified during this time will only occur if cost reasonableness is demonstrated when submitting to reimbursement from GOHSEP. During non-disaster times, the team can support the Parish in procuring vendors for disaster time. Following an event, if the Parish had not procured a vendor, the team would look to see if:

- This is an existing Vendor
- The job small enough that procurement is not needed
- If this was the only available vendor

The team will use the above information to conduct a cost reasonableness analysis to meet GOHSEP's requirements. **(Scope Requirement 1 & 2)**

Innovative Concept: Incorporating FEMA Hazard Mitigation Funding

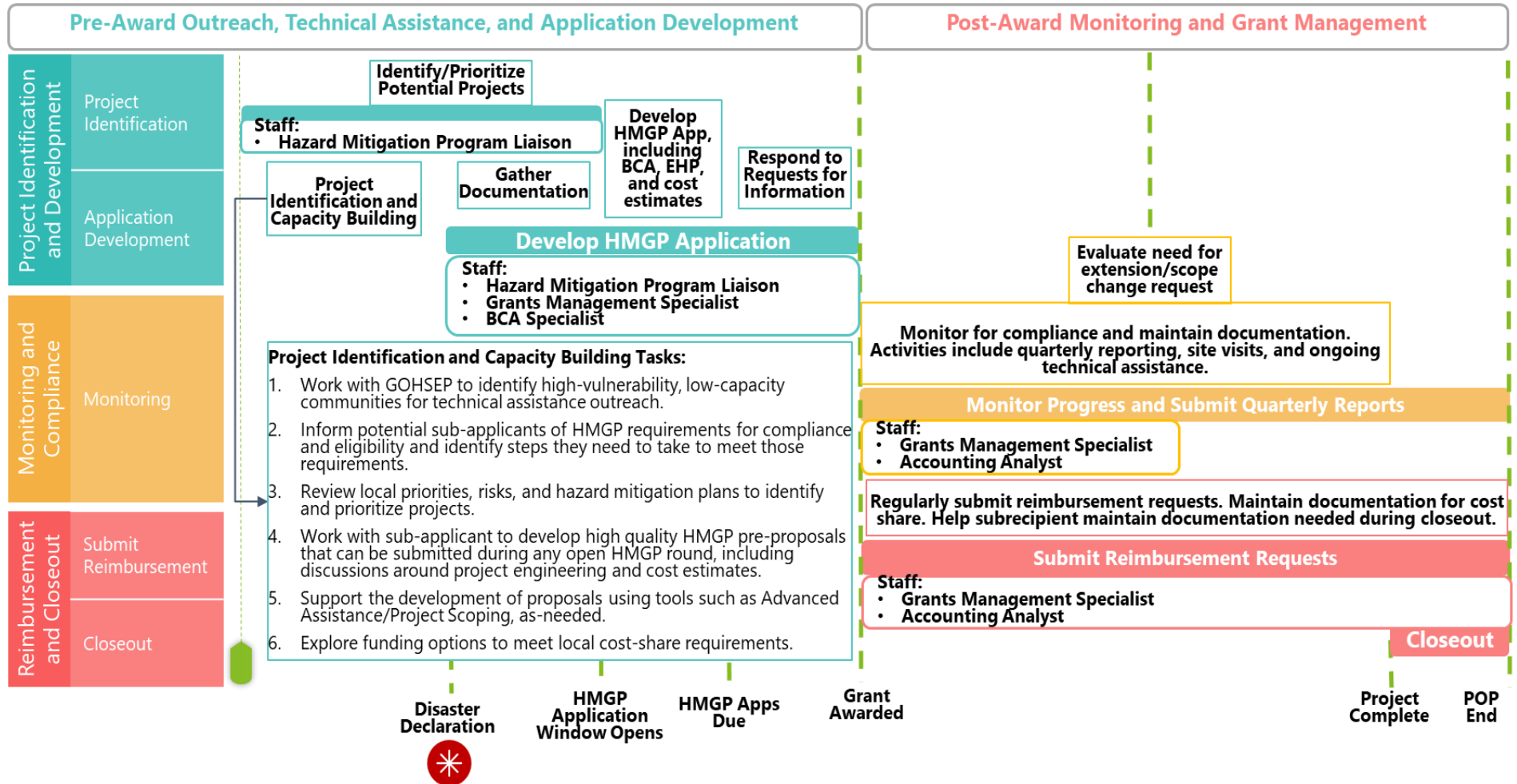
While it may seem early to capture hazard mitigation in phase 2, Deloitte recognizes that incorporating mitigation measure in repairing or even replacing is critical to sustainable recovery. Hazard mitigation projects are most successful when rooted in local knowledge, supported by the whole community, and aligned with overall state mitigation priorities. Our team has proven experience in coordinating with state and local governments to execute on all phases of grant programs. Competitive hazard mitigation programs address a long-term risk to the community in a permanent or semi-permanent manner. Our team's experience includes drainage, residential mitigation, and retrofit projects for all hazards, including hurricanes, tornados, and floods. Eligible sub-applicants for these and many other projects in Louisiana will be primarily independent cities, parishes, and other jurisdictions with a current and approved hazard mitigation plan.

Deloitte understands the pressure to recover quickly – especially with the higher small project threshold. This can mean that hazard mitigation can sometimes be pushed aside in favor of what is seen as a faster path to recovery. However, some degree of 406 mitigation is required for many projects – at a minimum through the requirements to bring damaged facilities up to current consensus codes and standards. Furthermore, it is often possible to select great hazard mitigation options that are pre-determined as cost effective if they fall within a certain cost threshold (less than 15% of total repair costs for most mitigation measures, less than 100% of repair costs for measures predetermined as cost effective). Deloitte is already actively working with state and local governments of all sizes and capacities to support hurricane and storm recovery in Louisiana. In these cases, we work hand in hand with communities to understand the scope of damages, identify community priorities and recovery, and help formulate a project, inclusive when applicable of 406 funding, to fulfill those priorities. This work will be essential in not only saving money on future disasters, but in helping communities stay resilient and reduce the disruptions of disaster recovery.

Our team will work with Parish officials to identify Public Assistance projects for Section 406, and where eligible and the best method 428, hazard mitigation funding. Projects for damaged facilities where improvements could help prevent future, similar damages are often great candidates for this funding. Some common examples might include improvements to roofing material to make it more wind resistant or installing dry floodproofing during reconstruction to help a vulnerable facility be less likely to flood. Section 406 hazard mitigation, as outlined in Appendix J of the PAPPG, can be worth as much as 100% of the non-mitigation project costs without requiring a BCA. Deloitte is able to help identify these opportunities and guide them through project formulation so that recovery can proceed quickly and increase resilience.

In cases where hazard mitigation is needed – but the facility is undamaged or not eligible for Public Assistance – Deloitte is also ready to help the Parish pursue Hazard Mitigation Grant Program or Building Resilient Infrastructure in Communities grants as well. **(Scope Requirement 1 & 8)**

SAMPLE HMGP GRANT LIFECYCLE WORK PLAN



Innovative Concept: Applying HUD CDBG DR Funding

Even though funding usually gets released much later, HUD CDBG-DR is another recovery funding stream that must be considered early in the process. One innovative approach to FEMA Public Assistance (PA) project costs is to use Community Development Block Grant for Disaster Recovery (CDBG-DR) funds as a match for the federal cost share that comes with PA work. Using the typical 75/25 percent match, FEMA would cover 75% of the cost of the project and the jurisdiction responsible for the project would have to 'match' or fund the remaining 25% cost of the project. One approach to fulfilling this match is to use CDBG-DR funds.

Based on our understanding of the guidance provided by HUD and FEMA there are **two approaches to matching funds**. One approach is called the **traditional match** and the other is called the **flexible match**. With the traditional match concept, CDBG-DR funds are applied as local match to the entire PA project and all work within the project is subject to both PA and CDBG-DR eligibility and compliance requirements. However, in the flexible match concept, the jurisdiction would apply CDBG-DR funding to distinct facilities or sites within a PA project. In flexible match, all the sites and facilities must comply with FEMA PA requirements, yet only the CDBG-DR assisted portion of the project must comply with CDBG-DR requirements (such as Davis Bacon, Section 3, and NEPA compliance to name a few). The flexible match approach can reduce the number of facilities or sites within the subaward that must comply with both federal grant program requirements. **(Scope Requirement 1 & 16)**

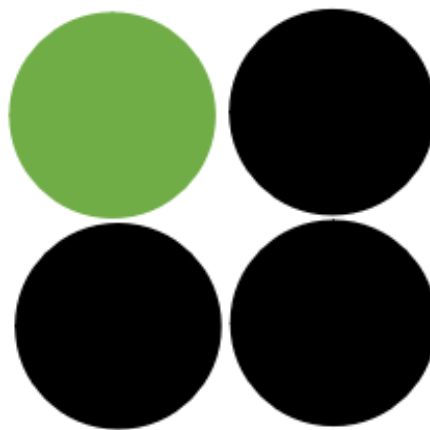
Traditional Match

Below represents one project with 4 components and each component must comply with both PA and CDBG-DR regulations since each component is part of the match.



Flexible Match

Below also represents one project with four components, however only one component is paid for with DDBG_DR funds as the match so only that one component must comply with the federal rules pertaining to both PA and CDBG-DR.



Phase 3: FORMULATION

The following RFP requirements are addressed in this section:

Scope Requirement 1: Ensure Parish disaster recovery and restoration processes comply with laws, regulations and guidelines to maximize reimbursement for eligible disaster expenditures and to minimize timing for reimbursement.

Scope Requirement 3: Possess the expertise and be able to prepare FEMA Public Assistance emergency and permanent work project estimates including, but not limited to cost estimating, developing detailed damage descriptions and dimensions, scope of work, and accurate force account labor and equipment summary reports.

Scope Requirement 4: Assist parish departments with services post-impact to perform damage assessments, inspections and project management services from impact to repair.

Scope Requirement 5: Collaborate with federal state and local staff, as needed, on project formulation, including damage assessments, information gathering, project development, preparation of project worksheets, and other project submittals to Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP) and/or the Federal Emergency Management Agency (FEMA).

Scope Requirement 6: Coordinate and interface with engineering and design efforts for repair and/or construction of damaged facilities and infrastructure that will comply with FEMA eligibility and cost reasonableness determinations. Provide oversight of repair/construction efforts to ensure work complies with applicable Project Worksheets and related FEMA Public Assistance grant requirements and guidelines.

Scope Requirement 7: Identify and address inappropriate insurance reductions and ensure insurance policy compliance with federal and state regulations.

Scope Requirement 8: Develop strategies and maximize formulation of 406 hazard mitigation projects.

Scope Requirement 10: Possess the expertise and assist the Parish through FEMA, State (or other agency) guidelines to capture force account labor eligible expenses accurately for timesheets and project cost accounting. Assist in the review of Parish personnel policies to ensure compliance for eligible cost reimbursement.

Scope Requirement 13: Possess the expertise and assist the Parish through federal, state (or other agency) guidelines to ensure the capture of relevant data related to procured goods and services. Provide oversight of contractor's billing to ensure all costs eligible for disaster grant funding are documented and claimed.

Scope Requirement 15: Possess the expertise and assist the Parish with identifying other disaster recovery funding opportunities, including additional federal recovery programs.

Scope Requirement 16: Assist with recovery of FEMA Public Assistance cost share funding through CDBGDR applications.

This phase is the most exciting – formulation. The team will gather eligible expenses and relevant supporting documentation from the Parish for the project formulation. Each expense type has its own specific supporting documentation required for FEMA reimbursement. We will work with designated Parish personnel in order to identify, compile, and organize this documentation into an overall packet by expense type.

Deloitte has extensive experience supporting recipients and subrecipients in developing project formulation procedures, compiling supporting documentation necessary to help maximize eligible funding, substantiating eligibility requirements through documentation, photographs, site inspection reports, narratives citing FEMA policy-bases for eligibility, and bridging the FEMA Public Assistance project formulation procedures with subrecipients’ real-world design, construction, and procurement requirements. We understand that a true progressive closeout depends on a well-documented project that is comprehensively formulated. Hence, we are committed to assisting with project formulation based on extensive lessons learned and leading practices identified by performing grant management, and closeout for GOSHEP assistance PA subrecipients in Louisiana and across the nation.

Goal of this Phase: Formulate projects and coordinate with FEMA and State Applicant Liaison to maximize PW obligation

Summary of Key Activities and Innovative Concepts in this Phase: Our team has experience completing the entire spectrum of project formulation subsequent to an agreed upon DDD. Some of the significant items necessary for project formulation are as follows:

Debris Removal Projects (Category A)

(Scope Requirement 1, 3, 5, 7, 10 & 13)

- Identify debris removal and clearance operations
- Substantiate operations of temporary disposal and reduction sites
- Substantiate operations for permanent debris disposal
- Identify local debris cost considerations
- Substantiate recycling operations and opportunities
- Implement and execute subrecipient debris plans
- Substantiate potential private property debris removal (PPDR) operations and requirements
- Substantiate potential debris from waterways
- Provide necessary documentation for FEMA to complete all required environmental and historic preservation (EHP) reviews for debris removal and clearance operations
- Other debris removal operational and cost considerations

Emergency Protective Measures Projects (Category B)

(Scope Requirement 1, 3, 5, 7, 10 & 13)

- Identify methods and means of completed emergency work
- Forecast methods, means, anticipated timelines, and projected costs for emergency work to be completed
- Provide necessary documentation for FEMA to complete any applicable EHP reviews for completed emergency protective measures (i.e. remedial actions) or emergency protective measures to be completed
- Other emergency work operational and cost considerations

Permanent Work (Categories C-G)

(Scope Requirement 1, 3, 4, 5, 6, 7, 8, 10, 13, 15 & 16)

- Identify applicable codes and standards for each subrecipient, the damaged facilities, types and extent of damages including the consensus-based codes, specifications, and standards per Section 1235(b) of the 2018 Disaster Recovery and Reform Act
- Aggregate historical cost considerations for construction projects
- Identify technically feasible resiliency measures that can be considered as 406 mitigation hazard mitigation proposals and assist subrecipients with the quantification of required cost effectiveness determination per FEMA's 15% rule, the allowable measures in Appendix J of the Public Assistance Program and Policy Guide (PAPPG), or traditional benefit-cost analyses (BCAs)
- Identify anticipated insurance proceeds relative to the damages and losses, attribute actual or anticipated insurance proceeds to projects, and substantiate compliance with insurance obtain and maintain requirements from previous disaster declarations
- Provide necessary documentation for FEMA to complete all EHP reviews for permanent work projects inclusive of 406 mitigation measures
- Provide subrecipients with technical assistance, guidance, and advice regarding the potential utilization of permanent work alternative procedures under Section 428 of the Stafford Act, considering the design stage for reconstruction, method to developing cost estimates, benefits of alternative procedures under Section 428 of the Stafford Act, and risks associated with project overruns.
- Provide subrecipients with technical assistance, guidance, and advice regarding the potential use of funding towards improved projects or alternate projects based on the community recovery and resiliency goals.

PHASE 3: FORMULATION



Obtain access to Grants Portal and create offline preliminary Damage Inventory to expedite FEMA review process



Facilitate exploratory calls to provide FEMA PDMG with information on disaster impacts to Subrecipient assets



Support Subrecipient in Recovery Scoping Meetings (RSM) to provide FEMA with in-depth information on disaster damage



Resolve scoping issues and provide advice and justification memorandums to maximize reimbursement of claims



Support Jefferson Parish during site inspection by FEMA PDMG and validate damage descriptions and dimensions



Logically group Damage inventory line items in a strategic manner to streamline formulation and closeout



Define protocols to track and document management costs to maximize reimbursement



Submit projects and coordinate with the FEMA CRC through obligation and transition to LouisianaPA.com



Develop policy & processes to help support strategic funding opportunities, funding risks and procurement compliance

Formulate projects and coordinate with FEMA and State Applicant Liaison to maximize PW obligation

Aligns with Scope Requirements 1, 3, 4, 5, 6, 7, 8, 10, 13, 15 & 16

Detailed Approach:

It's our deep understanding of applicable Federal policies and regulations that govern FEMA and other federally funded program help our clients recover the maximum eligible costs incurred as a result of a disaster. Our dedicated, on-site staff and resources from project inception through closeout, work intimately with outside stakeholders, such as GOHSEP, HUD, and FEMA. At this phase, we will have the documentation to cross-reference the list of available funding sources and eligible expenses the Parish may likely be reimbursed. This will produce a matrix for Parish leadership to make strategic decisions in support of a strong recovery. Our experience with multiple FEMA and non-FEMA funding sources is another tool to apply the right funding to the right project and increase overall disaster recovery funding flowing into the community.



This overall packet is organized in such a way that State and Federal agency representatives are able to follow the story of the PW, as well as future staff in the instance of turnover. It is a leading practice to build this packet of information as costs are being expended because that is when it is easiest to retrieve proof of payment and an explanation of procurement from current personnel. These packets of information will be submitted to FEMA during the PW development process.

Our team will engage and educate the Parish through every step of the process and recommend process improvements to allow for a focused recovery, and efficient and transparent grants management practices.

Formulation Spotlight: Review Project Estimates, Eligibility Determinations, and PWs

Federal grant applications submitted, should be program eligible, cost effective, environmentally sound, and technically feasible. Team reviewers include former PA and CDBG-DR project managers and experienced technical staff. Typical elements that should be determined include:

- ✓ Compliance with the requirements of federal grant eligibility – Damage, impacts, at risk
- ✓ A beneficial impact upon the declared disaster area, and compliance with applicable state directives in the state program administrative plan for the specific disaster
- ✓ Solution of a problem independently
- ✓ Cost-effectiveness and evidence of substantial reduction of the future losses
- ✓ Long-term and technically feasible
- ✓ Conformance with applicable environmental, historic, or cultural preservation requirements
- ✓ Required non-federal match
- ✓ Leveraging issues for multiple grant sources
- ✓ Conformance with applicable federal, state and local regulations (e.g., NFIP regulations or state/ local building codes)
- ✓ High level technical feasibility

Deloitte is prepared to support the formulation of preliminary cost estimates, project estimates, project scope formulation, project assumptions, and project estimates and review FEMA write-ups and estimates for completion and accuracy. As approved by the Parish, the team can take the lead on communication with contracted vendors to secure needed information. The team will also implement tracking systems to support contractors and construction work remains compliant with related FEMA Public Assistance grant requirements and guidelines.

In the instance additional PW versions are required, Deloitte can review the changes in scope, expenses disbursed to date, and build up cost estimates to determine whether they align and required scope and project total cost changes have been captured. **(Scope Requirement 1, 3, 5, 6, 7, 8 & 13)**

Site Inspections and Damage Description Development

Our team will support the Parish in completing site inspections and drafting site inspection reports. We will compile pre-event maintenance and operations reports, documenting the damages with photographs, documenting the facility type and recorded capacity at the time of the hurricane, gathering dimension and damage description documentation from the architecture and engineering firm supporting the effort, establishing facility GPS coordinates, and other facility-specific requirements. We will provide the Parish with direct support, technical assistance, and training to determine the site inspections and other initial project formulation functions are thoroughly substantiated and documented to successfully complete project formulation and withstand potential iterative eligibility reviews and determinations. This will ultimately assist the Parish in project implementation, facility design and construction, grants management, and ultimately closeout. **(Scope Requirement 1, 3, 4, 5 & 6)**

Cost Estimates and Project Scope Formulation

Deloitte, as infrastructure specialists, is well-equipped to provide support for the FEMA Public Assistance Grant Program and the process immediately following a declared incident. The Public Assistance Grant Program, including 406 Mitigation, provides assistance to eligible entities who maintain and operate public infrastructure to respond, recover and mitigate impacts. We will assist with and oversee project formulation, cost estimating, project testing, project worksheet development, appeals, audits and grant closeouts on behalf of the Parish. **(Scope Requirement 1, 3, 5, 6, 7, 8 & 13)**

Damage, Description Dimensions (DDD)

We will coordinate with the subrecipients to develop DDDs for each project (Categories A-G) based on the completed site inspections and site inspection reports. Our team will support applicants in documenting disaster-caused damages and other pertinent information such as facility maintenance and operations records, facility capacity, and other critical information necessary to document causation and allow FEMA to develop an eligible scope of work and cost estimate. Additionally, fully documented and substantiated DDDs are critical to allow subrecipients, the recipient, and FEMA to develop hazard mitigation proposals that may be necessary and eligible to be considered 406 mitigation measures necessary to prevent future, similar, disaster losses and impacts. **(Scope Requirement 1 & 3)**

Example of Deloitte’s Current Formulation Performance: From NOLA.com³ September 2022 Article

“I don’t even want to begin to think how many pages of documents we have submitted,” said Bryan Wallace, Harahan’s chief administrative officer. Harahan is working with a consultant funded by the state (Deloitte) to work through its applications. Without that support, getting reimbursed would’ve been a monumental task” Wallace said.

Specialty Documentation

Administrative Costs - Deloitte can work to compile detailed reports to document Parish, consultant, or contractor hours and expenses classified as Administrative Costs eligible for reimbursement. These expenses are compiled using a

³ https://www.nola.com/news/article_fabb0f2e-386c-11ed-9f6f-e3b83d58b502.html

management cost tracker which will identify the name of the company, name of the person, number of hours, and a description of the activity performed. **(Scope Requirement 1, 5 & 10)**

Procurement - Procurement documentation may include award letters, bid documents, contracts, purchase orders, amendments, and cost reasonableness. Documentation for each procurement will be assessed based on its value and the strictest of federal, state, and local procedures. This includes looking at processes followed during procurement, supporting documentation, and included contract clauses. We have found that **procurement is one of the top areas in which the OIG has findings during their reviews**, and therefore it is an important focus during the documentation gathering process. **(Scope Requirement 1, 6 & 13)**

Volunteer Activities – Good documentation is essential for securing ‘soft match’ through volunteer hours. Deloitte will prepare documentation procedures, sign-in sheets, and other information collection processes to assist the Parish in claiming their appropriate volunteer match to meet local cost share requirements. **(Scope Requirement 1 & 5)**

Permits, Regulatory Requirements, & EHP – Deloitte will coordinate with appropriate local, state, and federal agencies to help the Parish meet programmatic regulatory and environmental/historic preservation requirements. Although emergency declarations may temporarily waive some permitting requirements, recovery and mitigation projects can require extensive permit reviews, regardless of local ordinance. Securing appropriate documentation to support EHP reviews for FEMA PA and HMA projects is especially important to securing a quick application to obligation timeline for funds. **(Scope Requirement 1, 3, 4, 5, 6 & 8)**

Insurance - During the reviews of expenses, Deloitte will also look at insurance policies maintained by the Parish to confirm that available funding has been requested and there is no duplication of benefits that have been applied. In addition to reviewing policies to test claims have been submitted, Deloitte can review finalized packets for required insurance documentation. This may include proof of loss, statement of loss, insurance policy in place at the time of the disaster, insurance policy to obtain and maintain requirements are met, insurance settlement documents, and Insurance Commissioner Certificates. The team will also work with the Parish to prevent unnecessary reductions when the project is reviewed by the CRC. The team works will work with the Parish to only sign obligate projects that have the accurate amount. The team has vast experience working with formulating claims where final insurance settlements are still being determined, as well as working with FEMA and the State when the CRC wrongfully determines an insurance settlement should have been higher and wants to reduce the obligated amount. The team is prepared to work to get the Parish to recoup eligible costs. **(Scope Requirement 1 & 7)**

Benefit Cost Ratio

For projects that include hazard mitigation, the team will work with the Parish to identify projects that connect what matters to the community with what is eligible for FEMA HMA. From the start BCAs must achieve a Benefit Cost Ratio (BCR) of 1 or greater to qualify for FEMA HMA opportunities. Our approach starts with the FEMA BCA toolkit version 6.0 (the latest version) and updates the software-provided data with more accurate values based on engineering analysis. Using anything other than software-provided values requires extra documentation but is often essential to the success of the most competitive projects. The team also makes use of precalculated benefits, wherever possible, including for generators, hurricane wind retrofits, and acquisitions and elevations of homes in the Special Flood Hazard Area. We provide the full spectrum of grant management experience to support hazard mitigation grant efforts, including Section 404 and 406 mitigation grants under FEMA PA.

We will work with the Parish to discuss each proposed project. In that discussion Deloitte will work with the Parish to explore the advantages and disadvantages in pursuing flexible versus traditional match when CDBG-DR funds are available. The advantages versus disadvantages will include identifying the phase of the project and the applicable federal policies, such as environmental compliance, Davis Bacon Rules (CDBGDR), potentially pursuing 428 instead of 406 for extensive damage and other similar policies that may impact the decision to proceed with traditional or flexible match.

Following application review and any required revisions, Deloitte will assist the state in ranking, packaging, and submitting applications to FEMA through the appropriate grant system, such as FEMA Grants Outcomes (FEMA-GO) or the NEMIS.

Beyond the development and submission of sub-applications, Deloitte has extensive experience with sub-recipient award management, monitoring, and compliance, both on behalf of states and local jurisdictions. **(Scope Requirement 1, 5, & 8)**

Seek Alternate Sources of Funding

Beyond FEMA Public Assistance, it is often worthwhile to seek alternate sources of funding to implement disaster mitigation and recovery projects. Through the fund source matrix described above, Deloitte will identify potential sources of recovery and mitigation funding to support Parish priorities. This will include both pre-disaster briefings on recovery and loss-reduction strategies like insurance policies as well as post-disaster fund source coordination to direct CDBG-DR, FHWA, and FEMA PA funds where they are appropriate. Deloitte will work with the Parish promptly following a disaster declaration to assess the need for Immediate Needs Funding (INF) to support staff and equipment costs of emergency protective measures, debris removal, and similar work that needs to occur within the first 60 days of the declaration. **(Scope Requirement 15)**

Phase 4: MANAGE + REPORT

The following RFP requirements are addressed in this section:

Scope Requirement 1: Ensure Parish disaster recovery and restoration processes comply with laws, regulations and guidelines to maximize reimbursement for eligible disaster expenditures and to minimize timing for reimbursement.

Scope Requirement 6: Coordinate and interface with engineering and design efforts for repair and/or construction of damaged facilities and infrastructure that will comply with FEMA eligibility and cost reasonableness determinations. Provide oversight of repair/construction efforts to ensure work complies with applicable Project Worksheets and related FEMA Public Assistance grant requirements and guidelines..

Scope Requirement 7: Identify and address inappropriate insurance reductions and ensure insurance policy compliance with federal and state regulations.

Scope Requirement 9: Possess the expertise and assist in all disaster-recovery financial reimbursement and reporting processes required by FEMA, State or other agency. Ensure therein are no duplications of submission if varying agencies are involved.

Scope Requirement 11: Challenge, where applicable, FEMA on their previous work, eligibility determination, cost valuations, project formulation and inaccurate statements on the Public Assistance Program including appeal determinations.

Scope Requirement 12: Assist the Public Safety Grants & Administration Department with cash flow, advance, and reimbursement requests and documentation in anticipation of future audits.

Scope Requirement 14: Develop processes for ensuring compliance related to contract monitoring and contract close-out as required by federal, state, or other agencies.

Most subrecipients believe that obligation of their Project Worksheets by FEMA is the final step in the process. However, the role that GOHSEP and the State play can be significantly more detailed, and an additional layer of scrutiny is applied prior to GOHSEP releasing payment to the Parish. Our team will start with the end in mind and will request the documentation needed to get your reimbursements through GOHSEP prior to project being obligated.

Our Deloitte is currently helping GOHSEP administer the quarterly reporting process for all applicants in Louisiana. We understand the data fields requested in the report and how your responses to those fields triggers flags for FEMA or State review. For example:

1. If your work completion percentage reduces quarter over quarter and you did not have a new PW version approved that increases obligation, your project will be flagged for additional reviews
2. If your work completion percentage is 100% but closeout has not been requested on your PW, your project will be flagged for additional reviews

We also understand the importance of filing time extensions through LAPA for FEMA consideration to keep your funding streams open while projects progress. Our teams have supported over 50 applicants in compiling time extension justifications.

Goal of this Phase: Expedite the reimbursement of eligible claims and enhance transparency of your recovery programs.

Summary of Key Activities and Innovative Concepts:

- Provide ongoing technical assistance for regulatory and programmatic issues, including construction, Section 406 and HUD CDBG-DR compliance and contract and close-out compliance (**Scope Requirement 1, 6 & 14**)
- Assist the Parish in preparing and maximizing reimbursement requests (**Scope Requirement 1, 9 & 12**)
- Support the challenge of misallocation, such as wrongful insurance reductions, and as needed, appeals with GOHSEP and FEMA (**Scope Requirement 1, 7 & 11**)
- Provide innovative tools to improve the financial reconciliation process, increase collaboration across teams and save time during closeout reviews (**Scope Requirement 9 & 12**)
- Support the Parish in being audit-ready for disaster recovery and mitigation (**Scope Requirement 12**)
- Provide construction oversight management, monitoring project scope, costs, schedule, and risks through close engagement with engineering and design teams (**Scope Requirement 6**)

Detailed Approach

Our team will prepare our own accounting of anticipated project costs and maintain that information in a repository outside of FEMA's Grants Portal. This will allow our teams to review draft project-worksheets with the Parish and conclude if eligible damages are appropriately captured. By maintaining our own record of anticipated costs, we can use the internal books as check-figures in comparison to FEMA draft versions.

Our goal is to progressively close projects starting with project formulation. Tasks performed throughout the life cycle of the project will be completed with closeout in mind. We will work with the Parish to reconcile costs in an ongoing fashion as we submit reimbursement requests so that closeout can be requested as soon as possible.

Deloitte, through our work at GOHSEP, has developed and deployed a "closeout ready package" used to reconcile subrecipients final actual costs and identify action items for the DRS and COS to make the project closeout ready. This tool will be leveraged to complete the closeout reconciliation for Jefferson Parish, identify under and over runs, and determine costs have been submitted for reimbursement and supporting documentation to complete the closeout review has been provided. This tool also contains a checklist to determine costs are supported and documentation needed for "special considerations" such as insurance settlements and permits have been provided.

Closeout reconciliations will be completed by comparing the subrecipients' final actual costs to the most recent approved version of the PW. Any outstanding invoices that were not previously provided will be submitted in the form of a completed reimbursement packet along with the closeout ready packet. Scope and Cost alignments needed for the final closeout version will be identified on the summary page of the packet as well as the final claimed amount to provide visibility to the COS of the final total of the project.

Reviewing and Monitoring the Parish's Recovery Activities

PHASE 4: MANAGE + REPORT



Provide ongoing technical assistance for regulatory and programmatic issues



Aid in preparation of quarterly reports to GOHSEP and other stakeholders



Review contractor requests for payment and notices to proceed



Support cost analyses and document justification for contract amendments or new procurement activities



Coordinate with technical project managers to monitor project status



Compile requests for reimbursement with appropriate supporting documentation



Provide Closeout ready grant files and RRF packages to GOHSEP or their contractors for processing and closure



Provide status updates with action items, key deadlines, issue escalation, and decision points to Jefferson Parish



Support Jefferson Parish with appeals or RFI from GOHSEP and FEMA

Expedite the reimbursement of eligible claims and enhance transparency of your recovery progress

Aligns with Scope Requirements 1, 6, 7, 9, 11, 12 & 14

Reimbursement Requests

While our team works to compile packets for project formulation, we will simultaneously help create reimbursement packets in accordance with GOHSEP's reimbursement requirements. We have experience with the cost estimate tracker embedded in LAPA and understand how it is used reconcile the subrecipient's actual expenditures to the FEMA cost lines obligated in the PW as well as an understanding of GOHSEP's documentation requirements for reimbursements. Subrecipients' reimbursement requests be uploaded to LAPA and include the following:

- Reimbursement request form
- Applicable summary sheets
- Evidence of cost reasonableness such as quotes, bid tabs, RFP/RFQ or a cost analysis
- Invoices, pay applications, or receipts
- Overtime policies, fringe benefits breakdown, timesheets, payroll checks or registries for force account labor
- Executed Contracts
- Evidence of proof of payment

Innovative Concept: PA Productivity Tools We have the knowledge and know how to tailor make processes and tools to track, organize and file documentation, we leverage LAPA reports to track progress of reimbursement requests, versions, and closeouts. We try to use open source and widely available technologies to develop time-saving solutions (Excel, VBA, Python, MS Power Query)

- We have created a tool called the "PW Report Card" which is an Excel Power Query solution that allows us to track PW status centrally across multiple teams. This helps us to track progress and issues related to projects.
- We pioneered Excel VBA templates to allow our teams to take a standardized approach when reconciling expenses for reimbursements and closeouts
- Our team can also create an electronic record retention system to be maintained by the subrecipient to maintain the supporting documentation for their FEMA grant. Paper files could be converted to an electronic format. Digital files will be legible with high quality resolution as well as standard naming conventions.

Administrative tasks will have standard processes to create business continuity so that records are easily accessed, tracked, and duplicated. This way if there is applicant turnover or loss of documentation during the process the files can be easily identified and retrieved. **(Scope Requirement 1, 9 & 12)**

Grant Monitoring

Deloitte plans to monitor grant performance through three different avenues: analyzing reimbursement requests prior to submission, monitoring internal controls, and reviewing data on a grant level. This process will focus on both compliance as well as fraud, waste, and abuse. The outcomes of this monitoring will be reported to Parish leadership, as required.

Deloitte will work closely with Parish staff to evaluate project worksheet submissions for compliance with federal, state, and local regulations. Because Deloitte aims to build full documentation packets as projects are being executed, this overall process is simpler as the reviewer starts with each document in hand. These packets will include supporting documentation sorted with relevant work type summary sheets, proof of payment, and procurement and cost reasonableness substantiation. We will gather the relevant documentation the applicant has surrounding the circumstances of their procurement, their internal policies around procurement, and document facts surrounding the exigent nature of the procurement and potential threat to life and property as well as the emergency period of the disaster declaration. Additionally, we will utilize industry leading tools such as RS Means to conduct cost reasonableness analysis when an exigency could not be justified.

We will use our knowledge of federal drawdown and financial management guidelines within regulations including 2 CFR 200 to help the Parish confirm it has the appropriate compliance and reporting requirements important to a sustainable system.

In addition to monitoring the activities, Deloitte can analyze metrics on each overall project identifying red flags such as the need for time extension requests, upcoming work completion deadlines, or general project cost or schedule concerns. Monitoring this information will allow Deloitte to provide warnings to Parish leadership as dates are approaching.

Finally, in the instance that the Parish passes FEMA funding through to additional subrecipients, making it a Pass-Through Entity, Deloitte can review the Parish’s Subrecipient Monitoring processes in place. Deloitte has significant experience reviewing grant awards for required language, performing an overall subrecipient risk assessment, completing site visits to review subrecipient policies and procedures in place, and monitoring Single Audit requirements for subrecipients. **(Scope Requirement 1, 6, 9 & 14)**

Reviewing Contracts and Purchase Documentation for Compliance

As procurement is one of the common OIG finding categories, this will be a focus of our review process. During the process of gathering documentation to support project costs, Deloitte will be reviewing contracts and procurement for compliance with 2 CFR 200 on a project-by-project basis. In addition to these processes, Deloitte can review the Parish’s overall procurement policies and procedures for alignment with local, state, and federal requirements, even in the instance that the emergency procurement procedures need to be followed. **(Scope Requirement 1 & 14)**

Oversight of Repair and Construction Efforts

Prior to the onset of construction projects, we will work with Jefferson Parish to establish a mechanism for tracking Project Worksheets and eligibility categories, information on the architecture and engineering firms contracted for design and construction efforts, and the appropriate point of contact from the Parish for enhanced coordination efforts. We will perform a construction-specific kickoff meeting to explain public assistance grant requirements that must be tracked, the expectations for reporting, and documentation that must be completed to remain compliant with FEMA requirements to those in the field that may not be familiar with the requirements of public assistance programs. We will establish a mechanism to track project schedule and costs, and present key performance indicators (KPI), such as the percentage of projects in design phase or total expenditures to date versus forecasted cost, in a dashboard view. We will perform monthly or quarterly site visits, depending on project size and status, to collect updated progress information and reports from the engineering and design efforts, discuss risks and issues, and confirm that the construction status is in alignment with the reported status. Our team will establish a regular cadence to report back to Jefferson Parish on program status and any areas of concern. In addition to providing oversight, we will serve as a translator between the design and engineering efforts, the program office, and the finance and procurement departments. **(Scope Requirement 6)**

Audit Ready

Deloitte is prepared to assist the Parish in preparing for FDEM audits, OIG audits, and FEMA Single Audits through gathering supporting documentation and coordinating between Parish departments to identify additional information needs. Through the process of building packets of documentation as expenses are being incurred, this will mitigate the risk of incomplete grant documentation. **(Scope Requirement 1 & 12)**



Did You Know?

Final eligibility determinations of costs are made by FEMA during the closeout review process. If you incur additional costs that were not originally captured in the scope of your PW that you feel are eligible, our team will prepare Reimbursement Requests to capture those costs. GOHSEPs closeout team will review the RRFs and place them on hold in LAPA Step 7 (prior to issuing payment) and then submit the closeout workbook to FEMA. FEMA will then review the submitted costs and either include them in your closeout PW version or deny them. If the costs are denied but you feel they are substantiated, you have basis for appeal. If the cost is approved, GOHSEP will lift the hold on your RRF and payment will be issued. Have other questions about how GOHSEP processes work? Ask our team!

Closeout

When we reach PW closeout, this process will be straight-forward due to the compilation of packets of documentation during the project formulation process. The Parish will keep this packet of documentation on hand for the full record retention period. Deloitte will assist the Parish in completing additional certifications or forms from FDEM and/or FEMA physically or electronically. These forms will go into the final closeout packet for retention. We recommend creating packets to support the total project cost for both large and small projects even though they have different closeout requirements as it is possible OIG will review either type of project.

Upon closure of the final project, Deloitte will assist in completing Subrecipient closeout based on the FDEM and FEMA requirements after performing a final reconciliation of costs requests, obligated, and reimbursed. **(Scope Requirement 1 & 9)**

Appeals and RFIs

Deloitte is able to assist the Parish in the preparation of appeals and requests for information from FDEM and FEMA. For appeals, Deloitte will review the written determination from FEMA and will assist the Parish in responding within 60 days. This response will include an overview of the facts and background, the amount in dispute, applicable policy and regulations, analysis to support the position, and supporting documentation.

For RFIs, Deloitte will help the Parish compile additional documentation and justification to support the requests in a timely manner. **(Scope Requirement 1, 7 & 11)**

Phase 5 - DISENGAGE

The following RFP requirements are addressed in this section:

Scope Requirement 1: Ensure Parish disaster recovery and restoration processes comply with laws, regulations and guidelines to maximize reimbursement for eligible disaster expenditures and to minimize timing for reimbursement.

Once the contract period and extensions are coming to an end our teams will help facilitate all the required knowledge transfer, supporting documentation handoffs required to meet the Parish's document retention and audit readiness policies. Our teams will also provide final deliverable handover documents to ensure all project deliverables and quality were met. The goal is to leave Jefferson Parish in an even stronger and more resilient position than when we started.

We recognize new vendors will likely pick up where we leave, and our teams are professionals, experienced in planning and performing comprehensive transition plans. We will work hard so there is no impact to Jefferson Parish and the services it provides its citizens.

Goal of this phase: Project close activities

Summary of Key Activities and Innovative Concepts:

- Initiate transition plan in line with contract regulations and guidelines
- Hand over documents and files related to the project
- Perform a deliverable handover with department stakeholders
(Scope Requirement 1

PHASE 5: DISENGAGE



Perform knowledge transfer (e.g., process documentation and training)



Facilitate disengagement meeting with relevant stakeholders



Transition paperwork, supporting documentation, and related grant files



CHEERS!

*Effectively and timely transition contract activities, deliverables, and document repositories for Jefferson Parish to optimize available management cost funding and ensure continuity after disengagement
Aligns with Scope Requirement 1*

Section D | Proposer Qualifications and Experience

Summary of Experience

For more than thirty (30) years, Deloitte has played critical roles in supporting local governments and State governments to administer federal funding programs and obtain reimbursements and close projects. While our detailed qualifications and experience and provided in this section, the minimum requirements of the RFP are included in the table below:

Years of Experience	✓ 150+ years in business
	✓ 17 years of FEMA Public Assistance experience in Louisiana
Obligated Funding to Date	✓ More than \$100 Million of projects obligated in the last three years
	✓ More than \$14 Billion of grants managed within Louisiana
	✓ More than \$30 Billion of grants managed across the country
Receipt of Reimbursed Funding to Date	✓ More than \$1 Billion in reimbursement requests supported

Deloitte. Qualifications

\$14+ Billion

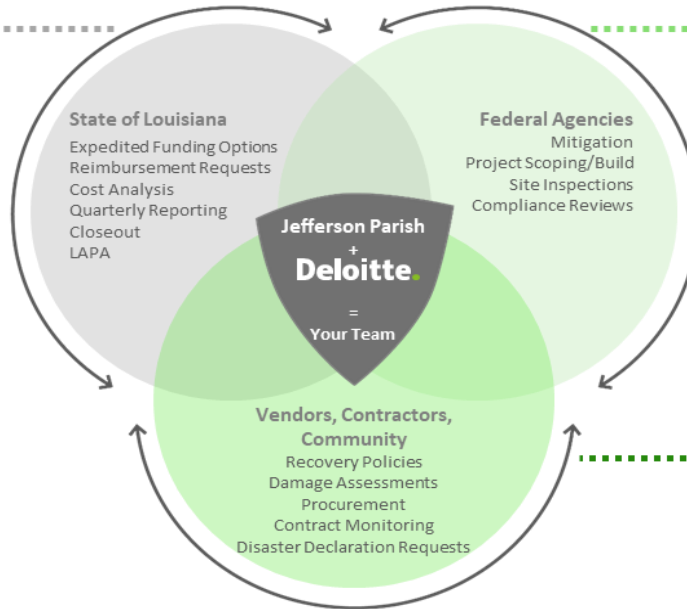
Louisiana Federal Grant Funding Managed

Deloitte's 17-year history serving the State provides the Parish with the opportunity to demystify the complex state reimbursement process. Our team will bring unique insights including:

- ✓ Knowledge of processes and procedures
- ✓ Alignment with State and Federal policies and procedures
- ✓ Leading practices for submission

Additionally, our proposed team includes:

- ✓ Former GOHSEP Closeout Specialists.
- ✓ GOHSEP Contractor Project Manager and Leads



We understand FEMA's role in the recovery process and propose a team that includes:

- ✓ Mitigation and HUD Experts
- ✓ Insurance Experts
- ✓ Certified Engineers
- ✓ A Federal Disaster Response Team Lead
- ✓ Locals

Our teams has successfully navigated 406 and 428 programs, expediated payment from the state and leveraging small project certifications when possible. We bring

Deloitte is prepared to support the Parish in a seamless transition that enables the Parish to expediate recovery from previous disasters and prepare for future events.

Significant Grant Experience in Other States

Puerto Rico | Texas | Colorado | New York | Oregon | Missouri
Georgia | Virginia | Nebraska | Wyoming | DC

Deloitte will support the Parish in Transforming Recovery Operations

The Support You Need

- ✓ ☒ Track record of transitioning multi-million-dollar contracts
- ✓ ☒ Qualified HM & CDBG staff to supplement your team
- ✓ ☒ Significant experience managing various grant programs
- ✓ ☒ Maximize PA funding and expedite reimbursement

Why Deloitte is the best option for Jefferson Parish

We have the experience and know-how to support all of the Parish’s FEMA PA process, maximize federal funding, expedite the process, and retain funds during the closeout process.

Not only do we understand the responsibility placed on Jefferson Parish in the recent recovery from Hurricane Ida, we understand the need to be more resilient against future disasters. When it comes to navigating Federal and State grants such as FEMA’s Public Assistance program, we know you are seeking a trusted advisor willing to invest the time needed to restore your operations and expeditiously pursue federal support through grant dollars. From compiling your damage inventory to Managing through FEMA’s Recovery Scoping Meetings and eventual closeout of your grants, our team is ready to support Jefferson Parish.

Our multidisciplinary teams have the experience, tools and resources to help tackle any challenge the Parish may face with its FEMA PA projects. We already have experience working with Jefferson Parish, and many other applicants across the Parish. Our teams have also had tremendous success across the US helping other clients with their FEMA PA projects. Our support at the State level has given us the ability to train and develop our teams to support FEMA PA projects. We understand what is required in terms of quality and efficiency and we can scale rapidly without losing quality



Summary of our Experience across the State of Louisiana:

- Since 2020 we have been supporting the State and GOHSEP by providing FEMA PA reimbursement, closeout and formulation related services to 150+ applicants and 2,000+ projects across 10 declared disasters
- We have helped maximize funding by already helping obligate \$61M in new projects for Hurricane Laura DR 4559

Summary of Experience across the Nation

- We provide a similar scope of services as requested by Jefferson Parish to clients in Texas, Colorado, and Puerto Rico.
- We have the experience and resources to help create innovative new procedures and solutions to help support FEMA PA activities
- We understand the risks of water infrastructure and helping manage them

The following pages in this section some additional details on our Firm’s history, structure and select experiences helping clients over the past 30+ years with their FEMA PA projects. The experiences listed are intended to demonstrate our extensive knowledge and experience of 2 CFR 200, the FEMA Public Assistance Program and Policy Guidance (PAPPG), and our innovative approaches to help our clients meet their FEMA PA goals.

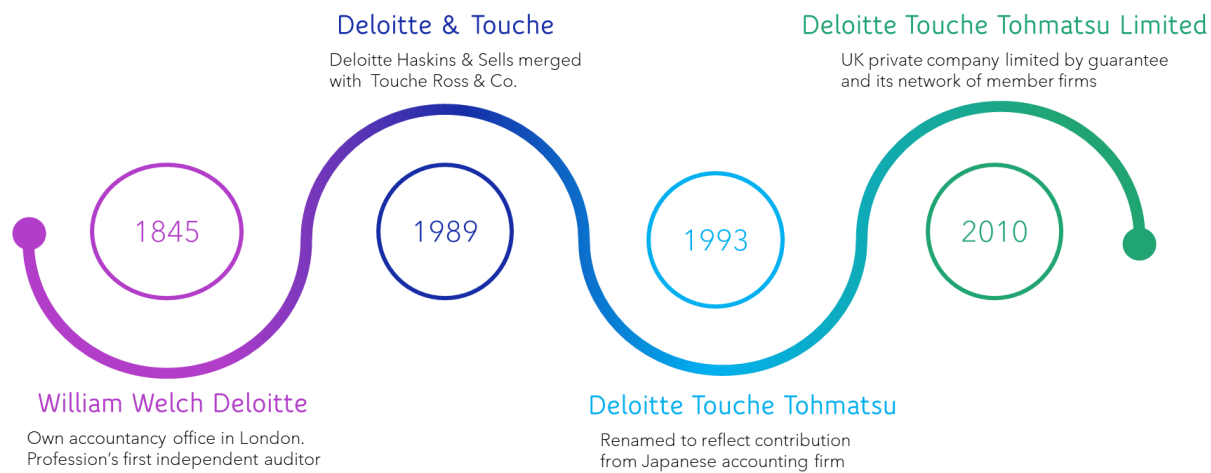
History and Background

Global Firm, Local Impact

By choosing Deloitte you will have access to the largest professional services firm in the world. We are a national and global leader in risk, crisis, resilience, and management consulting with a global headcount of over 345,000 . Since 1849 when the Great Western Railway initially turned to William Welch Deloitte for services, clients have relied on Deloitte for our quality and innovative solutions to their ever-changing needs.

We are a leader today because we have sustained our clients’ trust and exceeded their expectations throughout our history, in good times and bad. Several mergers and almost a century later, the practices of Deloitte Haskins & Sells and Touche Ross & Co. combined under the name Deloitte & Touche. In 1993, the international firm was renamed Deloitte Touche Tohmatsu (DTT) to reflect the contribution from a well-known and respected Japanese accounting firm that was part of the Touche Ross international network.

In 2010, DTT became Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Each member firm provides services in a geographic area and is subject to the laws and professional regulations of the country or countries in which it operates.



In the United States, Deloitte LLP is the member firms of DTTL. The subsidiaries of Deloitte LLP provide industry-leading audit, consulting, tax, and advisory services to many of the world’s most admired brands, including 80 percent of the Fortune 500 and **44 of the 50 US States** and the District of Columbia. Our people work across 19 industry sectors with one purpose: to deliver measurable, lasting results for our clients.

Our Organization:

Services to clients are provided by the subsidiaries of Deloitte LLP, including:

- **Deloitte & Touche LLP**
- Deloitte Consulting LLP
- Deloitte Tax LLP
- Deloitte Financial Advisory Services LLP
- Deloitte Transactions and Business Analytics LLP

Deloitte LLP, and the subsidiaries of Deloitte LLP are each separate and distinct legal entities. Each of the subsidiaries listed above is organized under Delaware law, is separately capitalized, has its own Chairman, CEO, and Board of Directors, and provides a distinct array of services. Neither Deloitte LLP nor its subsidiaries are corporations, but rather are limited liability partnerships.

Deloitte and its predecessor firms have been in **business for 175 years.**


Our network has achieved leadership positions in Analytics, Digital/Customer, Financial Advisory, Finance Transformation, Human Capital/Talent, Risk, Security & Privacy, Strategy & Operations, Tax, and Technology (IT Strategy, ERP, SOA, Package implementation) and in industries such as Financial Services, Life Sciences and Health Care, and Oil & Gas, just to name a few. Few other organizations can claim leadership positioning in such a broad set of disciplines.



The State of Louisiana and its agencies have been valued clients of Deloitte for more than 30 years. Leveraging a robust global network of employees, Deloitte operates directly out of two physical offices in Louisiana, in Baton Rouge and New Orleans, giving us firsthand knowledge of the benefits of living, working, and running a business in Louisiana. More than 200 Deloitte employees and contractors live and work in Louisiana, and more than 600 Deloitte employees nationwide graduated from colleges and universities in Louisiana.

Deloitte is proud to have led some of the largest and most complex projects for the State of Louisiana with such agencies as the Division of Administration, Department of Revenue, Department of Children and Family Services (DCFS), Department of Health (LDH), Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP) and others. Current projects include maintenance and operations of the Louisiana Medicaid Eligibility Determination System (LAMEDS) for LDH and the Louisiana Integrated Technology for Eligibility System (LITE) for SNAP and TANF benefits for DCFS. Deloitte also currently supports GOHSEP’s work with local governments across the state to close out hurricane recovery projects funded by federal agencies.

Local
Impact



- Offices in New Orleans and Baton Rouge
- 230+ practitioners and contractors
- Employs 600+ Louisiana college and university graduates nationally
- Serve more than 60 private companies
- State of Louisiana represents largest Louisiana-based client
- Over 2,000 hours of community service completed annually

WORKING WITH LA



LOUISIANA
DEPARTMENT OF REVENUE

OTS

Ochsner
Innovating Healthcare

OUR LADY
OF THE LAKE

DEPARTMENT of
EDUCATION
Louisiana Believes

LOUISIANA
DEPARTMENT OF
HEALTH

Entergy

Louisiana
Department of
Children &
Family Services
Building a Stronger Louisiana

UNIVERSITY OF
LOUISIANA
SYSTEM

BERNHARD
CAPITAL PARTNERS

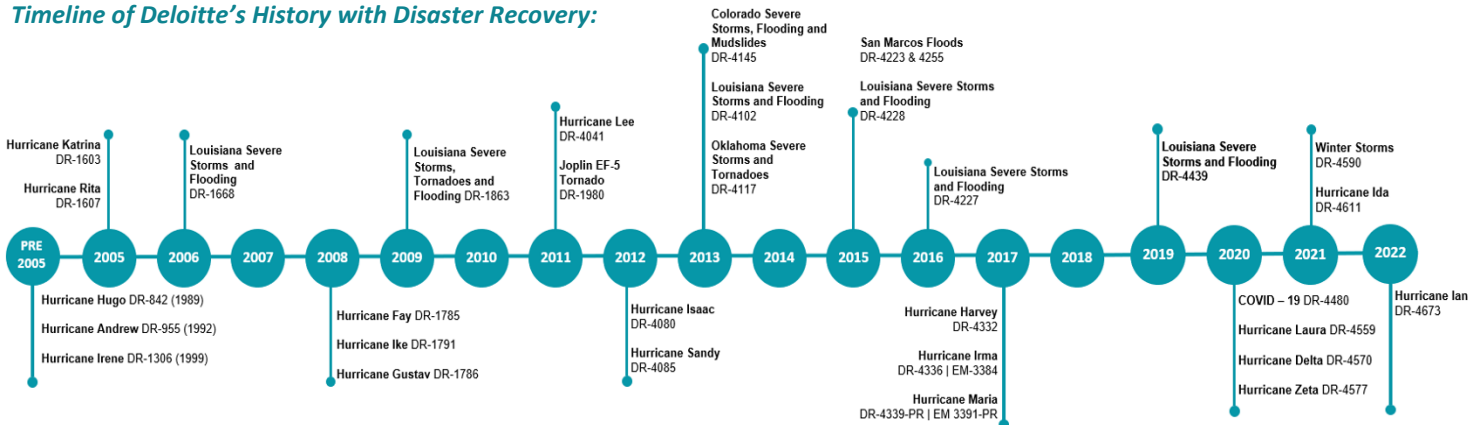
Canes
CROCK PASTRY

LSU

Prior Experience on Projects Similar in Size, Scope, and Function

Deloitte has deep experience in providing broad based FEMA PA services, maximizing funding and processing reimbursement requests and closeouts for **end-to-end disaster recovery** solutions for over 30 years. We have experience starting from **planning, and project formulation** all the way **through closeout** phases of the grant management lifecycle. We have learned how to best support our smallest applicants, and an entire portfolio of applicants and sub-recipients. Our team has extensive experience ensuring compliance with federal grant requirements including compliance with the Title 2 Code of Federal Regulations, Part 200 requirements for procurement procedures, substantiating reasonableness of costs, and other pre-award, post-award, and closeout uniform administrative requirements, cost principles, and audit requirements for federal awards.

Timeline of Deloitte's History with Disaster Recovery:



Our extensive experience **helping the States Louisiana, Colorado, Texas, and the Commonwealth of Puerto Rico administer and oversee multi-billion-dollar federal assistance programs** has been widely recognized and make us a highly sought-after across the country. Our work has won the praise of clients and regulators alike and helped clients achieve their program objectives effectively and efficiently.

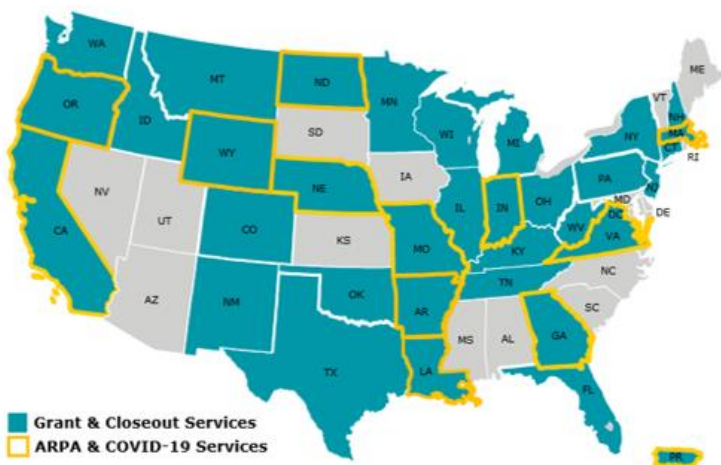


Figure 2: Deloitte Grant Services Across the U.S.



In 2022, Deloitte leaders were asked to present on disaster recovery and cybersecurity at the Louisiana-based Resilience Conference (ResCon).

Summary of our Recent Experience in Louisiana

Deloitte not only has prior experience working with FEMA PA subrecipients throughout Jefferson Parish, but we also have a proud history with GOHSEP and other State Agencies establishing the processes necessary to execute these programs. Since 2005, Deloitte has had the following contracts with GOHSEP – providing a unique perspective on the requirements and burdens placed on local governments.

Deloitte. GOHSEP CONTRACTS SINCE 2005

2005 - 2009 Risk Assessment And Internal Controls	2010 - 2011 AFR + Finance Reconciliations	2011 - 2014 Transformation + Strategy (Last Mile)	2014 - 2017 Staff Augmentation (Grant Management)	2017 - 2020 STRIKE Team For High-Risk Applicants	2020 - 2023 Grants MGMT + Closeout, PA PM for Laura, Delta, Zeta, Winter Storms, FAL Tool
---	---	---	---	--	---

Deloitte is currently the only firm that has active FEMA Public Assistance Closeout AND Grant Management contracts with GOHSEP!

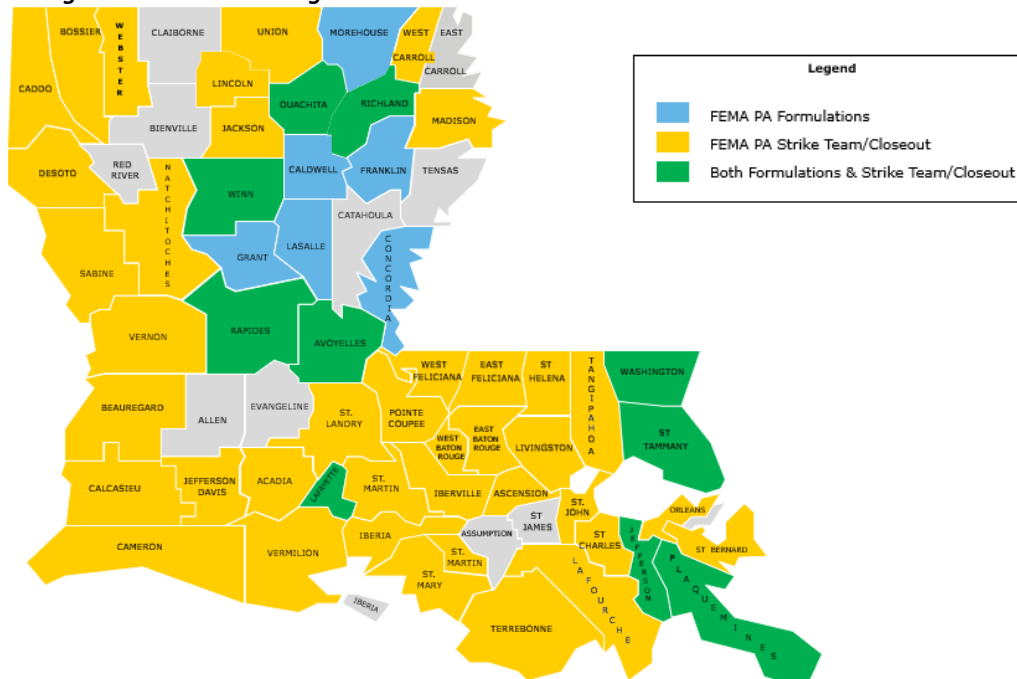
- We currently support **41 applicants across 16 parishes** with our FEMA PA formulation work using the FEMA CRC model, with \$61 million in obligations
- We also support **154 applicants across 48 parishes with their closeout** work across the State and helping them resolve issues, submit reimbursement requests and efficiently submit PW to FEMA for closeout.



A summary of our recent financial impact from FEMA PA Reimbursements and Closeouts across Louisiana Parishes, as GOHSEP's Closeout support team 2020 - Present:

- Submitted 1,019 closeouts to FEMA with a total obligated amount of \$2 billion.
- Submitted 2,249 closeout RRFs worth a total of \$278 million.
- Submitted 1,390 Grants Management RRFs worth a total of \$353 million.
- Manage a portfolio of 2,213 PWs with a total obligated amount of \$11 billion

Visualizing our FEMA PA coverage across Louisiana:



Summarized Experience with Applicants in Jefferson Parish

Deloitte understands from our history working within southeastern Louisiana that what matters to the people of this area is to have someone that they can trust with their livelihoods and their future. We understand that relationships are everything, and we stand behind the bonds that we have formed with our other contacts in Jefferson Parish.

We have already helped several cities and organizations within your parish with their formulation, grants management, and closeout work for several disasters along with having previously worked with Jefferson Parish Government to assist GOHSEP with your project closeouts for disasters Katrina and Rita.

We have the right contacts and years of experience working directly with your constituents to know the issues you face and be able to bring a quality of service and personability that you all expect.

Our Impact with Applicants across Jefferson Parish:

1. *19 unique applicants are being assisted in Jefferson Parish.*
2. *Submitted 88 closeouts to FEMA with an eligible amount of \$193M*
3. *Submitted 180 RRFs with a total eligible amount of \$31M*

Summary Table of select applicants in Jefferson Parish:

SUBRECIPIENT	DISASTER	APPROXIMATE PW COUNT	YEARS ENGAGED	PW Formulation	PW Reviews	Eligibility Checks	Reimbursement Support	Closeout Support	Time Extensions
Jefferson Parish Public School System	Katrina, Isaac	<50	2017 - Present		X	X	X	X	X
Washington Parish	Ida	7	2021 - Present	X	X	X	X	X	X
City of Kenner	Katrina, Isaac	9	2017 - Present		X	X	X	X	X
St Bernard Parish	Katrina, Isaac	50+	2017 - Present		X	X	X	X	X
Jefferson Parish	Katrina, Rita	7	2017 - Present		X	X	X	X	X
Plaquemines Parish	Katrina, Rita	25	2017 - Present		X	X	X	X	
City of Gretna	Katrina, Isaac	<10	2019 - Present		X	X	X	X	X
East Jefferson General Hospital	Katrina	<10	2019 - Present		X	X	X	X	X
St John the Baptist Parish	Isaac	<10	2020 - Present		X	X	X	X	X

Summarizing select Applicants and our services in Jefferson Parish

Please see some of the below highlights of our history with the people and organizations of Jefferson Parish:

FEMA PA FORMULATION SUPPORTING APPLICANTS ACROSS THE PARISH

City of Gretna: Deloitte is proud to be a part of the team in Gretna supporting the City's recovery first for State reimbursement for Hurricane Zeta and then Hurricane Ida formulation. Historically, the City of Gretna only pursued filing debris removal claims for Zeta and nothing for previous disasters. For Hurricane Ida, Deloitte was able to support the City of Gretna prior to the submittal of the Damage Inventory. Since the team engaged early on, Deloitte was able to work with

the City to understand what could be claimed beyond debris removal. Notably, the team first helped the City submit a \$1.3 million Emergency Protective Measure (EPM) project that City did not realize could be claimed and then set up processes to better track this work and maintenance work for future disasters. Deloitte also coordinated with the State and FEMA to have two complex debris projects obligated that were initially deemed ineligible and navigate an almost \$3 million dollar pipes claim. The Team continues to support Gretna’s submission of permanent work, both work complete and with buildings requiring site inspections. Through all the work, the team has coordinated with numerous City official and supported Gretna’s goal to improve documentation for future events.

City of Harahan: Hurricane Ida was the primary contact and mayor’s first major disaster to navigate and the City trusted Deloitte with assisting them in navigating complex debris and emergency work projects, as well as a severely damaged wastewater, recreation and fire station, along with a number of other permanent work projects. The debris projects were not straightforward, and Deloitte assisted the City through working directly with the hired contractors and permitting from LDEQ to get the documentation needed and ultimately getting Harahan the full amount, over \$1 million, reimbursed. The team has also coordinated heavily with the State through the Site Inspection process, the change of the small project threshold and mitigation. The team is supporting Harahan is pursuing the 50% rule for the Wastewater Facility and Fire Station, mitigation for the Recreation Center and the combination of a wind retrofit grant and public assistance funding for the Senior Center. Harahan is also in an election year and Deloitte has navigated the political atmosphere to remain an agency trusted by the City, FEMA, and the State.



Deloitte on Site March 2022 Supporting FEMA Site Inspection

City of Kenner: Following Hurricane Zeta and Ida, GOHSEP contracted Deloitte to support the City of Kenner with Public Assistance. Deloitte assisted and continues to assist GOHSEP in complying with federal and state regulations regarding the management and administration of Public Assistance funds for Hurricane Zeta and Hurricane Ida. To support the City in recovering from the extensive damage caused by Ida, including damage to almost 60 public sites, expertise was needed in conducting damage assessments, project formulation, and mitigation. The City of Kenner confidently called on Deloitte and referred Deloitte to support neighboring jurisdictions. In addition to assisting the City in recovering millions of dollars from Public Assistance, **Deloitte is guiding innovative efforts to use the Hazard Mitigation 428 program to rebuild City Hall**, which was over 90% damaged.



Since **Ida**, Deloitte meets on site in temporary facilities with the recovery team to ensure progress continues

Jefferson Parish Sheriff’s Office: The Jefferson Parish Sheriff’s Office approached Deloitte to assist with their recovery from Hurricane Ida, because they had been tasked with keeping the peace, performing search and rescue, and protecting citizens in multiple parishes, in the aftermath of one of the largest hurricanes to ever make landfall in the continental United States. With their focus on doing their jobs correctly, they needed assistance navigating the complex projects that come with documenting police work after a disaster. Our team has provided both in-person and on-site support to **develop claims and document eligible costs for 700+ employees’ overtime and over a hundred pieces of equipment**. From the first day that the JPSO engaged with FEMA, Deloitte has helped the JPSO understand the activities that they performed that may be eligible

in their disaster response, create documentation to support their claims, and **lead the applicant's efforts to create a Damage Inventory that would minimize the time needed during formulation to expedite obligation and funding.**

OTHER FEMA PA CLOSEOUT SUPPORTING APPLICANTS ACROSS THE PARISH:

Jefferson Parish: Our team provided closeout and grant management support and helped reconcile over **\$51 million in project costs** and documented **\$12 million** across 28 claims

Jefferson Parish Public School System: The School Board required assistance after the contracted PM firm ran out of DAC and stopped working the DR Isaac projects. Deloitte was acquired by The State and achieved over \$7M in reimbursements for The School Board; additionally, utilizing JPS's adjusted insurance figures, Deloitte coordinated with FEMA to update over 20 projects whose insurance allocations were incorrect

East Jefferson General Hospital: Assist applicant in the development of request for reimbursements, review packages for completeness and compliance in accordance with FEMA and GOHSEP reimbursement policies. Coordinate with project and applicant to reconcile all project costs and prepare final closeout documentation for project worksheet closeout. Review procurement and assist applicant in supporting FEMA PA cost reasonableness requirements.

City of Kenner: Since 2017, Deloitte has served the City of Kenner. The City of Kenner had dozens of Projects in various phases and was at risk for funding compliances. Once it was determined that the City of Kenner's (COK) third-party consulting firm could not prioritize disaster-related closeouts, Deloitte was brought in as GOHSEP's Strike Team (ST) and embedded to help COK with closeouts instead. Approximately 60 banker boxes were retrieved from the third-party firm, and an additional 25 banker boxes from an alternate site were retrieved and used by the ST resulting in the reimbursement and enabling the retainage of millions of dollars. After analysis, a total of 36 projects were deemed in scope for the Strike Team, 30 for Katrina and 6 for Isaac.

In coordination with the Strike Team, State Applicant Liaisons (SAL), the FEMA Closeout Specialist (COS), and GOHSEP COS's, the Strike Team developed an environment of trust and transparency. Deloitte along with the City's accountant worked on reconciling various expenses, procurement, and contractual agreements across projects. The financial system used by the City (MUNIS) lacked organization. In addition, the quarterly reports were years behind, and some projects for roadwork had not yet been started. The Strike Team facilitated alternate project requests, time extensions, cost analyses requests, and policy decisions to aid the COK in its closeout process.

City of Gretna: The City of Gretna's projects were stagnant resulting from changes in administration, Deloitte was able to conduct remote reviews, followed by coordination with GOHSEP and FEMA to allow The City to retain funds advanced and get reimbursed for eligible expenses incurred

Section D.2. | Client References (Jefferson Parish)

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

CONTACT NAME + TITLE	CONTACT ADDRESS	CONTACT PHONE + EMAIL	DISASTERS SERVED
Lynne Browning Assistant Deputy Director, Public Assistance Division	7667 Independence Blvd. Baton Rouge, LA 70806	225-338-7342 lynne.browning@la.gov	Closeout – All disasters dating back to 2005 Hurricane Katrina Formulation* – DR-4611 (Ida); DR-4559 (Laura); DR- 4570 (Delta); DR-4577 (Zeta); DR-4590 (Winter Storms)

City of Kenner

CONTACT NAME + TITLE	CONTACT ADDRESS	CONTACT PHONE + EMAIL	DISASTERS SERVED
Elizabeth Herring Chief Financial Officer	1610 Rev. Richard Wilson DriveKenner, LA 70062	504-468-4049 x3101 eherring@kenner.la.us	Closeout – DR-1603 (Katrina); DR-4080 (Isaac) Formulation* – DR-4611 (Ida); DR-4577 (Zeta)
City of Gretna			
CONTACT NAME + TITLE	CONTACT ADDRESS	CONTACT PHONE + EMAIL	DISASTERS SERVED
Raylyn Stevens Director of Finance & Tax Collector	1610 Rev. Richard Wilson DriveKenner, LA 70062	504-363-1570 rstevens@gretnala.com	Closeout – DR-1603 (Katrina); DR-4080 (Isaac) Formulation* – DR-4611 (Ida) and DR-4577 (Zeta)
City of Harahan			
CONTACT NAME + TITLE	CONTACT ADDRESS	CONTACT PHONE + EMAIL	DISASTERS SERVED
Bryan M. Wallace Chief Administrative Officer	6437 Jefferson Hwy. Harahan, LA 70123	504.405.0114 bryan.wallace@ci.harahan.la.us	Closeout – DR-4080 (Isaac) DR-4577 (Zeta) Formulation*– DR-4611 (Ida)
Jefferson Parish Sheriff's Office			
CONTACT NAME + TITLE	CONTACT ADDRESS	CONTACT PHONE + EMAIL	DISASTERS SERVED
Marco S. Bodellini Comptroller	1233 Westbank Expressway Harvey, LA 70058	(504) 363-5663 Bodellini_ms@jpso.com	Formulation*– DR-4611 (Ida)

*Formulation work for all above entities includes both the initial project formulation at the Federal level in coordination with the State Applicant Liaison and using grants Portal and final reimbursement through the LAPA system. For all applicable projects, Deloitte preformed cost analysis to expediate reimbursement from the State to the applicant. Additional references are available upon request. Deloitte has and continues to support applicants throughout the State of Louisiana on their recovery. We selected the above references that can speak directly to recent work performed by Deloitte to support jurisdictions and entities in Jefferson Parish. While recovery is still on-going for the above entities, Deloitte has a knowledgeable bench of experienced professionals ready to start servicing Jefferson Parish today.



CITY OF KENNER
OFFICE OF FINANCE

E. "BEN" ZAHN III
MAYOR

ELIZABETH HERRING
CHIEF FINANCIAL OFFICER

October 1, 2021

To Whom It May Concern:

The Deloitte Team has been actively engaged with the City of Kenner since 2018. Their hard-working and diligent team assisted the various departments of the City in claiming reimbursement for millions of dollars for damages from Hurricanes Katrina and Isaac. Many of our projects contained complicated scopes of work requiring technical backgrounds and knowledge of FEMA policy and had been dead-locked for years. The Deloitte team showed up at our office without hesitation, indexed dozens of legal boxes of supporting documentation, and resolved our pending delays with FEMA and GOHSEP and ensured we were reimbursed for the costs incurred and the payments that were advanced. This included rebuilding the history of our projects, establishing cost reasonableness, contacting our vendors for missing details, and building complete closeout files to substantiate our claims. Given Deloitte's unique position as GOHSEPs closeout contractor, their teams perspective and guidance on the rules, policies, requirements, forms, and internal processes at GOHSEP has been incredibly beneficial to closing our FEMA claims.

When we were provided the opportunity to engage with Deloitte again for Hurricane Zeta and now Hurricane Ida, we did not have to think twice. Fenton Dean, Jordy Scholhamer, AJ Barrios, Chris Frascogna and their support staff have been professional, responsive, and available. I would happily refer the Deloitte team to other entities seeking support with navigating FEMA's Public Assistance program in the State of Louisiana and elsewhere.

Sincerely,

Elizabeth Herring
Chief Financial Officer

OFFICE OF FINANCE • 1610 REVEREND RICHARD WILSON DRIVE • KENNER, LOUISIANA 70062
OFFICE (504) 468-4049 • FACSIMILE (504) 468-6632 • WWW.KENNER.LA.US • EMAIL: FINANCE@KENNER.LA.US

Summarized Qualifications in Louisiana

STATE OF LOUISIANA – GOVERNOR’S OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS (GOHSEP) FEMA PA Grants Closeout & Management

PERFORMANCE PERIOD:

August 2017 to Present

Additional past relevant contracts range from 2008 – 2017

RELEVANT PROJECT FEATURES:

- Damage Assessment
- Project Formulation
- Time Extensions
- Request for Reimbursements
- Payment Processing
- Subrecipient Monitoring
- Reporting
- Project Closeout
- Grants Management Information Systems

BACKGROUND:

Deloitte supports GOHSEP through 64 total task orders across 3 concurrent contracts since 2017. The FEMA PA Grants Closeout and Management contract totaled \$36M and, when won, Deloitte became the only vendor in GOHSEP’s history to execute a unit-priced contract to provide PA closeout and grant management services. This contract also introduced Service Level Agreements (SLAs) with contract penalties if minimum unit production was not maintained.

SERVICES PROVIDED:

- Our team coordinates across concurrent task orders to provide grantees with consistent guidance on damage eligibility per the Public Assistance Program and Policy Guide (PAPPG), document collection, closeout, and final reconciliations.
- Deloitte implements project quality assurance reviews, documentation validation, cost substantiation, project versioning, and cost analysis.
- We meet resourcing requirements by maintaining a pool of staff experienced in assembling site inspections and building claims summaries, as well as compiling Essential Elements of Information (EEI) for FEMA's Grants Portal with the Program Delivery Manager (PDMG).
- We meet requirements through our work formulating projects, reviewing cost estimates, and providing Environmental and Historic Preservation (EHP), 404/406 Hazard Mitigation, and technical assistance to subrecipients. This contract is a blend of T&M and unit pricing, utilizing a per-unit pricing (PUP) reimbursement structure for Project Closeout Package Compilation and Grant Reimbursement Request Reviews.
- Review obligated projects for accuracy and completeness, issue resolution and small closeout.
- We provide continuous training programs on GOHSEP processes and deliver formal onboarding – including self-study, videos, checklists, and on the job training (OJT) for new team members to bolster readiness and sustainment.
- With 47 staff cleared to support at project launch, 54 within the first month, and peaking at nearly 100 staff, Deloitte has met surge needs with internal staff and augmented as needed with our partners.
- Deloitte worked with GOHSEP to standardize procedures, generate efficiencies, and improve quality through the creation of SOPs for PA administration, macro-enabled templates to reduce manually intensive tasks, and custom project reporting templates.
- Deloitte executes the closeout and grant management processes for PA grants, including all reimbursement requests and project closeouts for Hurricanes Katrina, Rita, Isaac, and Severe Storms and Flooding of 2016.
- Deloitte maintains a pool of trained staff and in-house specialists experienced in processing reimbursements, closeouts, and damage assessments; compiling Damage Descriptions and Dimensions (DDD); logically structuring projects in the Grants Portal to formulate projects; completing EHP reviews to verify or provide guidance on compliance with federal and local environmental and historical laws and regulations. Aligned with PWS scope, we enhance PA delivery, assist in grant file preparation, conduct insurance reviews, and develop performance measures.

RELEVANT PROJECT OUTCOMES:

- Since 2017, Deloitte’s efforts have resulted in 1,342 closeout-ready projects totaling \$2B+ in total project cost. Additionally, with the help of Deloitte, the State of Louisiana’s GOHSEP has met annual metrics established with FEMA. Deloitte's involvement at the local, state, and federal level through the State of Louisiana over the last 15 years provides unique insights and lessons learned from multiple stakeholder viewpoints to enhance the value delivered. Our results in operating under a PUP structure and executing against SLA metrics successfully demonstrate Deloitte’s ability to bring these same results to FEMA.

STATE OF LOUISIANA – GOVERNOR’S OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS (GOHSEP) FEMA PA Project Formulation and Program Management

PERFORMANCE PERIOD:

November 2020 to Present

RELEVANT PROJECT FEATURES:

- Damage Inventories
- Project Formulation
- Time Extensions
- Request for Reimbursements
- Payment Processing
- Subrecipient Monitoring
- Reporting
- Project Closeout

BACKGROUND:

Public Assistance Formulation Team - Deloitte is also providing grant project formulation support to over 45 of GOHSEP’s grant subrecipients related to damages from Hurricane Laura, Ida, Delta, Zeta, and the most recent winter storms. The team supports all phases of formulation, from initial Damage Inventory development through final obligation, quarterly reporting with the State, and the Recovery Transition Meeting. Deloitte provides on-site support to assist in document collection, project scoping, and site inspections. The team serves as the coordinating entity of multiple layers of government and stakeholders. Through collaborative work with the applicants, FEMA, and the State, the team has uncovered eligible expenses, tracked down missing invoices and insurance reports, and identified and developed the analysis needed for mitigation opportunities resulting in additional funding and expedited recovery. Our hands-on support to these public and non-profit agencies has resulted in over \$96 million in identified projects and another \$26 million secured from FEMA of eligible grant funding to date.

SERVICES PROVIDED:

- Facilitate kick-off meeting with the subrecipient to obtain understanding of the client's systems, processes, and personnel and co-develop project expectations, roles & responsibilities
- Assist with development of a damage inventory documenting disaster damaged facilities as well as other reimbursable costs as proposed Project Worksheets under the Public Assistance program
- Conduct site inspections, as needed, to develop damage assessments or at the request of State or Federal partners
- Determine logical groupings of damage sites
- Develop detailed site-specific damage description
- Assist the subrecipient with documenting the final claim including cost over/under runs in a closeout package with the required closeout forms to be transmitted to FEMA for submission
- Assist the subrecipient with creating financial summaries by work-type breaking down HMP & alternate funding sources and compile backup documentation to request final closeout version
- Identify and develop proposals for funding options that are feasible and economically viable (406,428, alternate or improved projects)
- Develop, compile, review, and provide support documentation for subrecipient claim in accordance with FEMA law, regulation, and policy
- Review project worksheets to determine changes, disallowances from original claim not previously addressed or agreed to prior to obligation.
- Review scope to submit reimbursement claims and need for additional amendments to the claim
- Monitoring project completion status and submit accurate quarterly reports and time extension requests, as needed
- Prepare, on behalf of subrecipient, complete packages to request reimbursement for FEMA eligible costs in accordance with GOHSEP reimbursement policies
- Reconcile project costs and supporting documentation and submit final closeout claim

- Make programmatic requests on behalf of the subrecipient to ensure proper approvals and compliance with PA requirements
- Provide administrative support to subrecipient as needed for tracking, copying, and filing/making electronic files for projects
- Attend meetings at the direction of the subrecipient to represent subrecipient's interests and claims
- Document procurement process and assist with supporting cost reasonableness, as needed.

Client References (*Across Louisiana*)

The most important judge of our capabilities is our clients. We are proud of the work we have accomplished with them and we invite you to talk to some of our clients **which includes applicants across Louisiana** who have partnered with us on projects similar to yours.

State of Louisiana - Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP_

CONTACT NAME + TITLE	CONTACT ADDRESS	CONTACT PHONE + EMAIL
Lynne Browning Assistant Deputy Director, Public Assistance Division	7667 Independence Blvd. Baton Rouge, LA 70806	225-338-7342 lynne.browning@la.gov

Rapides Parish School Board

CONTACT NAME + TITLE	CONTACT ADDRESS	CONTACT PHONE + EMAIL
Roy Rachal	619 Sixth Street / P.O. Box	(318)-613-2275

Supervisor	7117,Alexandria, LA, 71306	roy.rachal@rpsb.us
Plaquemines Parish School Board		
CONTACT NAME + TITLE	CONTACT ADDRESS	CONTACT PHONE + EMAIL
Katherine Phelan Chief Financial Officer	1484 Woodland Hwy. Belle Chasse, LA 70037	(504) 595-6323 kphelan@ppsb.org
Grant Parish Sheriff's Office		
CONTACT NAME + TITLE	CONTACT ADDRESS	CONTACT PHONE + EMAIL
Cade Fletcher Deputy Directory, GP OHSEP	205 Cypress St, Colfax, LA 71417	318-627-3261 fletcher@grantso.org
City of West Monroe		
CONTACT NAME + TITLE	CONTACT ADDRESS	CONTACT PHONE + EMAIL
Denise Calhoun Human Resource Manager	2305 N 7th St, West Monroe, LA 71291	318-397-6871 dcalhoun@westmonroe.la.gov

Existing Customer Satisfaction (*Louisiana*)

What our clients in Louisiana have to say...

"Deloitte has been of great assistance to us during what is most likely the biggest natural disaster to affect our area in the past 60 years and perhaps the last 100 years. They have made navigating through the process a much less stressful experience than was anticipated. Not only have they helped navigate it, but they have also helped inform us on how to prepare for future events should they occur. If you have any further questions, please do not hesitate to contact me"

- Doug Malone, Rapides Parish School Board

"Deloitte's continued involvement in the (GOHSEP's) closeout process has enabled the state to seamlessly close billions of dollars in disaster funding and be better prepared for potential audits. The strategic guidance and insights provided by Deloitte throughout the recovery process is what truly sets them apart!"

- Kennon Clayton, Former State of Louisiana GOHSEP Public Assistance Closeout Section Chief

"Deloitte has been a tremendous help to our agency. We appreciate your help, professionalism, and knowledge of our projects and their submissions. Again, we thank you for a job well done! "

- CPL. Cade Fletcher, Grant Parish Sheriff's Office

"As we come to a close with our PWs from Laura, I just wanted to let you know how much I appreciated the efforts of you and your team. This has been one of the most difficult projects I've ever worked, and I do not believe I would be at the point of completion without Deloitte. For Laura, it felt like the rules changed daily and I struggled to keep up with the endless demands from FEMA. Once you came on board, I felt a huge relief. I needed an advocate, and you were all there."

- Denise E. Calhoun, Human Resource Manager, City of West Monroe

Summary Of Our Experiences (*Nationwide*)

We have provided similar scopes of services requested by Jefferson Parish to clients across the nation. Deloitte has supported *Texas Department of Emergency Management (TDEM)*, *Colorado’s Department of Public Safety – Division of Homeland Security and Emergency Management*, and the *Commonwealth of Puerto Rico* at the State level to name a few. We have also supported several Local Governments, Private Non-Profits, and Health Providers throughout the US with other Federal Grant related support. This includes the recent funding available from COVID-19 related CARES Act, American Rescue Plan Act, Bipartisan Infrastructure Bill and the Inflation Relief Act.

Our team has the experience, and is ready, to apply our knowledge and put our experience to work for the Parish. Utilizing our lessons learned we can help build innovative approaches and tools to support comprehensive FEMA PA activities, and help design and manage processes that are well documented, efficient and cost-effective.

- We understand what local governments expect in terms of quality and efficiency
- Previously worked with State governments to identify and implement FEMA PA Section 404 & 406 projects (TDEM, Colorado)
- Our team can quickly scale resources without compromising quality
- We have experience in oversight, coordination multiple stake holders to make sure Infrastructure projects are done correctly and efficiently to federal requirements (Flint, Michigan)
- We have experience assessing capital improvement projects and develop creative opportunities to use federal funding to get complex projects done (US Forest Service)

We have provided details of our projects in Texas, Colorado, Puerto Rico, Flint Michigan and the US Forest Service. We believe these projects are in similar nature to the services requested by Jefferson Parish

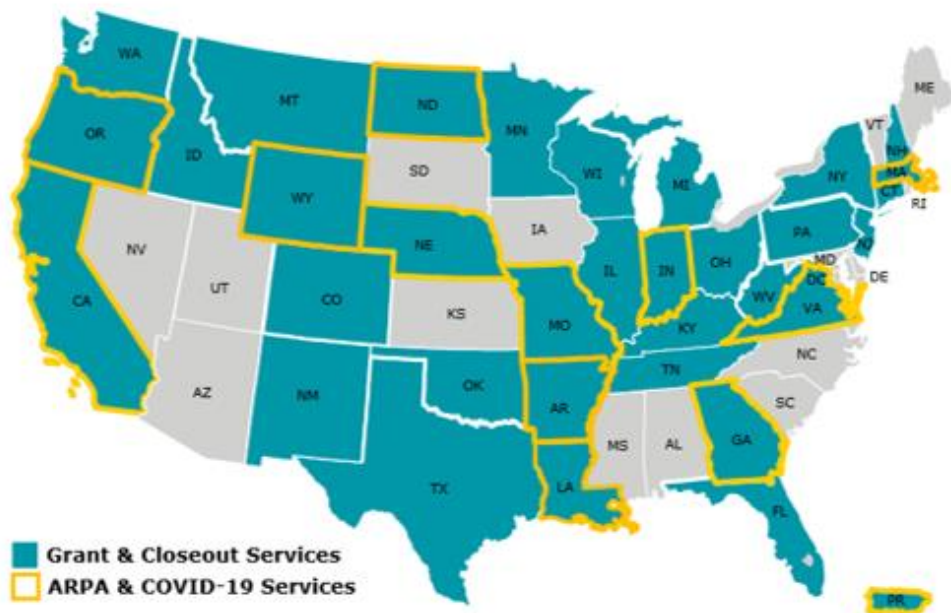


Figure 2: Deloitte Grant Services Across the U.S.

STATE OF TEXAS, TEXAS DIVISION OF EMERGENCY MANAGEMENT (TDEM) End-to-End FEMA PA Program Administration and Compliance Monitoring

PERFORMANCE PERIOD:

May 2018 to Present

RELEVANT PROJECT

FEATURES:

- Damage Assessment
- Project Formulation
- Hazard Mitigation (406)
- Subgrant Agreements
- Time Extensions
- Request for Reimbursements
- Payment Processing
- Subrecipient Monitoring
- Document Retention
- Reporting
- Project Closeout
- Grants Management Information Systems
- Appeals

BACKGROUND:

Serving as the primary subcontractor, Deloitte provides full life cycle grant administration including complex grant coordination, financial and programmatic compliance, technical assistance, and administration work to plan, organize, and monitor federally funded disaster sub-grant awards within the State of Texas.

Our Team is responsible for the coordination of Public Assistance (PA) grants and serving as the State liaison for over 350 subrecipients covering multiple disasters including but not limited to Texas Winter Storm (2021), Hurricane Harvey (2017) and Hurricane Ike (2008). We participated in the implementation of the FEMA New PA Delivery Model for the largest disaster since its inception.

SERVICES PROVIDED:

- Perform complex (journey-level) grant coordination, financial and programmatic compliance, technical assistance, and administration work to plan, organize, and monitor federally funded disaster sub-grant awards
- Conduct and/or support applicant briefings and other outreach and training activities
- Ensure deadlines are met, applications or other documentation are complete and correct
- Review progress reports, payment requests, and provide guidance and assistance to grant or funding recipients on documentation and other program requirements and including resolution of project related issues.
- Perform compliance monitoring services including budget monitoring and project site inspections
- Assist local jurisdictions with requests for project extensions or project change requests
- Target efforts toward completing priority projects as identified by TDEM
- Identify potential duplicate service contracts and provide for fraud, waste, and abuse identification and remediation.
- Perform compliance reviews of subrecipient projects, which will entail examining subrecipient support documentation for sub-grant expenditures, evaluating compliance with relevant statutes, regulations
- Perform peer review analysis on projects previously assigned to other contractors.
- Assist in training TDEM staff and subrecipients in conducting programmatic policy and procedure reviews, federal procurement processes, compliance efforts, and others as approved by TDEM.
- Provide subrecipient assistance to include the development of appropriate project financial controls, procurement policies and procedures, record retention policies, and reports and training/assistance on use of applicable grants management applications.
- Perform other grant administration related duties as assigned.
- Provide TDEM representatives with quality counsel related to liabilities and compliance standards that apply to the state's role in managing various grants and funds.
- Provide a comprehensive annual summary of programmatic activity related to the services provided to TDEM leadership

RELEVANT PROJECT OUTCOMES:

- Participated in formulation and review for over 500 PWs for multiple disasters
- Performed over 500 financial compliance reviews resulting in payment to Subrecipients
- Reviewed over \$200MM in Federal Funding for compliance with Federal regulations

STATE OF COLORADO, DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT (DHSEM)
End-to-End FEMA PA Program Administration and Compliance Monitoring

PERFORMANCE PERIOD:
 2014 - 2017

RELEVANT PROJECT FEATURES:

- Subgrant Agreements
- Time Extensions
- Request for Reimbursements
- Payment Processing
- Subrecipient Monitoring
- Document Retention
- Reporting
- Grant/CFR Compliance
- Project Closeout
- Grants Management Information Systems
- Audit Readiness and Remediation
- Appeals

BACKGROUND:

The State of Colorado experienced a major disaster declaration due to severe storms, flooding, landslides, and mudslides. The disaster area encompassed more than 19 counties resulting in more than \$467M in Requests for Public Assistance from 1212 counties, cities, municipalities, not-for-profit agencies, and state agency applicants.

SERVICES PROVIDED:

- Attending meetings between the PA applicants and FEMA, representing the state and applicant's best interests.
- Assisting in the development and review of project worksheets
- Discussing potential "404 and 406 mitigation" projects, and improved and alternate project opportunities with FEMA and applicants
- Discussing debris removal and permanent work alternative procedures with FEMA and applicants. Helping applicants understand and explore opportunities
- Developing and utilizing grant agreement quality assurance to ensure contracts and exhibits are correct
- Reviewing and approving reimbursement requests and supporting documentation.
- Working with DHSEM Finance on reimbursements and tracking of associated payments.
- Preparing and submitting the State's quarterly progress reports to FEMA, including large project reporting on FEMA-approved forms
- Conducting site visits to applicable projects at least quarterly and report on site visits in the grantee quarterly report. Provide documentation of site visits.
- Preparing state files for FEMA project closeout and future audit.
- Making staff available for future audits.
- Assisting in the review, development, and enhancement of business processes, controls, and technologies to support the execution of Public Assistance grant programs
- Providing technical knowledge and skills to assist in the configuration and integration of the EMGrantsPro grants management system into the State finance and accounting system
- Providing support to subgrantees on understanding and implementing grant programmatic requirements such as procurement, contracting, documentation and reporting of DAC, insurance, construction costs, repair costs, structural issues, architectural, engineering, hazard mitigation and cost estimating services.
- Assisting in the review and processing of reimbursement requests, processing of fund drawdown and subsequent disbursement of funds to subgrantees

- Supporting account reconciliations required to control and report on existing Project Worksheets, applicant balances, system interfaces and other control balances
- Developing and implementing applicable compliance and risk management programs to identify and monitor potential programmatic non-compliance, develop corrective action recommendations and support subgrantees in the resolution
- Developing accelerators (such as templates and checklists) to enable process efficiencies and tools to be used by management for the assessment of the performance of grant processes
- Assisting in the preparation and execution of closeout reviews as well as audit readiness and support of inquiries made by external regulators (e.g., FEMA OIG, state auditors, etc.)
- Establishing and maintaining effective internal controls over financial reporting, including, systems designed to facilitate achievement of control objectives and compliance with applicable laws and regulations

RELEVANT PROJECT OUTCOMES:

- Establishment and execution of the State’s Grant management, closeout and subrecipient monitoring infrastructure
- Over \$80M of reimbursement requests reviewed
- Supported finance documentation for over 1350 PWs

STATE OF MICHIGAN – OFFICE OF INTERNAL AUDIT SERVICES (OIAS)
Flint Integrity Oversight Monitoring

PERFORMANCE PERIOD:

October 2017 - December 2020

BACKGROUND:

The State of Michigan Office of Internal Audit Services (OIAS) engaged Deloitte to provide design and construction oversight monitoring for water infrastructure construction activities designed to assess compliance with applicable state laws and regulations, detect misconduct, and promote best practices in the expenditure of the funds appropriated for the Flint water emergency and reduce the instances of fraud, waste, and abuse.

RELEVANT PROJECT FEATURES:

- Design and Construction Oversight Monitoring
- Compliance Monitoring
- Eligibility and Expenditure Reviews
- Records & Documentation Reviews
- Fraud, Waste, and Abuse Risk Mitigation
- In-field Investigations

SERVICES PROVIDED:

- Analyzed existing and planned processes and procedures to identify potential controls gaps and leveraged industry knowledge to provide best practice recommendations to assist the City of Flint in reaching their construction goals
- Conducted expenditure review by monitoring program cost and expenditure information to determine if expenditures were allowable and met the compliance standards established by policies and regulations
- Performed records review and compliance to investigate, identify, and mitigate risks of potential fraud, waste, and abuse as well as reinforce program documentation compliance
- Conducted in-field investigations and onsite monitoring of design and construction activities to verify adherence with contractual obligations and confirming construction efforts avoided instances of fraud, waste, and abuse

RELEVANT PROJECT OUTCOMES:

- Coordinated with seven contractors that provided service line excavation, replacement, and restoration construction for OIAS
- Explored 25,409 service lines; documented 2,275 in-field observations, and provided 72 programmatic observations/recommendations

COMMONWEALTH OF PUERTO RICO – CENTRAL OFFICE FOR RECOVERY, RECONSTRUCTION, AND RESILIENCY (COR3). End-to-End FEMA Public Assistance and Federal Disaster Recovery Grant Program Administration and Compliance Monitoring

PERFORMANCE PERIOD:

July 2017 - Present

BACKGROUND:

COR3 was established to assist Puerto Rico as it recovered from several devastating hurricanes, including Hurricanes Irma and Maria. Over \$50B in federal disaster relief funding from Federal Emergency Management Agency (FEMA), the U.S. Department of Housing and Urban Development (HUD), and others was obligated to Puerto Rico to aid in the Island's recovery following these and subsequent disasters. COR3 was created to support the compliant and efficient management of these federal funds. Through the lifecycle of the recovery to date COR3 has engaged Deloitte to assist with a number of services, including; Strategy, PMO, Training, Grants Management, Compliance, Closeout, and Fraud Waste & Abuse.

RELEVANT PROJECT

FEATURES:

- Compliance Monitoring
- Eligibility and Expenditure Reviews
- Records & Documentation Reviews
- Fraud, Waste, and Abuse Risk Mitigation
- Request for Reimbursements
- Subrecipient Monitoring
- Document Retention Reporting
- Project Closeout
- Grants Management Information Systems

SERVICES PROVIDED:

- Provided COR3 with Public Assistance (PA) grants management support, to include development and execution of policies, procedures, and guidance so delivery of the PA grant is compliant with PA policies, as well as other commonwealth and Federal requirements.
- Developed and implemented processes, tools, templates, and drafted FEMA communications to complete closeout reviews and prepare closeout packets to process funding for Hurricanes Irma and María for all project types.
- Provided data analytics tools, fraud, waste, and abuse oversight, project management organization (PMO), and stakeholder outreach support.
- Developed a closeout strategy to facilitate progress toward FEMA deadlines and drafted communications with FEMA related to RFIs, extension requests, and clarification requirements. This included review of the total project cost supporting documentation, compilation of closeout packets, QA/QC reviews prior to submission to FEMA, development of technical guides for the procurement process, and finalization of the closeout packet leveraging applicable Federal, state, and local regulations

RELEVANT PROJECT OUTCOMES:

- Developed 14 policies and procedures, as well as guidance in compliance with FEMA grant funds requirements (as well as leading practices), on topics including developing closeout program processes, reporting from scratch, and refining business requirements for document retention systems
- Executed 200+ Requests for Public Assistance, provided technical assistance, and facilitated communication with subrecipients related to requests for reimbursement, supporting documentation, and project closeout (to include initial and final site visits).
- Submitted 200+ projects for closeout, including the Emergency Management Assistance Compact (EMAC) and PRDOH STEP projects (+\$1.35B).

U.S. FOREST SERVICE

Capital Improvement and Maintenance (CIM) Funds Program

PERFORMANCE PERIOD:

September 2018 - February 2020

BACKGROUND:

The US Forest Service (FS) operates and maintains a significant infrastructure portfolio supporting a system of 154 national forests and 20 national grasslands covering 193 million acres of forests, lakes, mountains, and prairies. This portfolio includes facilities, roads, bridges, dams, trails, and other assets which provide access to the nation's forests

U.S. FOREST SERVICE

Capital Improvement and Maintenance (CIM) Funds Program

RELEVANT PROJECT FEATURES:

- Project prioritization
- Funding plan
- Stakeholder engagement

and grasslands, deliver recreational and economic opportunities, and support emergency services to the public. The Forest Service required a National strategy to prioritize the use of its Capital Improvement and Maintenance (CIM) funds. The use of these funds had traditionally been determined at the Regional level. The development of this National plan was directed by Congress in the FY18 Omnibus spending bill.

SERVICES PROVIDED:

- Developed a comprehensive National prioritization strategy and process incorporating a standardized business case template, quantifiable metrics to assess projects against organizational mission areas, and an optimization model to maximize the achievement of organizational goals through a multi-year capital improvement plan, documented for Congress
- Utilized the optimization model to generate a rolling 5-year funding schedule, prioritizing projects based on their impact to the mission while constraining to available budget and incorporating agency risk tolerance
- Supported a week-long CIP working group session consisting of FS stakeholders across different levels of the organization to finalize a project list for executive approval
- Facilitated a Greenhouse Lab with FS stakeholders to understand and get insights about the current state of the agency's asset management processes and future goals to build a long-term asset management program
- Developed an asset management roadmap of next steps for the agency to implement a broader asset management strategy
- Executed actions from the asset management roadmap including a detailed analysis of the data and policies to identify corrective actions
- Performed an analysis of FS deferred maintenance backlog, including asset specific dashboards intended to help the agency navigate future asset management decisions

RELEVANT PROJECT OUTCOMES:

- Supported Forest Service with assessment of use of funds
- Developed defensible strategy, provided to Congress
- Developed a roadmap that is being currently used to support the development of a broader asset management program by Deloitte

What our national clients have to say...

"The current and future success of the Division is directly tied to the efforts of Deloitte... The quality of work product produced for each assigned task and deliverable in the scope of work is exceptional... Senior Management is readily available [and] ...Deloitte personnel assigned to our project are highly qualified in their respective fields, extremely easy and accommodating to work with, and exhibit a high level of professionalism."

Dave Hard, Former State of Colorado DHSEM Deputy Division Director


Our Key Advisors and Practitioners

By selecting Deloitte, Jefferson Parish will have the ability to draw upon advisors and practitioners who have significant experience collaborating with federal grantors, GOHSEP, and subgrantee organizations who administer programs, formulated PW’s, determine eligibility, track related transactions, demonstrate compliance with regulatory and program requirements, report on performance, and defend work performed under the scrutiny of regulatory audits and inquiries. We have included below some information around our management team and proposed staff that demonstrates our requisite knowledge of the Public Assistance program at the National and State level, including through our active contracts at GOHSEP.

Key Personnel, Roles & Responsibilities


Our team delivers significant experience with FEMA’s Public Assistance program in the State of Louisiana and the unique perspectives we have gained directly supporting GOHSEP as their primary contractor for closeout and grant management. Everyone proposed meets or exceeds the requirements as outlined in this RFP.

Principal



Ragini Roy Basu
Principal

★




Shahbaz Niazi
Senior Manager

★


★ Key team members

PA Project Managers



Betsy Lopez
Program Manager


★



Kyle Mancuso
Program Manager


★

Subject Matter Advisors




Jordy Scholhamer
FEMA PA Specialist

★




Mike Byrne
Former FCO

★




Derrick Hiebert
FEMA HM Specialist

★



Christa Lopez
CDBG-DR Specialist


★




Brenda Villarreal
A/E Consultant

★

Non-Key PA Technical Staff



Bench of 200+ Professionals in Deloitte’s Crisis + Grant Mgmt Practice to staff as needed



Department Program Manager
Grant Consultant
Documentation Specialist
A/E Consultant

As per the requirement of the RFP, we confirm that the key individuals proposed as **Core Delivery Team on the organization chart above** will be available to staff this contract. The full time/part time availability of proposed staff is indicated on the “Roles and Responsibilities chart” in the subsequent section after the team biographies. Full resumes in the format requested by the RFP are available in **Appendix 1 – Full Resumes**

Innovative insights on how our team structure will help maximize your federal funding:

1. Deploy a highly experienced project managers, Betsy Lopez and Kyle Mancuso, to coordinate and drive priorities with the Parish officials
2. Based on demand, staff 1-2 Grant Consultants to participate in strategic conversations and help communicate the Parish’s needs and priorities to Federal or State granting agencies. These individuals can be on the ground with you during this process.
3. Staff a dynamic and scalable team of grant management specialists, Closeout specialists or other experts with skills in accounting analysis, and administrative staff who are effective and efficient with data analysis, contract reviews, generation of detailed excel models/reconciliation, and data entry
4. Our experience has indicated that professionals with finance, accounting, and analytical experience are the most efficient and cost-effective resource to compile claim documentation for supervisory review
5. Our Grant Management Specialists and Accounting Analysts are trained by “lanes”, similar to FEMA CRC’s and will focus on specific elements of your claim based on their specialty (Force Account, Debris, Contract Work, etc.)

EXCEPTIONAL INSIGHTS



Ragini Roy Basu, Shahbaz Niazi, and Jordy Scholhamer have collectively provided over 30 years of service to GOHSEP and currently manage GOHSEP's Closeout and Grant Management + Laura PA Technical Assistance Contracts.

This team will share knowledge, insights, and leading practices across existing Deloitte contracts in Louisiana and identify opportunities for a more cohesive strategy and approach to address subrecipient needs.

Team Biographies of Key Project Personnel - Project Managers, Advisors, and Technical Liaisons



Ragini Roy Basu is a Principal at Deloitte and will serve as the Lead Engagement Principal. She has a 17-year relationship with GOHSEP. Ragini, as a Principal will provide leadership and strategic guidance for the execution of services and contractual activities and serve as the authorized signatory for contracts and task orders signed by the State. Ragini has significant FEMA PA experience having managed contracts at the State and Local level across the United States, covering billions of dollars of funding.



Shahbaz Niazi is a Senior Manager at Deloitte and will support Ragini in the Principal role. He is a CPA with over 11 years of experience in Federal grant management, compliance, and reporting of Stafford Act Grant Programs. He has assisted State and Local entities across the country reconcile, retain, and maintain compliance over \$14 billion in eligible grant funding. He has worked on behalf of subrecipients in helping them document grant claims, address audit findings, and prepare closeout files in compliance with federal regulations. He also specializes in financial modelling and projections to assess budgetary needs and has helped State and local entities justify requests for additional funding to their disaster emergency funds.



Jordy Scholhamer is a Senior Manager at Deloitte and will serve as a FEMA Public Assistance Subject Matter Advisor. Jordy has spent the last decade supporting numerous states and local governments with 2 CFR and Stafford Act compliance, including over 7 years leading efforts at GOHSEP managing over \$14B in PA funding. Jordy leads Deloitte work for over 50 Parishes, Cities, Towns, Sheriff's Offices, Non-Profits, Utilities Commissions and houses of worship supporting their grant reimbursement and formulation processes in Louisiana.



Mike Byrne is a Specialist Executive at Deloitte, and a former FEMA Federal Coordinating Officer (FCO). Mike will serve as a FEMA Public Assistance Subject Matter Advisor. Mike served as a FCO for Hurricane Irma and Maria, has led federal responses and recovery activities to many of the nation's largest disaster response effort in FEMA history and is credited with the creation of the 428 Mitigation Program. For Hurricane Irma and Maria, he obligated over \$9 billion in disaster assistance and manage a staff which is currently over 3,000 but at its high point was as many as 19,000. He has called Louisiana home and is known for figuring out ways to help reduce the administrative burden on local governments between the State and FEMA.



Derrick Hiebert is a Specialist Master at Deloitte and will serve as a Hazard Mitigation Advisor on the project. Derrick has 6 years' experience leading local and state hazard mitigation programs. Previously he was a Hazard Mitigation Strategist for Washington State Emergency Management. He is experienced with hazard mitigation planning to project implementation utilizing FEMA Hazard Mitigation Assistance (HMGP, BRIC, PDM, FMA). Derrick also has 10 years' project management experience across state, local, and private sector organizations.



Christa Lopez is a Specialist Leader at Deloitte and will serve as the CDBG-DR specialist. Prior to Deloitte Christa was in State government leading disaster grants administration, and brings specialized knowledge in all phases of emergency management and disaster housing. She has and experience with FEMA Individual Assistance Programs and HUD Community Development Block Grant Disaster Recovery (CDBG-DR). She has also helped States with their mitigation efforts, to include disaster housing and infrastructure projects on multiple disaster declarations.



Betsy Lopez is a Senior Consultant at Deloitte and will serve as the lead Project Manager. She has over 10 years of experience in mitigation, community recovery, and grants. She was born in Jefferson Parish, remains local and is an adjunct lecturer at Tulane University in the Disaster Resilience Master’s program. She currently leads a Disaster Response Team for the federal government and manages Deloitte’s Formulation team, directly managing the City of Harahan and City of Gretna’s Hurricane Ida claims. She is recognized across the nation for her disaster resilience work. Betsy is adept at managing large projects and holds the Project Management Professional (PMP) Certification. She helped Deloitte design the FEMA Certified to Serve program to ensure all staff members were prepared to meet the needs of local to federal level clients operating under FEMA grants and programs.



Kyle Mancuso is a Senior Consultant at Deloitte and will serve as a Project Manager. Kyle has worked extensively with FEMA PA projects for over 3 years. He has led applicants through all aspects of the Grants Management process from formulation to closeout. He has overseen the development and submission of claims for local governments, school boards, and sheriff’s offices with projects surpassing \$1M+ and total claims surpassing \$10M+. He was the lead consultant helping the Jefferson Parish Sheriff’s Office with their Hurricane Ida PA funding, and has been engaged with JPSO from the Recovery Scoping Meeting (RSM) development of their Damage Inventory (DI). Through his efforts, the applicants have been able to develop claims for large, complex, and high-dollar value projects with minimal returns and low wait time for obligation at with FEMA CRC.



Brenda Villareal is a Senior Consultant at Deloitte and will serve as the A/E Consultant. Brenda has experience across large infrastructure and transformation projects, and specializes in structural engineering and design. She has previous experience working with the US Army Corps of Engineers and FEMA to strengthen critical public energy facilities.

In addition to our project’s proposed management team we would like to share in the following pages a sample of the resources and skill sets that we can bring in to staff appropriately for the Parish’s needs. This personnel matrix highlights the depth of resources that Deloitte can provide to Jefferson Parish for the staff level positions such as Department Project Manager, Grants Consultant, A/E Consultants and Documentation Specialists. These resumes can be provided upon request.

Name	Cost Tracking, Accounting, and Reporting Services	Guidance Development (2 CFR, ARPA)	Documents Review	Grant Reimbursement	State of Louisiana Experience	Grant Closeout Support	Audit Support	Project Management Services	Subrecipient Monitoring
Alex Anderson	✓	✓	✓	✓	✓	✓			✓
Alice Wilson	✓	✓	✓	✓	✓	✓			✓
Amy Duy	✓		✓		✓				✓
Ana Forbes	✓	✓	✓	✓	✓	✓	✓	✓	✓
Andres Lewis Ballister	✓		✓		✓			✓	✓
Andrew Hunt	✓		✓	✓	✓			✓	✓
Andrew Kasperek	✓	✓	✓	✓	✓			✓	
Angie Varrecchio	✓	✓	✓	✓	✓	✓		✓	
Anna Watterson					✓	✓	✓		✓
Austin Wilder	✓	✓	✓	✓	✓			✓	
Ben Myers	✓	✓	✓	✓	✓	✓		✓	
Bridget O’Rielly	✓	✓		✓				✓	
Brytnie Miniel	✓	✓	✓	✓	✓			✓	
Carlos Diaz	✓	✓	✓	✓	✓			✓	
Carmelite Dion	✓	✓	✓	✓	✓			✓	
Casey Soberon	✓	✓	✓	✓	✓	✓	✓	✓	✓
Charlie Mink	✓	✓	✓	✓	✓			✓	
Chelsea McKeathen	✓	✓	✓	✓	✓			✓	
Chrystina Cappello	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cole Smiroldo	✓	✓	✓	✓	✓	✓		✓	✓
Colin Bielman	✓	✓	✓	✓	✓			✓	
Curtis Outlaw	✓	✓	✓	✓	✓			✓	
Danielle Miller	✓	✓	✓	✓	✓	✓			
Daryl Soo	✓	✓	✓	✓	✓			✓	
David Vasquez	✓	✓	✓	✓	✓	✓	✓	✓	✓
Demi Stratmon	✓	✓	✓	✓	✓			✓	
Donnie F. Mauroner	✓	✓	✓	✓	✓	✓		✓	✓
Eduardo Cancel			✓	✓	✓				
Elizabeth Nathaniel	✓	✓	✓	✓	✓			✓	
Emily Cohen	✓	✓	✓	✓	✓			✓	
Emma Cook	✓	✓	✓	✓	✓			✓	
Evan Walker	✓	✓	✓	✓	✓			✓	
Evelyn Lumish	✓	✓	✓	✓	✓			✓	
Gregory Desrosiers			✓	✓	✓	✓	✓	✓	✓
Haydn Higgins	✓	✓	✓	✓	✓			✓	
Henna Michalek	✓	✓	✓	✓	✓	✓		✓	
Ian Tocher	✓	✓	✓	✓	✓	✓		✓	
Ibrahim Almatri	✓	✓	✓	✓	✓	✓		✓	
Inah Hong	✓	✓	✓	✓	✓	✓		✓	
Jake DiCarlo	✓	✓	✓	✓	✓	✓			✓
Janey Bottini	✓	✓	✓	✓	✓			✓	
Jasmine Desrosiers	✓	✓	✓	✓	✓			✓	
Joe Mizener	✓	✓	✓	✓	✓			✓	
John Hand			✓	✓	✓		✓		✓

Jordan Robinson	✓	✓	✓	✓	✓			✓	
Joseph Dupre	✓	✓	✓	✓	✓	✓	✓	✓	
Josh Seideman	✓	✓	✓	✓		✓		✓	
Juan Velez	✓	✓	✓	✓	✓			✓	
Joselyn Gonzalez	✓	✓	✓	✓	✓	✓		✓	✓
Kathie Schwerdtfeger	✓	✓	✓	✓	✓	✓	✓	✓	✓
Katrina LaCombe	✓	✓	✓	✓	✓	✓		✓	
Kim Pham	✓	✓	✓	✓	✓			✓	
Kimberly Talbert	✓	✓	✓	✓	✓	✓		✓	
Kyle Mancuso	✓	✓	✓	✓	✓	✓	✓	✓	
Lance Malter	✓	✓	✓	✓	✓	✓			
Lauren Gordon	✓	✓	✓	✓	✓			✓	
Linus Akanoh	✓	✓	✓	✓	✓	✓		✓	
Lou Vi	✓	✓	✓	✓	✓			✓	
Mark Blumkin	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mark Wells	✓	✓	✓	✓	✓	✓		✓	
Maryam Kyari	✓	✓	✓	✓	✓	✓		✓	
Megan Mounts	✓	✓	✓	✓	✓			✓	
Meghan Philbin	✓	✓	✓	✓	✓			✓	
Mehul Jain	✓	✓	✓	✓	✓				
Nicholas Gilbert	✓	✓	✓	✓	✓	✓	✓		
Nicole Nettleton	✓	✓	✓	✓	✓	✓		✓	
Padideh Nikouei	✓	✓	✓	✓	✓			✓	
Patrick Samra	✓	✓	✓	✓	✓			✓	
Peter Catrambone	✓	✓	✓	✓	✓			✓	
Philip Anderson	✓	✓	✓	✓	✓			✓	
Prateek Chitranshi	✓	✓	✓	✓	✓			✓	
Priyal Shah	✓	✓	✓	✓	✓		✓	✓	
Quantae’ Hegwood	✓	✓	✓	✓	✓			✓	
Rachel Olson	✓	✓	✓	✓	✓			✓	
Raven Charles Houston	✓	✓	✓	✓	✓			✓	✓
Ricardo Fischer	✓	✓	✓	✓	✓			✓	
Rory Ziomek	✓	✓	✓	✓	✓			✓	
Sandra Draper	✓	✓	✓	✓	✓	✓		✓	
Saloni Doshi	✓	✓	✓	✓	✓				
Sasha Reynolds	✓	✓	✓	✓	✓			✓	
Shannon Rano	✓	✓	✓	✓	✓			✓	
Shawn Kilchrist	✓	✓	✓	✓	✓	✓	✓	✓	✓
Shelby Chandler	✓	✓	✓	✓	✓			✓	
Sherilyn Burris	✓	✓	✓	✓	✓	✓		✓	
Stephanie Wade	✓	✓	✓	✓	✓	✓		✓	
Stephen Pratt			✓	✓	✓		✓		✓
Theron Hotchkiss	✓	✓	✓	✓	✓			✓	
Tim Capasso					✓		✓		✓
Tonya Edwards	✓	✓	✓	✓	✓	✓		✓	
Zein Jivani	✓	✓	✓	✓	✓	✓	✓		

Section E | Innovative Concepts

Separate from our proposed approach and concepts in Section C we would like to introduce some additional innovative tools and concepts that can help transform the Parish's grants capabilities with a digital edge in mind. These options would likely require additional pricing and licensing discussions not presented in this response, or the Attachment B pricing sheet.

Innovative Concept 1:

Minimizing administrative burden and costs associated with aggregating load tickets through Optical Character Recognition and Robotic Process Automation

Deloitte has explored the use of optical character recognition (OCR), and robotic process automation (RPA) to perform initial reviews of large document sets. This technology, dubbed "DocuEdge" enables a digital bot to scan physical documentation and create a digital record of the data contained on the pages. For situations where substantial documentation with unstructured data exists (i.e. handwritten load tickets, force account records, invoices, proofs of payment), this system can be trained to digitize your files.

As an example, if a page is identified as an invoice or check, the bot will extract the necessary data needed for that expense into an excel workbook.

The screenshot displays a web application window titled "My Work Queue". It features a document viewer on the left and a "Data Extracted" form on the right.

Document ID: 98273

The document viewer shows a scanned check with handwritten text: "Bldg 50-00078306" and "Venn Bldg". The check is from "LAPLACE GLASS WORKS INC" and is dated "08/10/06".

Data Extracted

Document Type	Date
Check	08 / 10 / 06

Vendor: LAPLACE GLASS WORKS INC

Amount: \$2,340.99

Check Number: 850838

Check Status:

Status:

Project: 1603-82

[Add Another Project](#)

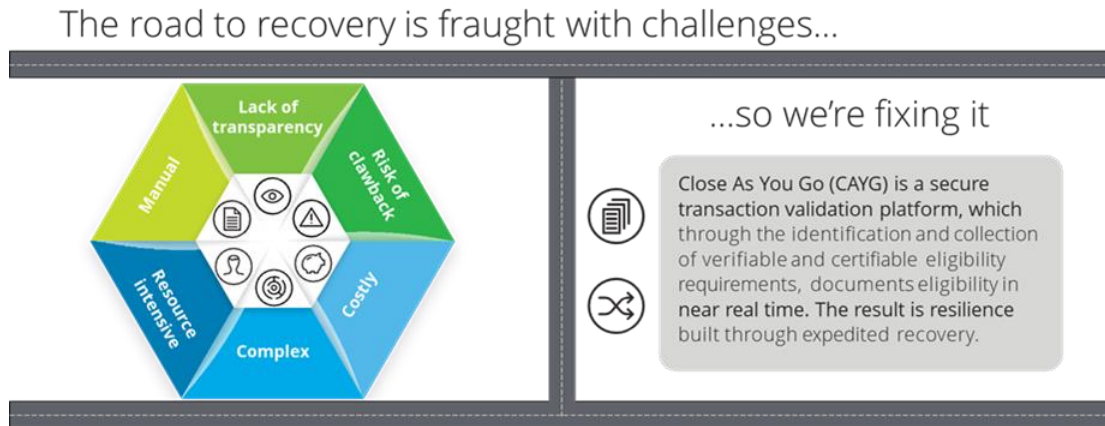
[Back to My Queue](#)

This technology was piloted at GOHSEP on a 1,000-page RRF and was able to create a datasheet view of all checks and invoices in the package in a matter of minutes.

Innovative Concept 2:

Close as You Go (Licensed Separately from This RFP)

Deloitte has developed a new technology called ‘Close as You Go™’ (“CAYG”). CAYG both accelerates and simplifies the FEMA claims process and can significantly reduce the level of effort associated with substantiating and supporting eligibility of costs if implemented pre-event.



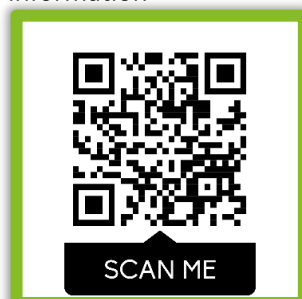
CAYG is both innovative and instructive in its process of assisting in compilation, submission and review of documentation associated with procurement policies, pay policies, facility maintenance, vendor contracts, procurement actions, and fringe benefits calculations. The innovation comes from a process which defines critical eligibility requirements in accordance with applicable Federal, State, and Local policies across multiple transactions and utilizes a matrix process to significantly reduce the redundancy found in compilation of multiple requests utilizing the same documentation. When matrixed against an Automated Debris Management System such as ‘HaulPass’, CAYG future versions will demonstrate eligibility of vegetative debris transactions in near real time. This will allow for a reduction in the time lag associated with the collection and packaging of eligibility documentation for reimbursement and PW obligation. **Learn more by scanning the QR code with your phone’s camera**

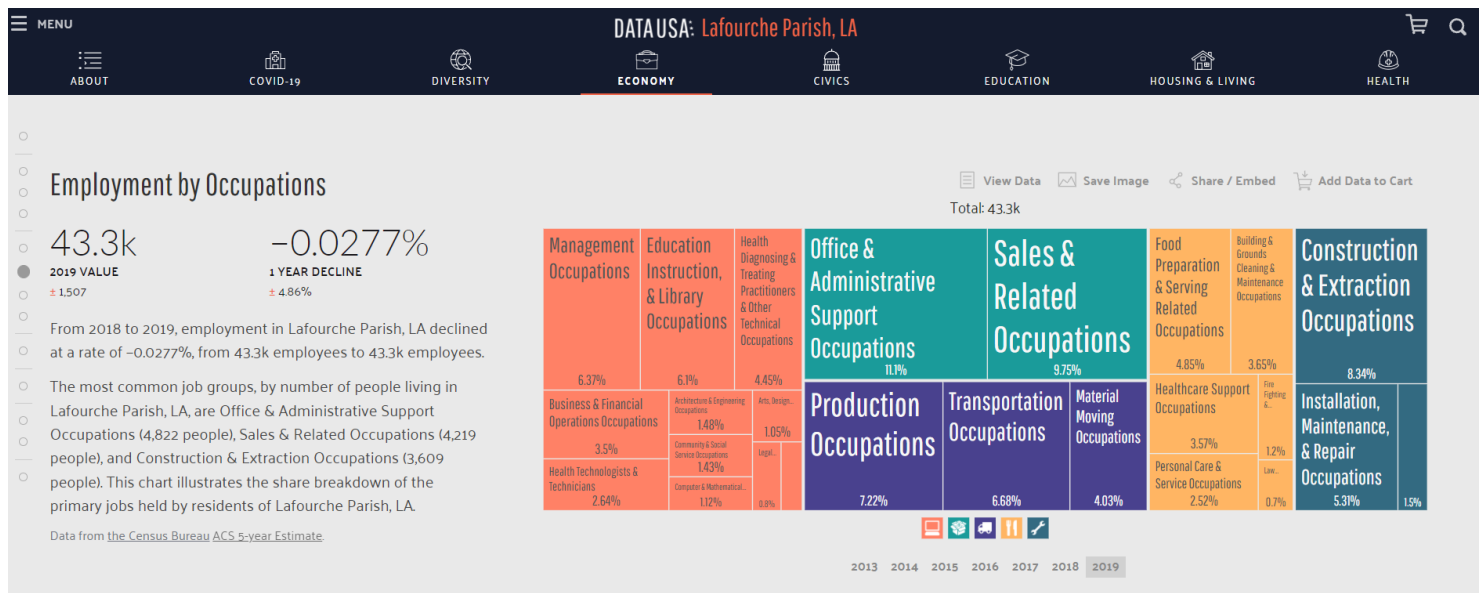


Innovative Concept 3: Leverage Deloitte tools like “Data USA” and Geospatial mapping









Deloitte has worked with numerous partners to build tools like “DATA USA” that are publicly available online and can be leveraged to help define strategies for restoring your community lifelines. Whether you are looking to identify specific mitigation measures for future events or need assistance identifying your most vulnerable communities, Deloitte can help you do that.

Scan the QR code in the image below for more information







Recovery Tools & Accelerators

	Deloitte's Center for Government Insights™ produces groundbreaking research to help government solve complex problems. Through forums and immersive workshops, we engage with public officials on a journey of positive transformation, crystallizing insights to understand trends, overcome constraints, and expand limits of what is possible.
	GovConnect™ integrates with a government's existing systems powered with advanced data analytics capabilities to enable leaders to see and manage data helping them make decisions. It is designed to streamline post-grant award management challenges by integrating disparate grant systems and processes, automating tracking and boosting stakeholder collaboration.
	GovConnect™ Community Resource Engine proves a public portal where residents can discover and access social or economic support provided by government assistance programs and community resources.
	Deloitte's Close as You Go (CAYG)™ is a secure cloud-based software platform built to help agencies manage recovery documentation to demonstrate eligibility for FEMA PA expenditures.
	Deloitte Geospatial Analytics™ practice helps government and commercial clients around the globe leverage the power of location to gain critical insights for improving their mission outcomes.
	Deloitte maintains a strategic alliance with ESRI, the global market leader in GIS. Their platform ArcGIS™ is one of the world's most powerful mapping and spatial analytics software used to reveal deeper insight into data.
	The Deloitte Funding Inventory Tool (DFIT) provides an inventory of funding streams from federal granting agencies and other entities to inform clients of available emergency management support resources.
	Deloitte's applied methodology in Human Centered Change™ leverages multiple approaches to collect and analyze data in order to determine critical issues and identifying roadblocks impacting VDEM's ability to achieve preparedness goals.

Recovery Tools & Accelerators

	<p><i>Human-centered design (HCD)</i> is a creative and strategic approach to solving challenging problems. HCD blends together design, strategy, research, and entrepreneurial thinking.</p>
	<p>Deloitte has cutting edge training through our <i>Deloitte Faculty Excellence (DFX)™</i>, a certification program that enables professionals to enhance critical facilitation skills (e.g., storytelling, coaching, and Socratic questioning).</p>

Benefits for the Parish

- Streamline decision-making processes to improve efficiency and effectiveness
- Simplify reporting and maintain compliance to reduce risk of clawback
- Reduce duplication of benefits and instances of fraud waste, and abuse
- Improve understanding of recovery processes across all stakeholder groups

Section F | Project Schedule

Smooth Transition of Services *Continuity of services – Deloitte's Done That!* **Transformation NOT Transition**

We understand that Jefferson Parish has an existing Project Management vendor and a change in vendor may require transition to continue obtaining reimbursement of your damage claims. We currently provide Public Assistance services and Close Out services to jurisdictions in the Parish.

We are familiar with your organization's past expenditures, insurance policies, and recovery stakeholders. We also know how to work well with FEMA and the State and minimize the feeling of "stuck" in the recovery process. Hence, we believe transition would be minimal if any, and Jefferson Parish will benefit from the additional perspective that our team will offer from working with GOHSEP and their reimbursement policies and procedures for 17+ years.

Transition to Deloitte:

- ✓ Deloitte is well positioned to liaise and resolve Jefferson Parish's roadblocks with GOHSEP
- ✓ Our team recently transitioned GOHSEPs entire Grant Management and Closeout contract with a prior vendor
- ✓ We have experience in Jefferson Parish, and across its many Applicants
- ✓ We have deep roots in Louisiana, but also serve clients across the nation
- ✓ We are experienced FEMA PA Professionals – having worked at the local, the State and Federal levels in FEMA PA and disaster recovery

By picking Deloitte, we will provide a team that is eager and skilled to transform and improve Jefferson Parish's efficiency in managing recovery projects with GOHSEP and FEMA.

Office Location + Establishment

Deloitte's Office is located downtown at the address below

701 Poydras St, Suite 4200, New Orleans, LA 70139

Our team is prepared to work in person, remotely or in a hybrid-environment based on the needs and preferences of the Parish.

Proposed Work Plan

Our collaborative project Work Plan reflects the **timelines, deliverables, staff, and key deadlines** associated with the **five phases of our functional approach outlined in Section C**. As seen in the graphic below, the initial Work Plan Stages (Phase I and Phase II) is intended to clearly define expectations, and establish timelines, and strategy to timely engage and disengage.

Due to our intimate familiarity with the organizational challenges of several subrecipients impacted by the most recent storms including Hurricane Ida and others such as Laura, we will be able hit the ground running on a very short timeline and focus the majority of our time on the execution stage of the work plan (Phases III and Phase IV). Once the resources are engaged with the relevant stakeholders, we will begin performing the detailed tasks and services that are outlined in our functional approach as well as the RFP.

We recognize that the Parish only has a limited available budget (5% of award) for **management costs** provided under the Public Assistance Program. Hence, one the **key tenant of our workplan is a strategy to timely disengage and transition** contract activities and artifacts to Parish personnel to foster knowledge transfer and enable the Parish to be **self-sustainable** to address any remaining ad-hoc requests from the State or FEMA and/or to respond to any regulatory inquiries during the document retention period post disengagement. As part of the transition, Deloitte will provide a Point of Contact to the Parish in the event additional support is deemed necessary.

Work Plan Phase	Responsible Parties	Work Plan Steps	Year 1												Year 2				Year 3			
			M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PHASE I: KICK-OFF	Deloitte & Jefferson Parish	MOBILIZE																				
		ASSESS																				
PHASE II: EXECUTE	Deloitte, GOHSEP, FEMA Jefferson Parish	FORMULATE		📞		📁																
		MANAGE					●	●	●	●	●	●	●	●	●	●	●	●				
		DISENGAGE																👤				
			Disaster Event Declared			RPA Deadline			Emergency Work Deadline (6m after Event)						Permanent Work Deadline (18m after Event)				Closeout Deadline			

📞 Exploratory call and Recovery Scope Meeting (RSM) with FEMA to be conducted within 7 days of PDMG assignment

📁 Damage inventory to be finalized within 60 days of Recovery Scope Meeting

● Reimbursement request packages, Closeout files, and quarterly reports to GOHSEP

👤 Training and Transition plan

M - Month; Q - Quarter

Deloitte has a history of successfully working alongside Jefferson Parish officials providing STRIKE Team assistance through GOHSEP to support your existing vendor in reconciling and closing open Project Worksheets all the way back to Hurricane Katrina. Our working knowledge of these projects, the vendors you have used for various PWs in the past, and the format and type of documentation provided us with extensive insight into the operations and processes deployed.

With that said, our startup plan would operate in two (2) parts and would provide an opportunity to understand project goals and then prioritize starting operations in a way so Jefferson Parish can strategically manage and maintain their Federal funds.

Work Plan Phase	Work Plan*	
PHASE I: KICK-OFF	MOBILIZE	Co-develop expectations and ongoing work cadence, and execute staff deployment strategy
	Staff:	Lead: Ragini Roy Basu, Shahbaz Niazi
	Deliverables	Stakeholder engagement plan Schedules Reporting structure Task Orders MS Teams' & systems' access
	ASSESS	Develop a preliminary understanding of the disaster impact and your recovery needs
	Staff:	Lead: Shahbaz Niazi Advisor: Derrick, Christa, & Jordy Manage: Betsy & Kyle Support Staff/Delivery Team
	Deliverables	Current State assessment Procurement reviews Indexed document repository Work completion status & schedules
PHASE II: EXECUTE	FORMULATE	Capture comprehensive list of damages and coordinate with FEMA CRC to maximize PW obligations
	Staff:	Lead: Shahbaz Niazi Advisor: Derrick, Christa, & Jordy Manage: Betsy & Kyle Support Staff/Delivery Team
	Deliverables	Damage Inventory Strategic funding analysis RSM support material DDD PW support Justification memos
	MANAGE	Expedite the reimbursement of eligible claims & boost transparency in reporting of your recovery
	Staff:	Lead: Shahbaz Niazi Advisor: Derrick, Christa, & Jordy Manage: Betsy & Kyle Support Staff/Delivery Team
	Deliverables	Regulatory/programmatic guidance Quarterly reports Reimbursement requests Status Reports Closeout packets
	DISENGAGE	Train Parish personnel & transition contract activities/artifacts to promote continuity after disengagement
	Staff:	Lead: Shahbaz Niazi Manage: Betsy & Kyle Support Staff/Delivery Team
	Deliverables	Stakeholder engagement plan and related schedules Task Orders MS Teams' & other systems' access

*Detailed list task and services to be provided under each phase of the workplan are listed on our functional approach graphic

Our project plan is collaborative in nature. We have identified the responsible party and key personnel in the graphic above for each phase. While the **responsible party** to drive the goals of the contract will primarily be Deloitte and the project team, we anticipate Jefferson Parish, GOHSEP and FEMA to be responsible for certain data inputs and approval actions to successfully execute our work plan.

Phase I: Kick-off

Upon execution of a contract, our team will deploy and leverage the existing information and assessment of your existing projects and outstanding RPA for Hurricane IDA that we have performed from the following sources:



- Information and Data available in Louisiana.com including 5 open Katrina Projects as well as current outstanding RPA for Hurricane IDA and pending reimbursement requests
- Initiating a kickoff meeting with your SAL, key stakeholders from your existing vendors, your FEMA POC and other relevant parties from relevant Granting agencies. The goal of this meeting would be to:
 - o Share our current understanding of Jefferson Parish's prior damages, open projects, potential funding opportunities that have been considered as well as additional funding streams for which Jefferson Parish may be eligible.
 - o Obtain feedback regarding in process activities, current roadblocks, ongoing projects, current and future priorities of the Parish and co-develop expectations and goals of this contract vehicle
 - o Obtain required system and data access and establish progress reporting cadences and key performance indicators to hit the ground running and maintain transparency.

This is an exercise that our team has performed hundreds of times with projects for 150+ subrecipients across the State of Louisiana and the country. We have been successful in this approach in cases when:

- The subrecipient has an existing vendor for 6+ years
- The subrecipient has never had a project management vendor; and
- The subrecipient does not have a vendor and the subrecipient staff with knowledge of the program have either retired or separated from the organization requiring us to re-build the repository knowledge and re-establish an audit trail of the recovery.

This approach of **starting with an independent assessment** along with **feedback from relevant stakeholders** provides a unique **opportunity for transformation** during the transition.

Phase 2: Execute

Once a baseline understanding as well as necessary knowledge transfer and system accesses are obtained, we will review your existing recovery projects and priorities using our tested methodology that has allowed us to make progress on recovery projects that have been stalled for decades. We will categorize the Parish's projects into the following definable and measurable categories

Active Projects in flight with no pending issues	Critical Path Projects that are moving, but have defined issues that needs resolution	Stalled Projects that are not moving
<ul style="list-style-type: none">o Formulationo Procuremento Executiono Closeout	<ul style="list-style-type: none">o Awaiting FEMA determinationso Delayed procuremento Existing warranty periodso Transfer of fundingo Approval of additional funds	<ul style="list-style-type: none">o Pending litigationo Sequencing (i.e awaiting completion of another project)

Once the projects are aligned as defined above, we will align each project with the optimal funding source under which it may be eligible and assess opportunities to maximize eligible grant funding by evaluation local match opportunities as well as additional funding for mitigation and resilience that may be available under HMGO and/or BRIC.

Once the statuses for each grant and project have been established, our team will begin executing upon the activities outlined in our approach and establish a cadence with key stakeholders from Jefferson Parish as well as relevant State and Federal agencies to deliver status updates and facilitate issue resolution meetings on a frequent and timely basis.

Managing costs

Executing a **simple but seamless transition** as outlined above has resulted in **cost savings and expeditious reimbursements** on stalled projects for several of our clients instead of increased costs that are often perceived with a transition.

We have a demonstrated track record of transitioning multi-million-dollar contracts at the State and Local level. Additionally, our flexible approach has also enabled us to **work with and support** project management firms hired by subrecipients including CSRS through the GOHSEP Strike team, Grant Management/Closeout and Project Management contract vehicles. In fact, our team is currently coordinating grant management and closeout of Jefferson Parish's open Katrina and Isaac projects.

Section G | Financial Profile

Deloitte LLP and its subsidiaries (the “U.S. Firms”) provide audit, advisory, tax, and consulting services through approximately 156,000 people in 110 cities. Deloitte LLP and its predecessor firms have been in business continuously for more than 175 years. For the most recent fiscal year ended May 28, 2022, the U.S. Firms had revenue of U.S. \$27.9 billion. Since the U.S. Firms are privately owned partnerships, they do not have audited financial statements, nor do they file other corporate financial information such as a 10-K. Should you have additional questions regarding the financial information, please contact Janet Lewell, Chief Financial Officer, at (212) 436-5655 or Anissa Nelson-Carlisle, Chief Accounting Officer, at (615) 259-1823.

Further, although the U.S. Firms do not have a rating from one of the nationally recognized credit rating agencies, their privately placed debt is assigned a designation by the National Association of Insurance Commissioners (“NAIC”). The U.S. Firms’ privately placed debt carries an NAIC 1 designation; NAIC’s highest designation, which is comparable to an A or better rating from one of the nationally recognized rating agencies.

Detailed information regarding Deloitte LLP in the U.S. is provided in the chart below:

Deloitte LLP and Subsidiaries– By The Numbers			
U.S. Firms	2022	2021	2020
(\$ U.S. billions)			
Offices (national and regional)	129	126	126
People	156,397	121,693	113,257
Consolidated Revenues	<u>\$ 27.9</u>	<u>\$ 22.9</u>	<u>\$ 23.2</u>
Current Assets	\$ 10.0	\$ 11.0	\$ 8.6
Other Assets	<u>8.2</u>	<u>8.0</u>	<u>8.0</u>
Total Assets	<u>\$ 18.2</u>	<u>\$ 19.0</u>	<u>\$ 16.6</u>
Current Liabilities	\$ 7.5	\$ 7.4	\$ 5.7
Other Liabilities	4.3	5.1	5.6
Partnership Equity	<u>6.4</u>	<u>6.5</u>	<u>5.3</u>
Total Liabilities and Partnership Equity	<u>\$ 18.2</u>	<u>\$ 19.0</u>	<u>\$ 16.6</u>
Working Capital	\$ 2.4	\$ 3.6	\$ 2.9
Current Ratio	1.3:1	1.5:1	1.5:1
Consolidated Revenue By Business			
Audit and Risk Advisory Services	27.9%	28.0%	27.2%
Consulting	54.0%	52.5%	52.2%
Financial Advisory Services	3.1%	3.4%	3.4%
Tax	15.0%	16.1%	17.2%
<i>Source: Deloitte LLP, New York</i>			


APPENDIX A | Resumes of Key Personnel

As outlined in the RFP, we have provided resumes of key personnel below. Additional resumes of delivery staff can be provided upon request.

Ragini Roy Basu

Deloitte and Touche LLP

Ragini is a Principal within Deloitte’s National Crisis Management Practice and currently leads our Advisory practice for our public sector clients in Louisiana. With over 21 years of experience, she specializes in Disaster Recovery and Crisis Management and serves our largest and most complex disaster recovery clients to include projects in Texas, Louisiana, and Colorado. She will serve as the Lead Project Manager and will be responsible for overall engagement quality management effort performed under this contract.



TECHNICAL & FUNCTIONAL EXPERIENCE

Ragini has vast experience working in areas of disaster recovery, grant management ARRA funded projects, organizational transformation, managing public assistance engagements, hazard mitigation engagements, finance transformation, and in performing internal, financial, and operational audits. She has used her leadership, communication, and analytical skills to successfully manage and lead her engagements. She will draw on her audit and advisory experiences helping our public-sector clients administer their federal grant programs to provide oversight and programmatic direction to the team and provide subject matter guidance for Stafford Act/2 CFR Part 200 compliance. Ragini has been involved in helping her clients with multibillion-dollar natural disasters and successfully led and managed disaster recovery projects and has demonstrated capabilities to help organizations quickly set up and effectively administer large and complex programs. She has significant experience in helping our clients respond and recover from large-scale crisis events and build resiliency into their organizations.

EMPLOYMENT HISTORY

- Deloitte & Touche LLP: 2000 – Present

RELEVANT EXPERIENCE

FEMA PA, GOHSEP, State of Louisiana (Baton Rouge, LA), Engagement Leader, 2006 – Present

Ragini is currently serving as the Lead Engagement Partner for the State of Louisiana’s GOHSEP. She has led a multimillion-dollar, multi-functional project for the assessment of the systems of internal control over governmental entity as it is related to the governance of the Federal Emergency Management Agency’s Public Assistance Grant Program for over \$14 billion for Hurricanes Katrina, Rita, Gustav, and Ike as well as other federally declared disasters. As it relates to grant management and disaster recovery, she has created a risk-based subrecipient monitoring plan and monitoring strategy to monitor over 1200 sub-grantees. She has designed and implemented the Subrecipient Monitoring Program for GOHSEP and has designed expense review tools to effectively manage and reconcile over \$14B of transactions. She has led data analytics projects to identify data integrity issues and subsequently designed and transformed the organization to include new and redesigned processes for grant management, finance, accounting, sanctions, appeals, insurance tracking and overall compliance with managing Public Assistance and Hazard Mitigation programs. Related to grant management and disaster recovery she has:

- Led an agency wide risk-based assessment of current state capabilities of the organization related to the people, process, and technology components

EDUCATION

B.S., Accounting & Internal Audit, Louisiana State University

ROLE & RESPONSIBILITIES

Project Manager: Execute contract documents, oversee quality, manage risk, and provide strategic guidance

LEVEL OF EFFORT (LOE)

Up to 50%

DURATION OF INVOLVEMENT

Duration of the project

ON-SITE AVAILABILITY

As Needed

- Designed and supported creation and implementation of a risk assessment to assist the organization in evaluating its subrecipients in developing a monitoring strategy and created monitoring templates to facilitate desk reviews of A-133 reports and subrecipient site visits. In addition, led the design and implementation of a sanctions and appeals program
- Designed an expense review tool to automate and enhance the grant manager's review of over \$14B expense reimbursement requests for claims processing for disaster related claims
- Performed a data analysis exercise to identify data integrity issues and subsequently developed a tool, procedures, and a template to facilitate the reconciliation of a \$14B transactions related to federal programs
- Designed an insurance tracking and compliance system to better manage insurance considerations for Grant Managers in managing a PA disaster

FEMA PA, HUD CDBG, FHWA ER, City of Houston (Houston, TX), Engagement Leader, 2018 – Present

Ragini is currently serving as the Lead Engagement Partner for City of Houston's disaster recovery mission through an integrated strategic financial management and disaster recovery service that helps the City:

- Understand the major financial risks, opportunities, and costs related to recovery
- Evaluate the costs and benefits of various short- and long-term recovery funding sources
- Project and monitor recovery cash flow and financial impacts
- Maximize state and federal reimbursements and minimize funding delays and potential losses
- Provide frequent financial performance reporting and recommendations to City leadership (City Council & Mayor's office)

FEMA PA, TDEM, State of Texas (Austin, TX), Quality Assurance Reviewer, 2018 – Present

Ragini serves as the Quality Advisor on this engagement providing disaster recovery grant administration and compliance monitoring services for full life cycle grant administration activities related for the State of Texas Department of Public Safety (DPS), Texas Division of Emergency Management (TDEM). The TDEM engagement involves performing complex grant coordination, financial and programmatic compliance, technical assistance, and administration work to plan, organize, and monitor federally funded disaster sub-grant awards within the State of Texas. As the Quality Advisor she is responsible for:

- Conducting quality assurance reviews on the deliverables
- Visiting the project site to meet the key client stakeholders and performing client satisfaction assessments
- Conducting quarterly reviews to understand the expectations for the quality of the deliverables submitted to client
- Reviewing and monitoring the project quality through project status reports submitted by the project manager
- Providing feedback on any findings or recommendations to the Engagement Leader on compliance with Deloitte's quality framework

FEMA PA, DHSEM, State of Colorado, (Centennial, CO), Engagement Lead, 2014 – 2017

- Served the State of Colorado's Division of Homeland Security and Emergency Management as the Lead Engagement Principal and helped design their strategic plan, design their business processes over their PA program for expense reimbursement, payment reconciliation, subrecipient monitoring, project formulation, and closeout.
- Helped implement a disaster grant management system and helped configure and customize the solution to meet the needs of the states.
- Advised the State on audit readiness and helped facilitates conversations with FEMA and other third parties.

FEMA PA, Texas State University System (Beaumont, TX), Engagement Lead, 2010 – 2012

- Led two projects for the Texas State University System to evaluate the client's processes to effectively comply with federal and state regulations over Public Assistance (PA) funds available to them.
- Led the development of Disaster Recovery and Management Policies and Procedures for the Systems offices and campuses as a part of an audit readiness project to better prepare them for future disasters and related audits.

SPECIALIZED TRAINING

- The OMB Single Audit
- Grant Management Foundations
- Grant Management – Advanced
- Strategic Risk Academy – Grant management and Disaster Recovery Bootcamp
- Three I's – Innovation, Impact, and Integrity in Grants
- State Government Industry Insights
- Grant Management as a Strategic Imperative
- Internal Audit and the Single Audit
- Closeout and Effective Grant Management
- Internal Audit and the Single Audit: Leveraging Internal Audit to Drive and Effective Single Audit

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS

- Certified Risk Manager (CRM)

Shahbaz Ali Niazi

Deloitte and Touche LLP

Shahbaz is a Senior Manager at Deloitte and has over 11 years of experience in management, compliance, and reporting of Federal Grant Programs including ARPA, IJJA, CDBG-DR, and FEMA Public Assistance. He has assisted State and Local entities across the country reconcile and retain over \$14 billion in eligible grant funding. He has worked on behalf of subrecipients in helping them document grant claims, address audit findings, and prepare closeout files in compliance with federal regulations. He has also provided consultative support to State and Local agencies in streamlining their policies/procedures and managing risks through data analytics and financial projections.



TECHNICAL & FUNCTIONAL EXPERIENCE

Shahbaz has over a decade of grant management experience assisting state and local agencies strategize, administer, and maintain compliance over Federal, State and local regulations including but not limited to ARPA, IJJA, CDBG-DR, and Stafford Act grant programs. As a Certified Public Accountant (CPA,) he has also provided OIG audit support to local agencies, as well as closeout assistance to subrecipients helping them identify, reconcile, and document billions of dollars in eligible grant funding. Additionally, he has supported the development of subrecipient monitoring programs, subrecipient assistance programs, as well as a sanctions and appeals programs to recoup funding for large State agencies.

Key highlights of his career include but are not limited to:

- Developed an allocation methodology to help State of Louisiana’s Facility Planning & Control (FP&C) document over \$25M in FEMA reimbursable Project Management costs
- Providing subject matter guidance to his team that identified an additional \$12M for Lafayette Parish Consolidated government in ARPA lost revenue funding
- Developed a project tracking dashboard to monitor progress and identify/resolve bottlenecks for over 2500 grant projects across 5 major disasters and funding streams
- Lead the development of a financial forecast model for over \$1.2 Billion in CDBG-DR funding across 10 programs for the City of Houston’s Finance Department
- Developed a 5-year grant closeout strategy for the State of Louisiana & created support infrastructure that allowed the State to exceed its plan over 3 years and counting
- Supported over \$29.5M in OIG questioned costs for the Texas State University System
- Developed an amnesty plan for a city to reimburse the cost of substandard utility bills to its residents

EMPLOYMENT HISTORY

- Deloitte & Touche LLP: 2011 – Present

EDUCATION

B.B.A. Accounting and Supply Chain Management – University of Houston

Certified Public Accountant

ROLE + RESPONSIBILITIES

Senior Advisor

LEVEL OF EFFORT (LOE)

As needed

DURATION OF INVOLVEMENT

Duration of the project

ON-SITE AVAILABILITY

As needed

RELEVANT + RELATED EXPERIENCE

Subject Matter Advisor – Multiple Engagements - 2018 - Present

Lafayette Parish Consolidated Government 2022 – Present: Providing regulatory guidance to the team supporting administration and strategy for the management of ARPA funding that includes lost revenue calculations, procurement reviews, eligibility determinations, and project prioritization.

Pennsylvania Department of Education (PDE) 2022 – Present: Provided project set-up, process, and regulatory support to stand-up a monitoring program for PDE's ESSER I, ESSER II, and ARP ESSER grants spanning across \$7.7B and 800+ subrecipients

COR3, Commonwealth of Puerto Rico – 2018 – 2022: Provide grant reimbursement, tracking, reporting and closeout process enhancement support to the team administrating over \$21B in FEMA PA funds

Project Lead – 2018 - Present, FEMA PA, State of Louisiana

Over the course of several contracts with the State of Louisiana, Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Shahbaz assisted with the establishment of FEMA PA program management infrastructure for the State ranging from developing policies and procedures to creating financial reconciliation tools and templates as part of the State's technology enhancements. Additionally, Shahbaz was assigned to lead multiple teams that were deployed across the State to assist GOHSEP's grant subrecipients organize and submit project closeout documentations and coordinate between various GOHSEP departments to identify and resolve bottleneck issues hindering closeout progress.

In his current role as a project lead responsible for closing out over \$18 billion in FEMA PA grants, he is:

- Leading a team of 80+ professionals in providing closeout and reimbursement quality assurance for FEMA recovery programs
- Supporting GOHSEP leadership on strategy, process improvement, and research initiatives
- Embedding teams with large applicants in need of additional support to reconcile their final FEMA claims, compile supporting documentation, request versions and time extensions, and to submit project closeout.

Project Lead - HUD CDBG-DR, City of Houston, State of Colorado, 2014 - 2017

Lead a team to forecast the City's Housing and Community Development Department (HCDD) and Finance Department (FIN), with managing grant compliance, tracking spending and performing QA/QC activities for its CDBG-DR and FEMA-PA funding sources. This included:

- Recovery program current state assessments.
- Detailed forecasting of \$1.2 billion in CDBG-DR grant spending across 10 programs simultaneously.
- Performing post award procurement cost reasonableness analysis.
- Preparing Audit ready procurement document packages.
- Preparing reports for program management and City Council.

Project Supervisor - FEMA PA, DHSEM, State of Colorado, 2014 - 2017

- Managed a team of over 40 disaster recovery specialists in conducting more than \$300 million in eligibility reviews across 300 disaster recovery subrecipients, facilitating training sessions to educate state personnel about the grant review process and ways to boost compliance with the federal statutes.
- Created policies, standard operating procedures, and tools to standardize and streamline the state's review of grant reimbursement requests in compliance with the applicable federal, State and Local Regulations.
- Streamlined the State's review of FAL/FAE expenses for compliance with federal, state, and local regulations through the creation of an automated template.
- Conducted financial analysis of the State of Colorado's Disaster Emergency Fund (DEF), created forecasts for future disaster-related expenses and revenues related to Public Assistance, CDBG-DR, and HMGP grants impacting the DEF and provided recommendations to reduce or delay expenses by managing timelines of the Public Assistance cost share payments and/or revenue collection.

Senior Consultant - FEMA PA, Lamar University, State of Texas, 2015 - 2020

- Assisted Lamar University in evaluating and supporting expenditures on FEMA Project worksheets related to Hurricane Ike.
- Supported the university appeal and reclaimed millions in FEMA funds de-obligated due to the lack of supporting documentation.
- Provided guidance to the university on issues related to procurement and cost reasonableness of construction costs as well as the duplication of benefits resulting from insurance proceeds.
- Liaised with the Texas Department of Emergency Management's contractors on behalf of the university to respond to audit inquiries and document requests to streamline the closeout of FEMA project worksheets.

Senior Consultant - Project FEMA PA, GOHSEP, State of Louisiana, 2011 – 2014

- Identified, computed, and projected over \$27 million in reimbursable project management costs for the State's Facilities, Planning and Control.
- Analyzed discrepancies between FEMA's grants disbursement system and the State's financial reporting system to facilitate the development and execution of a reconciliation methodology.
- Developed a roadmap and computational logic to analyze and clear the backlog of aging transactions outstanding in the State's grants disbursement system totaling over \$1 billion in grants across 30,000 projects.

Conducted data migration testing after the State upgraded to a newer version of its grants disbursement system (LAPA).

Additionally, Shahbaz has assisted several Public Assistance subrecipients boost compliance levels with grant requirements by helping them reconcile their grant files, organize relevant documentation needed to seek reimbursement and retain documentation needed for grant closeout and potential audits. He has embedded with parishes and local agencies across Louisiana to provide technical assistance and guidance related to a wide range of Public assistance issues ranging from contracting and procurement to document review and retention.

Jordy Scholhamer

Deloitte and Touche LLP

Jordy is a Senior Manager in Deloitte's National Grant management – Disaster Recovery practice and specializes in providing disaster recovery support to states and municipalities for federally funded disaster recovery programs. In this capacity, he has led various assessments of grant making organizations fund management capabilities in the governance, scoping, execution, monitoring, and closeout phases of the grant lifecycle. Jordy brings significant experience in the design and implementation of grant monitoring and closeout processes having served GOHSEP in multiple capacities since 2011.



TECHNICAL & FUNCTIONAL EXPERIENCE

- **FEMA Public Assistance** – Jordy specializes in providing Technical Assistance for FEMA Public Assistance recovery grants. This experience includes damage assessments and formulation at the local level and State compliance reviews at the State level.
- **2 CFR Uniform Grant Guidance** – For both FEMA programs and other Federally funded efforts, Jordy has spent significant time advising clients on the administrative requirements, cost principles, and audit requirements related to Federal funding programs. Applicable across all Federal grant programs, this has included the development of comprehensive monitoring programs for numerous funding streams that are actively used by multiple States today.
- **Financial Reconciliation and Data Analysis** – Jordy has significant experience using data sets and financial analysis to inform decision making at all levels of government.
- **Strategy and Operations Design** – Jordy has a track record of helping clients identify strategic priorities, prioritize demands and resource constraints, refine responsibilities for execution, and design processes, policies, and procedures to enable clients to reach their financial and operational objectives

EMPLOYMENT HISTORY

- Deloitte & Touche LLP: 2011 – Present

RELEVANT EXPERIENCE

GOHSEP | State of Louisiana (Baton Rouge, LA), Project Manager, 2011 - Present

- **Project Management Contract (Current)**
 - Manages a team of professionals providing technical assistance and program management services to over 30 local governments throughout the State
 - Provides strategic advice on project formulation and navigating the FEMA claim process
 - Represents local governments in meetings with FEMA representatives
- **Closeout, Grant Management, and Strike Team Contract (Current)**
 - Currently leads a team of 80+ professionals in providing closeout and reimbursement quality assurance for FEMA recovery programs
 - Provides support to GOHSEP leadership on strategy, process improvement, and research initiatives
 - Embeds teams with large applicants in need of additional support to reconcile their final FEMA claims, compile supporting documentation, request versions and time extensions, and to submit project closeout.
- **Prior GOHSEP contracts**
 - Designed a subrecipient scorecard, used to identify non-compliance with regulations
 - Developed corrective action and appeals processes working with other state agencies
 - Created materials for outreach and awareness of program implementation

EDUCATION

B.S., Accounting & Internal Audit, Louisiana State University

ROLE & RESPONSIBILITIES

Project Manager: Liaise between project team and Parish stakeholders & coordinate with the team to meet Parish priorities

LEVEL OF EFFORT (LOE)

Up to 50%

DURATION OF INVOLVEMENT

Duration of the project

ON-SITE AVAILABILITY

Up to 100%

- Designed model to allocate state management costs and administrative expenses for the lifecycle of the recovery
- Created an Excel-based tool to forecast budgets for expense categories based on the Initial obligation amount of a disaster
- Developed excel based model and related process to identify net overpayments across subrecipient accounts and utilize unfunded expenditures to harvest overpaid projects
- Developed comprehensive dashboard reporting capabilities allowing the Grantor to view financial and performance data across various levels of the organization within LAPA
- Integrated compliance monitoring reports and subrecipient scorecards

State of Colorado, Division of Homeland Security + Emergency Management, 2014-2017

- Jordy assisted the State of Colorado in establishing and executing a consolidated Subrecipient Monitoring program for fourteen (14) Federal Grant Programs. This effort included the consolidation of federal guidance requirements between legacy OMB circulars and the Uniform Grant Guidance (2 CFR), development of a customized monitoring platform and schedule, development and implementation of training programs, and execution of on-site monitoring activities for the following grants:
- Public Assistance (FEMA) | Hazard Mitigation (FEMA) | CDBG-DR Infrastructure Programs (HUD) | Pre-Disaster Mitigation (FEMA) | Crisis Counseling (FEMA) | Homeland Security Grant Programs (FEMA) | Chemical Stockpile Emergency Preparedness Programs (FEMA) | Emergency Management Performance Grants (FEMA) | Disaster Case Management Programs (FEMA) | Hazardous Materials Emergency Preparedness Grants (Transportation) | Immediate Services Programs – Crisis Counseling Grants (FEMA) | Non-profit Security Grant Programs (FEMA) | State and Local Implementation Grant Programs (Commerce) | NRCS Emergency Watershed Protection Programs (Agriculture)
- Jordy also worked with over 40 state and local governments, non-profits, and Institutes of Higher Education in Colorado to maintain compliance with the administrative requirements, cost principles and audit requirements of their Federal grants. In addition to establishing Subrecipient Monitoring programs, Jordy consulted with DHSEM to design the agencies risk assessment process, performed reviews of Single Audit results, developed reporting and dashboard capabilities for project management, and performed reviews of reimbursement requests for eligibility determination.

SPECIALIZED TRAINING

- The OMB Single Audit
- Grant Management Foundations
- Grant Management – Advanced
- Strategic Risk Academy – Grant management and Disaster Recovery Bootcamp
- Three I's – Innovation, Impact, and Integrity in Grants
- State Government Industry Insights
- Grant Management as a Strategic Imperative
- Internal Audit and the Single Audit
- Closeout and Effective Grant Management
- Internal Audit and the Single Audit: Leveraging Internal Audit to Drive and Effective Single Audit

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS

- Certified Internal Auditor

Mike Byrne

Deloitte & Touche LLP

Mr. Byrne is a Specialist Executive and the leader of Deloitte's Crisis and Grants Management practice. As a FEMA Senior Executive, he led federal response and recovery activities in Puerto Rico for the largest disaster response effort in FEMA history (Hurricanes Irma and Maria). As a Division Disaster Executive with the American Red Cross, Pacific Division, Mike led preparedness, response, and recovery strategic and operational efforts during small- and large-scale events.



TECHNICAL EXPERIENCE

Mike has been an innovator in both the PA and HM programs. He was instrumental in the creation of the 428 program during his time as the Federal Coordinating Officer and Federal Disaster Recovery Coordinator. His efforts led to the integration of 426 with the traditional PA program to produce better and more resilient results for applicants. In the nexus between IA and PA, Mike was also instrumental in the creation of the STEP program in NY to provide direct housing repairs to families impacted by disasters.

As Senior Director for Preparedness, Response and Recovery, Mike played a significant role writing HSPD-5 (doctrine on command and control of domestic events in the US) and all the grant programs to support First Responders in our nation.

FUNCTIONAL EXPERIENCE

Mike has a broad career experience - from hands on firefighting to senior management and policy development. Highlights of his career include 20 years with Fire Department New York and 20 years in a variety of disaster response and recovery leadership positions. A sampling of the events he led include federal response on 9/11, Hurricanes Sandy, and Maria, the Haiti earthquake as well as a number of other national level events. Mike has a reputation of being a trail blazer and innovator in disaster recovery and the building of resilience. As the Federal Coordinating Officer and Federal Disaster Recovery Coordinator, Mike designed a new and innovative approach to large scale disaster recovery.

EMPLOYMENT HISTORY

- Specialist Executive, Deloitte & Touche, LLP (May 2019-Present)
- Federal Coordinating Officer and Federal Disaster Recovery Coordinator, FEMA (October 2017-May 2019)
- Assistant Administrator Field Operations Directorate, FEMA (September 2016-September 2017)
- Deputy Regional Administrator (SES) Region 2, FEMA (September 2015-2016)
- Division Disaster Executive (DDE), American Red Cross – Pacific Division (July 2013-September 2015)
- Team Leader – National Incident Management Assistance Team – East (SES), FEMA (January 2010-July 2013)
- Senior Vice President – Emergency Management & Homeland Security, ICF International (2006-2010)
- Executive Director – Justice & Public Safety, Microsoft Corporation (2003-2006)
- Director of the Office for National Capitol Region Coordination (SES position), U.S. Department of Homeland Security (2003)

EDUCATION

B.A. in Philosophy, Queens College

ROLE + RESPONSIBILITIES

Senior Advisor for Public Assistance + Provide regulatory insights and subject matter guidance while monitoring team performance

LEVEL OF EFFORT (LOE)

As needed

DURATION OF INVOLVEMENT

Duration of the project

ON-SITE AVAILABILITY

As needed

- Senior Director – Response & Recovery, Office of Homeland Security, Executive Office of the President, The White House (2001-2003)
- Readiness, Response & Recovery Division Director, FEMA (1999-2001)
- Director – Fire Commissioner’s Office of Strategic Planning, Fire Department City of New York (1997-1999)
- Captain, New York City Fire Department (1979-1999)

RELEVANT + RELATED EXPERIENCE

Federal Coordinating Officer and Federal Disaster Recovery Coordinator, Puerto Rico and the USVI (Hurricanes Irma/Maria) | October 2017 - May 2019

Led all federal response and recovery activities to the largest disaster response effort in FEMA history. Successfully interacted with the highest levels of US and Local Government to save lives and reduce suffering after the devastating storm. Thus far obligated over 9 billion in disaster assistance and manage a staff which is currently over 3,000 but at its high point was as many as 19,000. Designed a new and innovative approach to large scale disaster recovery utilizing public assistance alternative procedures as well as organizing the recovery by critical infrastructure sector. This approach is widely praised by both the Commonwealth leadership and the federal interagency. Managed a projected Disaster Budget greater than \$72 Billion.

Federal Emergency Management Agency Deputy Regional Administrator (SES), FEMA Region 2 | September 2015 - September 2016

This position is second in command for all FEMA Region 2 mission areas. Duties include management and supervision of 6 Divisions within the region. Current large mission areas include the continued processing of all Sandy Recovery grants processing, a complex move of the region to the new WTC 1 building and the complete digitalization of all file and the establishment of a pilot of what will become FEMA’s record management system. Managed a staff of 400+ across the States of New York, New Jersey, Puerto Rico and the USVI. In addition, lead FEMA Region 2 during the National Level Exercise 2016 involving the response and recovery for a CBRNE event.

Team Leader – National Incident Management Assistance Team – East (SES), Federal Emergency Management Agency - Washington DC | January 2010 - July 2013

Member of the Senior Executive Service served as the Team Leader for the National Level Incident Management Team East. The National IMAT is designed to manage the largest and most complicated disaster events to include all natural hazards and CBRNE events. Team was a member of the DEST (Domestic Emergency Support Team). Holds both Type 1 Federal Coordinating Officer (FCO) status and Type 1 Federal Disaster Recovery Coordinator (FDRC) status currently the only individual in the nation to do so. Served as FCO for the response and recovery for Hurricane Sandy in New York. Managed over 4500 personnel and successfully managed 10B dollars in response and recovery funds.

2.3.4 (g) PROFESSIONAL CERTIFICATIONS + MEMBERSHIPS

- Certificate in Financial Essentials, American Management Association
- Associate Member, NEMA
- Member, IAEM

Derrick Hiebert

Deloitte and Touche LLP

Derrick Hiebert is a Specialist Master at Deloitte. As a Certified Emergency Manager he focuses on disaster risk reduction through Hazard Mitigation Planning, federal Hazard Mitigation Assistance grants, climate adaptation planning, and working to reduce risk and build resilience for the underserved and vulnerable communities in all phases of disaster mitigation, response, and recovery. Derrick has led hazard mitigation programs at the state and large county level, working with hundreds of stakeholders to identify, secure funding for, and implement disaster risk reduction projects.



TECHNICAL & FUNCTIONAL EXPERIENCE

Derrick has 6 years' experience leading local and state hazard mitigation programs from hazard mitigation planning to project implementation utilizing FEMA Hazard Mitigation Assistance (HMGP, BRIC, PDM, FMA). 10 years' project management experience across state, local, and private sector organizations.

EMPLOYMENT HISTORY

- Deloitte and Touche, LLP: 2021 – Present
- King County Emergency Management: 2018 – 2021
- Washington State Emergency Management Division: 2016 – 2018

RELEVANT EXPERIENCE

Grants Management Team Lead, GOHSEP, State of Louisiana – DR 4559, 4570, 4590, 4611 (2021 – Present)

- Leading a team of 8 experienced grants managers and Public Assistance experts serving Louisiana communities.
- Work with over 25 local jurisdictions, including cities, parishes, and school boards, to develop and implement project worksheets under FEMA's Public Assistance disaster recovery program.
- Apply knowledge of mitigation and alternative procedures to help sub-applicants identify opportunities to build resilience during disaster recovery using Section 406 (mitigation) and 428 (alternative procedures).

Support a federal agency in implementing Executive Orders 14008 and 13985 (2021 – Present)

- Leading a team of three data analysts and GIS specialists in tasks related to the identification and quantification of federal investment benefits.
- Identify and map disadvantaged communities and estimate the distribution of federal investment benefits to those communities.

Advise federal client on efforts to improve hazard mitigation planning (2021 – Present)

- Provide ongoing feedback and support to a federal team implementing improvements to local hazard mitigation planning, including a focus on converting plans into projects and on incorporating equity principles into planning.

Supporting COVID-19 vaccination efforts for a state public health authority (February-July 2021)

- Leading a team of up to seven professionals conducting data analysis, vaccine planning, retail pharmacy partner engagement, and vaccine hesitancy work for a state health authority.

EDUCATION

University of Washington, Seattle, Master of Urban Planning, 2011

George Washington University, Washington, DC, BA, Geography, 2008

ROLE & RESPONSIBILITIES

Grant Management

Specialist: Advise the Parish on mitigation opportunities and alternate source of funding in addition to supporting project formulation & formulation & other grant management activities

LEVEL OF EFFORT (LOE)

As needed

DURATION OF INVOLVEMENT

Duration of the engagement

ON-SITE AVAILABILITY

As needed

- Develop and deliver reporting dashboards and metrics, focusing on vaccine allocation, administration, and vaccine equity.
- Engage community-based organizations and retail pharmacy partners to expand vaccinator capacity, plan vaccine events, and connect communities with open appointments.
- Provide advice and guidance on options for an approved operational structure using Incident Command System principles and localized to client conditions.
- Manage and monitor work for the team including regular staff check-ins, progress reports, corrective action, and weekly reporting to client leadership.
- Work with team to design and deliver a tracking portal and dashboard for long-term care centers to help the client track metrics on resident and staff vaccination for COVID-19 and potentially other infectious diseases.

King County Emergency Management, Renton, WA (December 2018-February 2021)

- From 2018-2021, coordinated and led hazard mitigation planning and funding opportunity coordination for King County, Washington, the 12th largest county in the county. Efforts led to a fully approved 40+ community multijurisdictional hazard mitigation plan, 12 BRIC 2020 applications (at least 4 anticipated awards), and \$12 million in HMGP applications (award totals pending).
 - Coordinate and write the 2020 King County Regional Hazard Mitigation Plan, including plan framework, risk assessment, and the integration into the plan of social justice and equity principles.
 - Coordinate the submission of up to 12 hazard mitigation projects (half of Washington's total) for the inaugural year of FEMA's Building Resilient Infrastructure in Communities Grant Program.
 - Worked closely with the surface water management district to integrate the floodplain management and hazard mitigation
 - Work with each participating jurisdiction to identify specific mitigation strategies and actions, especially those eligible for future funding through the Public Infrastructure Pre-Disaster Mitigation Grant Program.
 - Represent King County in meetings and workshops locally and nationally, including service on the International Association of Emergency Managers Diversity Committee and Mitigation Task Force.

Washington State Emergency Management Division (March April 2016-December 2018)

- From 2016-2018, led local and state hazard mitigation planning for Washington State, including extensive support for local jurisdictions in identifying and developing quality HMA sub-applications.
 - Provided hazard mitigation planning technical assistance and Hazard Mitigation Assistance (HMA) planning grant support to all Washington State cities, counties, tribes; working with at least 30 jurisdictions annually.
 - Completed the full rewrite and update of the Washington State Enhanced Hazard Mitigation Plan using a multi-agency process to profile hazards, identify state capabilities, and develop risk-reduction strategies.
 - Represented Washington Emergency Management on over a dozen workgroups, including those related to infrastructure, climate change, disaster risk, resilience, and planning under the Growth Management Act.
 - Provided analysis and recommendations to senior agency officials on special projects and complex issues, including the Resilient Washington Subcabinet, climate change, drought, wildfire patterns, and other natural hazard risk and mitigation
 - Work with local jurisdictions to develop a plan-to-project pipeline to increase Hazard Mitigation Assistance grant submission, helping lead Washington State to successful annual grant application years in 2018, 2019 (PDM), and 2020 (BRIC).
 - Support fund-source coordination for mitigation and recovery projects, including 404/406 coordination.

SPECIALIZED TRAINING

- Deloitte FEMA PA 101
- Deloitte Stafford Act 101
- Deloitte 2 CFR 101
- Deloitte Subrecipient Monitoring 101

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS

- Certified Emergency Manager, Issued February 2020
- IAEM Hazard Mitigation and Climate Adaptation Caucus Lead

- Deloitte Closeout 101
- National Hazard Mitigation Association Member

Christa Lopez

Deloitte and Touche LLP

Christa López is a Specialist Leader in Deloitte Risk & Financial Advisory. Serving the Government and Public Services sector. Christa brings experience from state government leadership in Individual Assistance Programs and Community Development Block Grant Disaster Recovery and Mitigation – to include disaster housing and infrastructure projects on multiple disaster declarations.



TECHNICAL & FUNCTIONAL EXPERIENCE

Serving as leader on matters related to disaster grant administration, with specialized knowledge in all phases of emergency management and disaster housing and recovery.

EMPLOYMENT HISTORY

- Deloitte & Touche LLP: 2016 - Present
- Texas General Land Office (GLO):
- Texas Division of Emergency Management:

RELEVANT EXPERIENCE

Specialist Leader, Government and Public Services, Deloitte (June 2016 – Present)

- State of North Dakota
 - Assisting the state with the merger of two state agencies into one from the lens of grants management and all the components that need to be addressed from a grant's perspective during this merger.

Deputy Director, Community Development and Revitalization, Texas GLO (October 2017 - May 2022)

- Chief of Staff for a growing staff of 180+ team members and over 300 contract personnel.
- Supervised the administration and implementation of the first state-led FEMA funded Direct Housing Mission, ensuring the program integrity serving over 3400 households.
- Created standard operating guidelines with consideration of the needs of urban and rural communities related to equitable and sustainable living conditions.
- Disaster recovery housing and infrastructure operations oversight resulting from over \$12 billion in federal funding while encouraging resilient construction to meet the challenges of extreme weather.
- Presented in legislative and regulatory proceedings and guide rule implementation teams.

Section Administrator, Human Services in Recovery Mitigation Services, Texas Division of Emergency Management (August 2016 - September 2017)

- Performed the duties of several Planning Unit positions with the State Emergency Operations Center.
- Facilitated the project management and content for the State of Texas Emergency Operations Plan Annex development. Served as the planning subject matter expert on issues related to Volunteer and Donations Management, Public Health and Medical, Mass Care, Search and Rescue, Recovery, and Repatriation.
- Participated in state exercises and trainings, to include serving as an evaluator and participant.

Project Lead, Team Rubicon Global (October 2015 - January 2016)

- Developed organizational documents for the establishment of Team Rubicon Global chapters.
- Developed project plan for guiding work progress, overall project management/lead.

EDUCATION

Walden University, PhD in Public Policy
American Public University System, M.A. in Emergency and Disaster Management
Shippensburg University, M.S. in Counseling

ROLE & RESPONSIBILITIES

Subject matter expert CDBG-DR

LEVEL OF EFFORT (LOE)

Up to 100%

DURATION OF INVOLVEMENT

Duration of the engagement

ON-SITE AVAILABILITY

Up to 100%

Directory of Student Emergency Services, University of Texas – Office of Dean of Students (October 2007 - January 2015)

- Staff supervision, intern mentoring and supervision. Promoted from staff member to Assistant Director to Director during tenure.
- Responded daily and on-call to calls for emergency related cases.
- Created and implemented emergency response procedures and crisis action plans.
- Threat assessment.

SPECIALIZED TRAINING

- Alternative Housing Solutions for IAEM Conference 2021 & National Hurricane Conference 2022
- Navigating Disaster Communications: Challenges and Conflicts, Disaster PRIMR 2021
- Challenges & Opportunities Related to Gender Diversity in Disaster Leadership, Disaster PRIMR 2021
- Training Course G-205, Disaster Recovery Planning for the Local Government 2016-2021
- Training Course G-288 and G-489 Managing Volunteers and Donated Resources 2016-2021
- Disaster Survivors' Experiences with Disaster Volunteers for IAEM Conference 2020
- Hurricane Harvey Lessons Learned for IAEM Conference 2019
- Conducting Preliminary Damage Assessments for Texas HHSC staff 2015-2017
- Emergency Management Plan Development, TDEM Conference 2016
- Disaster response tabletop facilitator for Young Southeast Asian Leaders Initiative (YSEALI), supported by the U.S. Embassy and the Cultural Vistas program 2016

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS

- Certified Emergency Manager (CEM) through the International Association of Emergency Managers (IAEM)
- Conference Committee Co-Vice Chair for IAEM
- State of Texas Representative for IAEM (2020-2022)
- Committee member of the Enhancing Community Resilience (EnCoRe) for the National Academies of Science

Betsy Lopez

Deloitte and Touche LLP

Betsy is a Senior Consultant at Deloitte and a lifelong resident of Louisiana. Her talent for community development, project management, collaboration, and meeting facilitation started early in her career where she supported New Orleans school recovery and revitalization of the foster care system following Hurricane Katrina. Ms. Lopez has supported local projects ranging from recent hurricane and pandemic operations to oil spill recovery, wetland restoration, small business revitalization, and coastal restoration.



TECHNICAL & FUNCTIONAL EXPERIENCE

Betsy Lopez has over 10 years of experience in mitigation, community recovery, and grants management. Ms. Lopez specializes in hazard mitigation having led some of the nation's largest Hazard Mitigation Programs down to parish level initiatives. She is known for working with organizations to enhance disaster resiliency and cultivate a culture of preparedness.

EMPLOYMENT HISTORY

- Deloitte & Touche LLP: 2021 – Present
- Integrated Solution Consulting: 2018 – 2021
- Newcomb Institute; 2015-2018
- CASA New Orleans; 2012-2015
- New Orleans Outreach: 2011-2012

RELEVANT EXPERIENCE

Deloitte

- **Louisiana Public Assistance Team Manager:** Manage a formulation team of 15 people that support 42 entities (cities, schools, parishes, electric co-ops, and non-profits) with Hurricane Ida, Laura, and Zeta and Winter Storm PA claim formulation, over 400 projects with best available costs over \$125 million in all categories, \$26 million in obligated projects as of July 2022, 406 and 428 mitigation, and final state payments. Manage the Task Order of approximately \$4.1 million and work closely with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP).
- **National Flood Insurance Program (NFIP) Marketing and Outreach (M&O) Disaster Response Team Manager:** Created and currently lead the Federal response team tasked with maintaining relationships across FEMA, Regional, State, and Local offices and providing support before and following flood events. From October 2021 to July 2022, managed 31 activations with 10,119 stakeholder touchpoints. Designed the Standard Operations Procedure (SOP) and Crisis Communication Plans in line with NIMS and in coordination with FID Directorate plans. Manage a staff of four, coordination with the prime contractor, private sector partners, NOAA, and FEMA. Oversaw the development of the disaster response NFIP landing page, media monitoring reports, After Action reports, and field staff newsletters. Serve as the resident Subject Matter Expert (SME) for disaster equity and emergency management.
- **Internal Operations:** Lead the conference workstream by managing 17 team members and coordinating firm's presence at 15 national conferences a year. Serve as the technical writer for emergency management, federal, climate, and grants proposals. Serve as the Subject Matter Advisor on emergency management for the Climate Equity and FEMA SubAccount workstreams.

EDUCATION

M.S., Disaster Resilience Leadership, Tulane University, 2018

B.A., Environmental Studies and Communication, Tulane University, 2010

ROLE & RESPONSIBILITIES

Grant Management

Specialist: Support project formulation through closeout by performing insurance reconciliations & offering subject matter guidance related to EHP & mitigation

LEVEL OF EFFORT (LOE)

Up to 100%

DURATION OF INVOLVEMENT

Duration of the engagement

ON-SITE AVAILABILITY

Up to 100%

TULANE UNIVERSITY, PROFESSOR

- Adjunct faculty with the Disaster Resilience Leadership Academy and teach “Human and Social Factors of a Disaster”

INTEGRATED SOLUTIONS CONSULTING, MANAGING CONSULTANT

- **Project Manager** for 2020 Ohio Health Department COVID-19 Strategic Plan, Fatality Management Plan, and After Action Report (AAR), 2020 LENOWISCO Hazard Mitigation Plan, and 2019 Madison County Hazard Mitigation Plan, and Butler School District COVID-19 Operations Plan
- **Emergency Operations Center (EOC) Planning Cell Planner** for Milwaukee County and Cook County COVID-19 Planning Response Operations
- **Senior Planner** for 2020 Chicago Hazard Identification and Risk Assessment (HIRA), 2019 Cook County Hazard Mitigation Plan, 2019 Salt Lake County Hazard Mitigation Plan, Miami-Dade Super Bowl Exercise, Chicago Department of Public Health Pandemic Influenza Plan, 2020 Cook County COVID-19 After Action Report (AAR), and 2018 Hialeah Comprehensive Emergency Management Plan (CEMP)
- **Subject Matter Expert (SME) and Technical Writer** for 2020 Bay Area Regional Tactical Interoperable Communications Plan, 2020 San Antonio COVID-19 Strategic Adaptation Plan, 2020 Napa County Emergency Operation Plans and Earthquake Full-Scale Exercise, 2019 Portage County Hazard Mitigation Plan, Community Emergency Response Team (CERT) trainings (nationally), 2018 Miami-Dade Business Continuity Plan, and 2018 Phoenix Urban Area Security Initiative (UASI)
- Authored the company’s Diversity and Inclusion Planning Report

NEWCOMB COLLEGE INSTITUTE, PROGRAM COORDINATOR

- Manage over \$300,000 of grants and endowments; establish relationships with donors and conference coordinators; create evaluations and initiative to improve learning outcomes
- Direct the Kenya Summer Abroad Program; team lead for safety planning; guest lecturer on leadership and resiliency; liaison to NGO, university’s risk management, and university administrators
- Chair of the Inclusivity and Diversity Excellence Committee; provide guidance and recommendations to senior administrators to improve work place climate; oversee assessment and improvement team
- Piloted and run multiple internship and mentoring programs that annually benefit over 500 students; lead specialized trainings; directly report to two national boards on funding and programmatic updates
- Orientation lead for guest semester students attending due to hurricane impacts and international students
- Committee head of campus-wide Grants Working Group; develop and disseminate evaluations and programs aimed at enhancing students’ access to resources; head of institutes campus-wide communication

CASA NEW ORLEANS, RECRUITER AND TRAINER

- Oversaw and ran all training, electronic database management, evaluation, and recruitment efforts
- Lead evaluator and reporter for yearly assessment of volunteer programs and government-funded grants; Worked directly with judges, attorneys, Department of Children and Family Services, Orleans Sherriff Department, child psychologists, and the mayor’s mentoring initiative to enhance service delivery
- Developed hurricane preparedness strategies for foster care programs

NEW ORLEANS OUTREACH, VOLUNTEER COORDINATOR

- Created and ran all volunteer programs at 8 Orleans Parish public schools resulting in 500 long-term volunteers, 18 university partnerships, neighborhood group partnerships, and over 2000 one-day volunteers
- Managed the environmental permits and secured funding and recruited volunteers to build playgrounds and educational gardens for various public schools
- Successfully brought on over 30 new partnerships by working directly with school administrators, government officials, guardians, and the community
- Standardized procedures for volunteer projects; oversaw 75 projects; built volunteer capacity resulting in recruitment and management of over 1500 special projects volunteers and 12 university partners

SPECIALIZED TRAINING

- HSEEP
- FEMA Certified to Serve
- Deloitte FEMA PA 101
- Deloitte Stafford Act 101
- Deloitte 2 CFR 101
- Deloitte Subrecipient Monitoring 101
- Deloitte Closeout 101

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS

- Homeland Security FEMA Public Trust (Approved 11/18/2019)
- 2018 Program Manager and Development Pro Certification from AMPG International
- Project Management Professional (PMP)
- Certified Emergency Manager (CEM) in progress
- Tulane University Board Member

Kyle Mancuso

Deloitte and Touche LLP

Kyle Mancuso is a Senior Consultant who has over 3 years of experience working with clients in need of assistance navigating the Federal Public Assistance program. He has experience in most aspects of the Grant Management process, with extensive experience in closing over 50+ project worksheets, some over \$1M in value. His primary roles have been operational in nature, where he has identified efficiencies, created visual guides and presentations, piloted program initiatives, and served as a knowledge resource on the Closeout process.



TECHNICAL & FUNCTIONAL EXPERIENCE

Kyle has spent over 3 years working with State governments reviewing Project Worksheets for the purposes of determining closeout readiness in accordance with both Federal and State regulations according to 2.CFR. He has worked closely with Grants Management and Public Assistance teams to reconcile projects for final obligation. He has additionally performed applicant outreach and engagement in the State of Louisiana to formulate projects for local governments and governmental organizations for multiple disaster declarations. Once formulated and obligated, he has assisted in the creation, review, and submissions of reimbursement requests on behalf of federal funding sub-recipients as they navigate State-level review queues. He is familiar with the Federal Grants Portal and the State of Louisiana Public Assistance Grants Management platform (EMGrants Pro).

EMPLOYMENT HISTORY

- Deloitte and Touche, LLP (July 2019 – Present)

RELEVANT EXPERIENCE

Grants Management Specialist, GOHSEP, State of Louisiana – DR 4559, 4570, 4590, 4611 (2021 – Present)

- Worked closely with subrecipients of federal funding (local government officials, sheriff’s departments, school boards, etc.) to create damage inventories, provide eligibility guidance, develop projects, complete EEIs, and respond to official Requests for Information related to their projects
- Attended meetings with subrecipients, PDMGs, and State Applicant Liaisons to monitor project formulation progress, discuss necessary documentation and information requirements needed to obligate projects, resolve issues with project structuring, and ensure sub-recipient knowledge of federal reimbursement process.
- Produced spreadsheets and documentation packages to justify applicant claims for all FEMA Project Categories A-Z and provided them through online grants management platforms (FEMA Grants Portal and Louisiana Public Assistance.com).
- Compiled and reviewed reimbursement request documentation on behalf of the sub-recipient to ensure accuracy and completeness; worked with Disaster Recovery Specialists and State Applicant Liaisons to ensure that the sub-recipients received complete and timely payments for their federally obligated project worksheets.

EDUCATION

Bachelor of Science – Finance, Louisiana State University

ROLE & RESPONSIBILITIES

Grant Management Specialist: Support project formulation through closeout by creating damage inventories, & EEIs, coordinating with PDMGs and State Applicant Liaisons to maximize project funding, compiling supporting documentation, requesting reimbursements, and creating closeout files

LEVEL OF EFFORT (LOE)

Up to 100%

DURATION OF INVOLVEMENT

Duration of the engagement

ON-SITE AVAILABILITY

Up to 100%

Closeout Specialist, GOHSEP, State of Louisiana – DR 1603 and 1607 (2019-2021)

- Performed role of Closeout Specialist by completing data entry to execute the Closeout of 50+ Project Worksheets worth several million dollars according to federal regulations established by FEMA, allowing the State of LA to meet operational deadlines.
- Collaborated with team members in a virtual environment to engage high-risk applicants and pilot an Administrative Closeout process to make them compliant with FEMA regulations regarding RRF submission and PW closures.
- Delivered virtual trainings, visual presentations, and coached subcontractors, administrative assistants, and new full-time employees on the entire grants management process to increase the output capacity and knowledge base of the State of LA Team

SPECIALIZED TRAINING

- Deloitte FEMA PA 101
- Deloitte Stafford Act 101
- Deloitte 2 CFR 101
- Deloitte Subrecipient Monitoring 101
- Deloitte Closeout 101

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS

- Pursuing PMP

Brenda Villarreal

is a Senior Consultant at Deloitte and will serve as the A/E Consultant. Brenda has experience across large infrastructure and transformation projects, and specializes in structural engineering and design. She has previous experience working with the US Army Corps of Engineers and FEMA to strengthen critical public energy facilities.



EXPERIENCE IN THE INDUSTRY

Brenda is a planning and Operations project manager focusing on large transformation projects. She conducts state assessments, evaluates results and identifies realistic and executable strategies for her clients. She is proficient in project management through agile methodology. She has also provided structural engineering design services to various clients and has also been part of a FEMA project facilitating emergency power supply at critical public facilities during disasters

SELECTED EXPERIENCE

Washington Metropolitan Area Transit Authority (WMATA) Transformation Project

- ✓ Lead initiatives to improve performance across simultaneous work-streams with an Agile approach.
- ✓ Transformed and aligned procedures to ensure safe and efficient operation of trains. Helped define timelines, budgets, KPIs, deliverables, and monitoring program data to assess efficiency.
- ✓ Conducted current state assessments, evaluates results, and identifies realistic and executable strategies.
- ✓ Developed a course of action by breaking down complex concepts into practicable systems.
- ✓ Partnered with key stakeholders to identify and execute cross-functional goals through various communication protocols including verbal and written reporting for project status, escalation, and overall milestone updates.

Bay Branch Wildfire Debris Clean-up, Bay Area California

- ✓ Served as the Branch Planner for CalRecycle Bay Branch region south of San Francisco covering Santa Cruz, Santa Clara, San Mateo, Stanislaus, and Monterey Counties.
- ✓ Provided structural debris and hazard tree assessment services for 1,154 private and 10 state park properties. Managed five planning assistants that were tasked with all phases of Bay Branch cross-functional operations.
- ✓ Managed over 150 subcontracting staff from over 20 companies with collective capabilities.

EDUCATION

Bachelor of Science in Civil Engineering, Concentration in Structures, Virginia Tech University

Professional Engineer from Virginia Department of Professional and Occupational Regulation

ENV SP from Institute of Sustainable Infrastructure

ROLE & RESPONSIBILITIES

A/E Consultant Support project formulation through closeout by creating damage inventories, & EEIs, coordinating with construction teams and helping monitor progress and monitor inspections

LEVEL OF EFFORT (LOE)

Up to 100%

DURATION OF INVOLVEMENT

Duration of the engagement

ON-SITE AVAILABILITY

Up to 25%

- ✓ Programmed project objectives, metrics, and standard processes that resulted in 150% increase in assessment rate. Implemented and tracked schedule of operations to ensure timely and effective completion of key milestones.

US Army Corps of Engineers (USACE), Advanced Contract Initiative (ACI) for Emergency Power

- ✓ Supported USACE, Pittsburgh District, to fulfill its mandate to support Federal Emergency Management Agency (FEMA) in providing emergency power at critical public facilities in response to natural and man-made disasters in the United States and its territories.
- ✓ Managed field operations to ensure contract production rates were established, coordinated with USACE and WSP field operations to support up to 200 personnel performing generator maintenance for over 500 generators.
- ✓ Facilitated multi-location mobilization logistics and subcontractor notifications. Coordinated with developers to create a new software to support mission operations. Created training curriculum for incident commander and resource unit leader positions.

United Airlines, New Polaris Lounge, Dulles Washington International Airport

- ✓ Provided structural engineering design services for a new 20,000 sq-ft luxury lounge under United's Polaris brand.
- ✓ Communicated challenges and progress to upper management via engaging presentations. Consistently met deadlines and received commendations during client meetings for seven consecutive months.

APPENDIX B | Insurance Requirements

This Appendix B contains the RFP Attachment A – Insurance Forms

All of the forms and attachments found in this response have been prepared to the best knowledge and ability of the proposer. Our response is made subject to condition that Deloitte enters into mutually acceptable definitive written agreement for the requested scope of services with Jefferson Parish.

Deloitte & Touche LLP maintains the insurances required by federal, state, or local statutes, including worker's compensation and employer's liability coverage. We also maintain commercial general liability and automobile liability in amounts sufficient to protect the US firms, as well as the interests of our clients, where appropriate. The attached sample certificate of insurance provides evidence of the minimum limits the US firms maintain for each of these coverages. In addition, Deloitte & Touche LLP maintains professional liability coverage believed to be similar to the programs of other large professional services organizations in the United States. We believe our insurance coverage sufficiently covers the services detailed in this request for proposal. The attached sample certificates of insurance provide evidence of the minimum limits the US firms maintain for this coverage.

If Deloitte & Touche LLP is awarded the work, the insurance requirements will be negotiated in good faith as part of the overall contract negotiation process.

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 05/26/2022		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.						
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).						
PRODUCER Marsh USA, Inc. 1166 Avenue of the Americas New York, NY 10036 Attn: realstate.certrequest@marsh.com			CONTACT NAME: PHONE: FAX (A/C, No): E-MAIL: ADDRESS:			
CN102871568-STND-GAWU-22-23 DT wogiau			INSURER(S) AFFORDING COVERAGE			
INSURED Deloitte LLP Deloitte & Touche LLP			INSURER A: Continental Casualty Company 20443			
			INSURER B: N/A N/A			
			INSURER C: American Casualty Company of Reading, PA 20427			
			INSURER D: Valley Forge Insurance Company 20508			
			INSURER E:			
			INSURER F:			
COVERAGES CERTIFICATE NUMBER: NYC-009468275-37 REVISION NUMBER: 32						
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSUR LTR	TYPE OF INSURANCE	ACORD/UBIR	POLICY NUMBER	POLICY EFF	POLICY EXP	LIMITS
A	COMMERCIAL GENERAL LIABILITY <input checked="" type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIED PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:		GL 602458868	06/01/2022	06/01/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (EA occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$		BUA 6024588671	06/01/2022	06/01/2023	COMBINED SINGLE LIMIT (EA accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ EACH OCCURRENCE \$ AGGREGATE \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N		WC 6024588637 (AO5)	06/01/2022	06/01/2023	<input checked="" type="checkbox"/> PER <input type="checkbox"/> STATUTE <input type="checkbox"/> OTHER
D			WC 6024588840 (CA)	06/01/2022	06/01/2023	E.L. EACH ACCIDENT \$ 1,000,000
			WC 6024588854 (AZ, OR, WI)	06/01/2022	06/01/2023	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
D	Stop Gap (OH, ND, WA)		GAP 6042880616 (OH, ND, WA)	06/01/2022	06/01/2023	E.L. DISEASE - POLICY LIMIT \$ 1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)						
CERTIFICATE HOLDER Deloitte & Touche LLP			CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Marsh USA Inc.			
ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD © 1988-2016 ACORD CORPORATION. All rights reserved.						

CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 05/26/2022														
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>																
PRODUCER MARSH USA, INC. 1166 AVENUE OF THE AMERICAS NEW YORK, NY 10036 Attn: RealEstate.CertRequest@marsh.com	CONTACT NAME: _____ PHONE (A/C, No, Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A: North American Capacity Ins Co</td> <td>25038</td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: North American Capacity Ins Co	25038	INSURER B:		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #															
INSURER A: North American Capacity Ins Co	25038															
INSURER B:																
INSURER C:																
INSURER D:																
INSURER E:																
INSURER F:																
INSURED Deloitte LLP & Deloitte & Touche LLP and all other firms, entities and persons owned, controlled by or associated with the foregoing as more fully described in the Policy. 30 Rockefeller Plaza New York, NY 10112																
COVERAGES CERTIFICATE NUMBER: NYC-010786039-55 REVISION NUMBER: 12																
<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>																
INSR LTR	TYPE OF INSURANCE	ADDITIONAL INSURED	SUBROGATION	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS									
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIED PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER: _____						EACH OCCURRENCE \$ _____ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ _____ MED EXP (Any one person) \$ _____ PERSONAL & ADV INJURY \$ _____ GENERAL AGGREGATE \$ _____ PRODUCTS - COMPROP AGG \$ _____ \$ _____									
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ _____ BODILY INJURY (Per person) \$ _____ BODILY INJURY (Per accident) \$ _____ PROPERTY DAMAGE (Per accident) \$ _____ \$ _____									
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ _____ RETENTION \$ _____						EACH OCCURRENCE \$ _____ AGGREGATE \$ _____ \$ _____									
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N	N / A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ _____ E.L. DISEASE - EA EMPLOYEE \$ _____ E.L. DISEASE - POLICY LIMIT \$ _____									
A	Professional Liability			FIP0008215-15	06/01/2022	06/01/2023	Per Claim 1,000,000 Aggregate 1,000,000									
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) 1. This policy is non-cancelable during the period shown. 2. The issuance of this certificate of insurance does not make the person or organization to whom it is issued an additional insured, nor does it modify in any manner the contract of insurance between the insured and the insurer. Cyber, network, privacy, confidentiality and technology errors and omissions are included in the Professional Liability coverage form.																
CERTIFICATE HOLDER				CANCELLATION												
Deloitte & Touche LLP 30 Rockefeller Plaza New York, NY 10112				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <div style="text-align: right;"><i>Marsh USA Inc.</i></div>												
© 1988-2016 ACORD CORPORATION. All rights reserved. ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD																

APPENDIX C | Contractor Certifications

This Appendix C contains RFP Attachment C – Contractor Certifications

ATTACHMENT “C”

Debarment/Suspension Form

DEBARMENT/SUSPENSION CERTIFICATION

Debarment:

Federal Executive Order (E.O.) 12549 “Debarment” requires that all contractors receiving individual awards, using federal funds, and all subrecipients certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency from doing business with the Federal Government. By signing this document you certify that your organization and its principals are not debarred. Failure to comply or attempts to edit this language may disqualify your bid. Information on debarment is available at the following websites: www.sam.gov and <https://acquisition.gov/far/index.html> see section 52.209-6.

Your signature certifies that neither you nor your principal is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Ragini Roy Basu, Principal

(Name and Title of bidder's official)

Deloitte & Touche LLP

(Name of bidder/company)

701 Poydras Street, Suite 4200

(Address)

New Orleans, LA 70139

(Address)

PHONE (713)-982-2949 FAX

EMAIL rrbasu@deloitte.com

Ragini Roy Basu

Signature

10/11/2022

Date

ATTACHMENT "C"

Anti-Lobbying Form

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Ragini Roy Basu, Principal, hereby certify on
(name and title of bidder's official)
behalf of Deloitte & Touche LLP that:
(name of bidder)

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Executed this 11th day of October, 2022.

By Ragini Roy Basu
(signature of authorized official)

Principal, Deloitte & Touche LLP
(title of authorized official)

APPENDIX D | Signature Page

This Appendix D contains the RFP Attachment – Signature Page

Request for Proposals #0448

To Provide Consulting Services for Disaster Recovery and FEMA Public Assistance

SIGNATURE PAGE

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP'S) from qualified proposers who are interested in providing Consulting Services for Disaster Recovery and FEMA Public Assistance for the for the Jefferson Parish Public Safety Grants & Administration Department.

Request for Proposals will be received until 3:30 p.m. Local Time on: October 14, 2022.

Acknowledge Receipt of Addenda: Number: 1
Number: 2
Number: _____
Number: _____
Number: _____
Number: _____

Name of Proposer: Ragini Roy Basu

Address: 701 Poydras St # 4200, New Orleans, LA 70139, USA

Phone Number: +1.504.609.9366 Fax Number _____

Type Name of Person Authorized to Sign: Ragini Roy Basu

Title of Person Authorized to Sign: Principal

Signature of Person Authorized to Sign: Ragini Roy Basu

Email Address of Person Authorized to Sign: rrbasu@deloitte.com

Date: 10/13/2022

This RFP signature page must be signed by an authorized Representative of the Company/Firm for proposal to be valid. Signing indicates you have read and comply with the Instructions and Conditions.

APPENDIX E | Corporate Resolution

This Appendix E contains the applicable response for the RFP Attachment – Corporate Resolution

Since Deloitte & Touche LLP is not a corporation we have provided Evidence of Signatory Authority for Ragini Roy Basu, as a principal of Deloitte & Touche LLP from the Managing Partner of Deloitte & Touche LLP's New Orleans Office in the Cover Letter – Section A of this Technical Response. The same letter is being included below for your convenience.



Deloitte & Touche LLP
701 Poydras Street, Suite 4200
New Orleans, LA 70139-7704
USA

Tel: +1 504 581 2727
www.deloitte.com

October 14, 2022

Shanna Folse
Jefferson Parish Government
Phone: (504) 364-2680
Email: sfolse@jeffparish.net

Dear Ms. Folse,

On behalf of Deloitte & Touche LLP, we are pleased to respond to the Jefferson Parish Government's Request for Proposal to Provide Consulting Services for Disaster Recovery and FEMA Public Assistance.

The Deloitte & Touche LLP Partnership Agreement (Memorandum of Agreement) provides each partner of Deloitte & Touche LLP the authority to bind the Firm. As Office Managing Partner for Deloitte's New Orleans office, I affirm that Ragini Roy Basu is a principal in good standing with the firm and has the authority to act on behalf of the firm in all negotiations, bidding, concerns, and transactions with the Jefferson Parish Government or any of its agencies, departments, employees, or agents, including but not limited to, the execution of all proposals, papers, documents, affidavits, bonds, sureties, contracts and ACTS and to receive all purchase orders and notices issued pursuant to the provisions of any such proposal or contract.

If you need additional information or have any questions, please feel free to reach out to either Ragini Roy Basu at +1 713-982-2949/ rrbasu@deloitte.com or myself at +1 504-561-7291 or pbrandau@DELOITTE.com

Sincerely,

A handwritten signature in black ink that reads "Patrick J. Brandau".

Patrick J. Brandau,
New Orleans Office Managing Partner

APPENDIX F | Request for Proposal Affidavit

This Appendix F contains the RFP Attachment – Request for Proposal Affidavit

Request for Proposal

AFFIDAVIT

STATE OF Louisiana

PARISH/COUNTY OF Jefferson Parish

BEFORE ME, the undersigned authority, personally came and appeared: Ragini Roy Basu
_____, (Affiant) who after being by me duly sworn, deposed and said that he/she
is the fully authorized Principal of Deloitte & Touche LLP (Entity), the party
who submitted a proposal in response to RFP Number 0448, to the Parish of Jefferson.

Affiant further said:

Campaign Contribution Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A _____ Attached hereto is a list of all campaign contributions, including the date and amount of each contribution, made to current or former elected officials of the Parish of Jefferson by Entity, Affiant, and/or officers, directors and owners, including employees, owning 25% or more of the Entity during the two-year period immediately preceding the date of this affidavit or the current term of the elected official, whichever is greater. Further, Entity, Affiant, and/or Entity Owners have not made any contributions to or in support of current or former members of the Jefferson Parish Council or the Jefferson Parish President through or in the name of another person or legal entity, either directly or indirectly.

Choice B X there are NO campaign contributions made which would require disclosure under Choice A of this section.

Affiant further said:

Debt Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

- Choice A** _____ Attached hereto is a list of all debts owed by the affiant to any elected or appointed official of the Parish of Jefferson, and any and all debts owed by any elected or appointed official of the Parish to the Affiant.
- Choice B** X There are **NO** debts which would require disclosure under Choice A of this section.

Affiant further said:

Solicitation of Campaign Contribution Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

- Choice A** _____ Attached hereto is a list of all elected officials of the Parish of Jefferson, whether still holding office at the time of the affidavit or not, where the elected official, individually, either by **telephone or by personal contact**, solicited a campaign contribution or other monetary consideration from the Entity, including the Entity's officers, directors and owners, and employees owning twenty-five percent (25%) or more of the Entity, during the two-year period immediately preceding the date the affidavit is signed. Further, to the extent known to the Affiant, the date of any such solicitation is included on the attached list.
- Choice B** X there are **NO** solicitations for campaign contributions which would require disclosure under Choice A of this section.

Affiant further said:

That Affiant has employed no person, corporation, firm, association, or other organization, either directly or indirectly, to secure the public contract under which he received payment, other than persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project or in securing the public contract were in the regular course of their duties for Affiant; and

That no part of the contract price received by Affiant was paid or will be paid to any person, corporation, firm, association, or other organization for soliciting the contract, other than the payment of their normal compensation to persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project were in the regular course of their duties for Affiant.

Affiant further said:

Subcontractor Disclosures

(Choose A or B, if option A is indicated please include the required attachment):

Choice A _____ Affiant further said that attached is a listing of all subcontractors, excluding full time employees, who may assist in providing professional services for the aforementioned RFP.

Choice B X There are **NO** subcontractors which would require disclosure under Choice A of this section.

Ragini Roy Basu
Signature of Affiant

Ragini Roy Basu
Printed Name of Affiant

SWORN AND SUBSCRIBED TO BEFORE ME
ON THE 11th DAY OF OCTOBER, 2022.

Shiela R. Senesac
Notary Public



SHIELA R. SENESAC
Printed Name of Notary

803 8553
Notary/Bar Roll Number

My commission expires 10-19-24.



The services will be performed in accordance with the Statement on Standards for Consulting Services issued by the American Institute of Certified Public Accountants (the "AICPA"). However, the performance of the services will not constitute an engagement to provide audit, compilation, review, or attest services as described in the pronouncements on professional standards issued by the AICPA or the U.S. Public Company Accounting Oversight Board and, therefore, Deloitte will not express an opinion or any other form of assurance with respect to any matters (including, without limitation, compliance with U.S. GAAP, IFRS and SEC rules and regulations).

Our proposal is being made subject to the conditions that Deloitte Risk and Financial Advisory and Jefferson Parish subsequently reach and enter into a) mutually acceptable definitive written agreement for the proposed services and (b) Deloitte Risk and Financial Advisory completes, to its satisfaction, its standard client acceptance and continuance procedures with respect to this proposed engagement.

About Deloitte

Deloitte refers to Deloitte & Touche LLP, which is a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2022 Deloitte Development LLC. All rights reserved