



# Section IV

Organizational Information/  
Experience/Qualifications

# Organizational Information, Qualifications, Experience, & References

**We offer global leadership in program and construction management**

**AECOM** AECOM is a global leader in program and construction management and has supported the delivery of programs that total to more than \$500 billion. North Carolina can have confidence that this program will be delivered with industry leading expertise, innovation and efficiency every step of the way.

## Company Background History

AECOM's roots in North Carolina date back over 20 years. Over this time period we have supported various departments of the State of North Carolina through growth, maintenance and emergency needs. We have intimate knowledge of the State's infrastructure and unique characteristics. We bring exceptionally qualified local design engineering and construction services as well as knowledge of the local community and agencies.

On April 6, 1990, AECOM became an independent company formed by the merger of five entities. While our official founding was in 1990, some of our predecessor firms had distinguished histories dating back more than 110 years. Since then, more than 50 companies have joined AECOM and, in 2007, we became a publicly traded company on the New York Stock Exchange (NYSE: ACM).

We design, build, finance, and operate infrastructure assets for governments, businesses and organizations in more than 150 countries. As a fully integrated firm, we connect knowledge and experience across our global network of experts to help clients solve their most complex challenges. From high-performance buildings and infrastructure to resilient communities and environments, to stable and secure nations, our work is transformative, differentiated and vital. A Fortune 500 Firm, AECOM had revenue of approximately \$18.2 billion during fiscal year 2017. More information on how we deliver what others can only imagine can be found at [aecom.com](http://aecom.com) and [@AECOM](https://www.instagram.com/AECOM).



## Company Organization

### Company Leadership

The AECOM team's key program leadership has worked tens of billions of dollars in disaster grant and recovery programs in recent years. Throughout this Response, we highlight CDBG-DR as well as STEP housing recovery programs AECOM has supported. Whether we worked directly for HUD, or for a grantee or sub-grantee, we have been championing the recovery of communities for many years and, in doing so, supported billions of dollars in relevant recovery operations. AECOM brings a proven blend of national and local staff who will help NCEM capitalize from our many strengths.

### Supervising the Program

Mark Breor will be responsible for overall program delivery and will be supported by the Principle in Charge, Bob Leonetti. In addition, Scott Edelman will ensure the project has the proper resources for successful completion. Resumes for both Scott and Bob have been included with the rest of our team further down in this Section.

### Principal in Charge



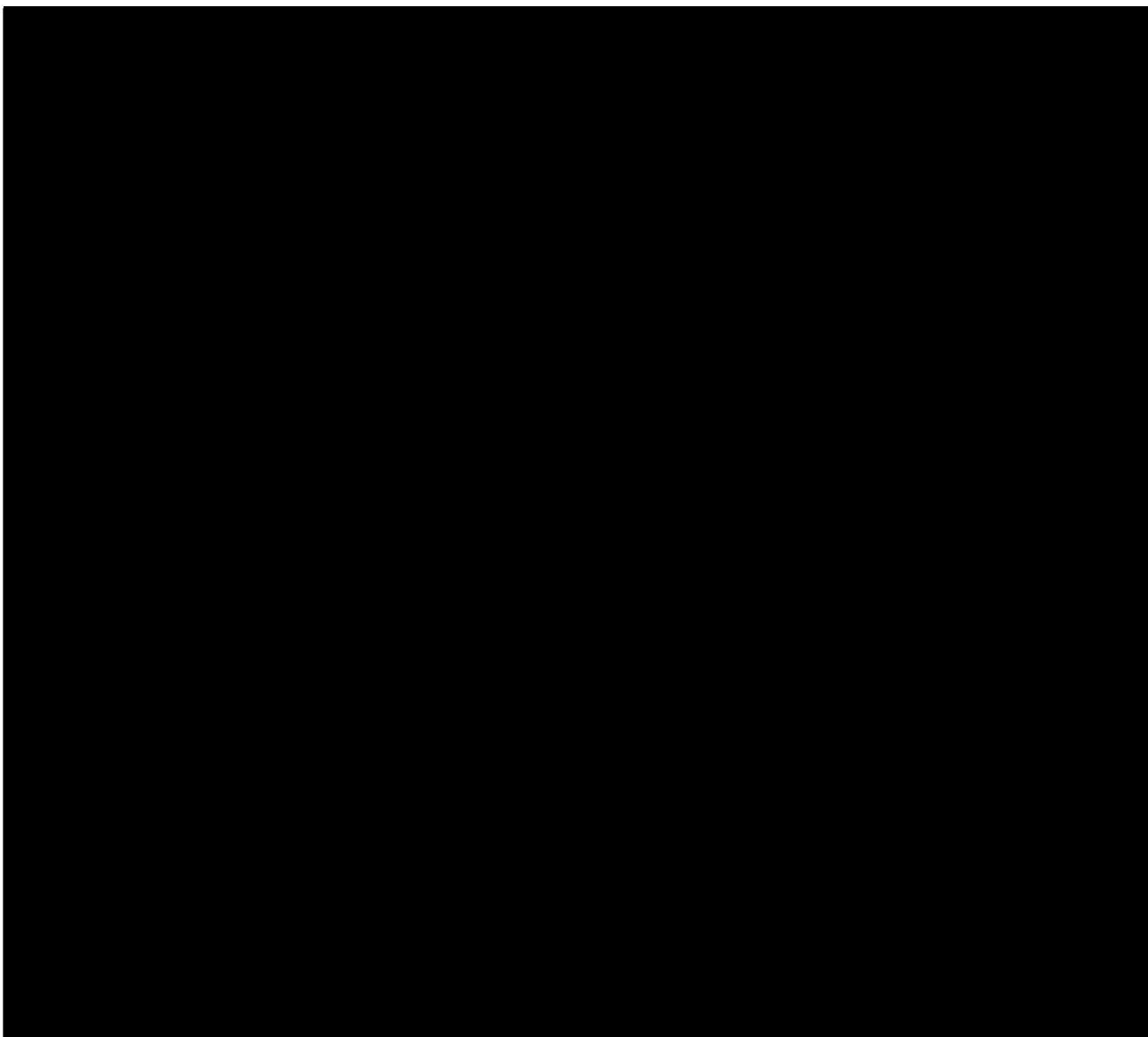
Bob Leonetti will be the overall AECOM officer responsible for the total performance and implementation of this program. Bob has AECOM Global Disaster Recovery Construction Service Business Line Leader. With nearly four decades of construction experience in both the public and private sectors, Bob brings extensive construction management knowledge and skill to the NCORR for this disaster recovery program. Bob is currently our Principal-in-Charge for the USVI Homes and Temporary Schools Program and is leading construction services for the NC STEP.



### Project Executive Continuity of North Carolina Disaster Recovery delivery

AECOM's proposed Project Executive, Scott Edelman, brings over 35 years of program, project, and operations experience to the NC STEP program. Scott has dedicated his career to disaster management projects. He is results oriented and has led several disaster recovery efforts and has influenced re-building and recovery in a sustainable manner by focusing on non-structural and structural solutions appropriate for the geographic area. Scott is the Principle-in-Charge for performing approximately 20% of the FEMA's coastal analysis in the past 5 years and has been responsible for over 30% of FEMA's flood maps nationally. In North Carolina, Scott has performed flood-related work in each of the state's 100 counties. In the 1980s, Scott helped found the North Carolina Floodplain Managers Association and served on the Greensboro Planning Board. He is currently serving as Project Director for the

North Carolina STEP program. In this role, Scott has physically been in the JFO nearly every day except for Thanksgiving and Christmas. **Scott's experience will bring a continuity of disaster recovery experience to NCORR.**



*\* Effective 1/5/15, AECOM Technology Corporation changed its name to AECOM.*

As of June 30, 2015, the single largest shareholder of AECOM ("ACM") is FMR LLC, a Fidelity company, which is a registered investment adviser that holds beneficially for its third party investors approximately 14.88% of ACM stock.

Wellington Management Company, LLP, ("Wellington Management") an investment advisor, holds approximately 8.07% of the shares of ACM stock. Wellington Management, in its capacity as investment advisor, may be deemed to beneficially own the shares of ACM which are held of record by clients of Wellington Management.

The Vanguard Group ("Vanguard") holds approximately 6.48% of ACM stock and has sole power to dispose or to direct the disposition of a portion of the shares and shared power to dispose or to direct the disposition of the remaining shares.

BlackRock Inc. ("BlackRock"), a holding company, holds approximately 6.05% of ACM stock. BlackRock has sole power to dispose or to direct the disposition of all of its shares.



## Internal Partial Corporate Organization Structure



Neither FMR LLC, Wellington Management, Vanguard nor BlackRock participate in ACM's day-to-day operations or policy and decision making processes. Their respective shares of ACM stock may change at any time, which will be disclosed to the U.S. Securities and Exchange Commission as public record.

## Project Team Organization

**RFP Section 4.8 (pg.21):** *In its Proposal, Offeror shall demonstrate experience with public and/or private sector clients with similar or greater size and complexity to the State of North Carolina. Offeror shall provide information as to the qualifications and experience of all executive, managerial, legal, and professional personnel to be assigned to this project, including resumes and biographical summaries citing experience with similar projects and the responsibilities to be assigned to each person.*

### AECOM is a national leader in major disaster recovery programs

- The AECOM team will provide North Carolina with the expert technical knowledge and proven delivery model necessary to succeed. We share the same goal as the State of North Carolina, to help the people of North Carolina finally move beyond recovery and fully return to their regular routines.
- AECOM has implemented over 40 major programs across North America, successfully overseeing over \$50 billion in improvements.
- Under the CDBG-DR housing program, AECOM has helped over 30,000 homeowners in Louisiana, Mississippi, Texas, New Jersey, and New York rebuild after catastrophic events.
- AECOM is FEMA's largest contractor providing disaster recovery assistance, and we have provided rapid assistance after every major disaster for the past 20 years.
- AECOM will provide continuity to the State in continuation of disaster recovery housing activities. As the State's STEP program manager, AECOM has over 2,000 homes under construction or completed as of March 18, 2019.

### Our Team Member Firms Fortify an Already Powerful Team

AECOM has assembled an outstanding team of five carefully selected subconsultants with extensive, specialized expertise in disaster recovery. Collectively, they address all experience requirements identified in the RFP, are intimately familiar with STEP-related needs in North Carolina, and have demonstrated records of success with the on-time and on-budget delivery of outstanding services. Significantly, AECOM has worked with all of these firms in the past, ensuring that team members will "hit the ground running" rather than use valuable time and resources to introduce themselves to one another.

**Plexos** offers innovations in software design and application to the STEP program in the North Carolina as well as to many CDBG-DR programs previously and is intimately familiar with the systems of record needed to make these programs successful. **Remora Consulting** offers special expertise in federal compliance. **BBFoster** offers specialty staffing services in the placement of minority professionals. **CMTS**, is a multi-faceted DBE organization offering expert services in project management, construction management, project controls, cost estimating, scheduling, construction inspection, document control and quality assurance services. Backed by the unparalleled resources of AECOM (the largest consulting firm in North Carolina and among the largest in the world), our team offers North Carolina the depth, breadth, experience and availability essential to successful program delivery. Finally, AECOM's size and local presence allows us to limit the number of sub consultants on our team, ensuring a highly efficient and streamlined approach to time-sensitive delivery of disaster recovery services.

Presented below is a summary of the experience and benefits each sub consultant partner contributes to the AECOM team. Each has been selected due to their technical knowledge, capable resources, and proven expertise assisting with efforts similar to the North Carolina CM/Recovery program. AECOM has a proud history of working with these companies on past projects and is confident that our commitment to quality and the timely delivery of services will provide significant value to our team as we successfully implement this program.

**Figure 4.0 – 1 AECOM's Team Consultants**

SUBCONSULTANTS / ROLE ON CONTRACT	EXPERIENCE	BENEFITS TO THE STATE OF NORTH CAROLINA
<p><b>PLEXOS</b> GROUP</p> <p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Damage Assessments</li> <li>• Inspections, Subject Matter Expertise</li> <li>• Finance</li> <li>• IT/Data Management</li> <li>• Reporting</li> <li>• Fraud</li> <li>• Compliance</li> </ul>	<p>Plexos Group is a full-service disaster recovery, business consulting, and engineering firm. Their staff has over 100 years of combined experience in maximizing the use of federal funds and administering disaster response, recovery, and housing rehabilitation; reconstruction; and redevelopment programs. Plexos has successfully managed a large portfolio of programs (over \$20 billion in total value) from concept design through implementation and closeout, including FEMA's Public Assistance and Hazard Mitigation Assistance programs, HUD Community Development Block Grant Disaster Recovery, housing and infrastructure, federal grant claims management and class-action claims administration programs.</p> <p><b>Plexos</b> has developed two unique data software currently in use by the NC STEP program: <b>PlexoSoft</b> is a customizable end-to-end system of record used for claims and grant management programs. Unique to the system is the ability to change the workflow process for processing a claim without the need to change the underlying code. <b>iPlexos</b> is a robust damage assessment platform that utilizes technology similar to UPS and Fedex for dispatching. iPlexos works on iPhones, iPads and Android-based tablets and is used for damage assessments and inspections for housing programs.</p>	<p><b>Value: Seamless IT Integration, AECOM Partner on NC STEP and USVI</b></p> <ul style="list-style-type: none"> <li>• Successfully managed a large portfolio of programs from concept design through implementation and closeout—this experience will greatly benefit North Carolina.</li> <li>• Plexos owns two data software systems, PlexoSoft and iPlexos. These two systems will provide North Carolina an incredible document repository, and a system that collects repair quantities including site conditions, exterior damages, and interior damages, environmental data, home location and GPS coordinates, photographs, notes, and signatures of the homeowners, damage assessment inspectors, contractor representatives, and environmental inspectors.</li> </ul>
<p><b>REMORA CONSULTING, LLC</b></p> <p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Legal, Compliance</li> <li>• QA/QC</li> </ul>	<p><b>Remora Consulting</b> (through Kevin Hamby) specializes in assisting public and private sector clients in designing programs and policies that meet or exceed federal compliance requirements. Kevin brings over 10 years of experience working with CDBG-DR through more than 10 different disaster programs, where he works with clients to develop programs that are compliant with federal regulations and streamlined.</p>	<p><b>Value: Reducing Program Risk</b></p> <ul style="list-style-type: none"> <li>• Kevin Hamby's thorough understanding of HUD and OIG requirements for the implementation of regulations, rules, and direct guidance will make for smooth coordination with federal agencies.</li> <li>• Remora will work to balance the risk of repayment against making the funds quickly available to assist the impacted public.</li> </ul>

**Figure 4.0 – 1 AECOM's Team Consultants**

SUBCONSULTANTS / ROLE ON CONTRACT	EXPERIENCE	BENEFITS TO THE STATE OF NORTH CAROLINA
 <p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Intake Center Grants Administration and Client Assistance, Infrastructure Inspection</li> <li>• Homeowner/Contractor Liaison Services</li> <li>• Engineering, Technical Assistance</li> <li>• D/M/WBE Contractor Assistance</li> <li>• Supportive Services</li> <li>• FEMA Housing Assessments</li> </ul>	<p><b>BBFoster Consulting</b> is a professional corporation providing civil engineering, program management, contract administration, inspection and grant administration services. BBFoster will provide experienced engineering and project management professionals to the team. They are experienced in managing large federal, public- and private-sector programs. They are thoroughly knowledgeable of specifications based on experience and they work with city, county, state, and private organizations. They provide FEMA residential and commercial property damage assessments and grants management services. They can provide OSHA 10- and OSHA 30-hour certified staff as well as licensed Project Management Professionals (PMPs), licensed professional engineers (NC, GA, SC, MI, IL, OH), former state DOT utility and permits managers. They have an International Coach Federation (ICF) Member - Associate Certified Coach (ACC) designation.</p> <p>They have provided technical assistance and support services for the North Carolina Department of Emergency Management Resilient Redevelopment Project and Grants Intake Centers; historically Underutilized Business (HUB) consultant business development and support services for the NC Department of Administration; and program director services for the NC Department of Transportation.</p>	<p><b>Value: Local Presence, Staffing to Support the Local Community and Minority Professionals</b></p> <ul style="list-style-type: none"> <li>• Company based in North Carolina and has performed a myriad of projects in the state. They know the area and live in the area.</li> <li>• BBFoster is a staffing firm focusing on the placement of minority professionals.</li> <li>• BBFoster will be instrumental in ensuring that appropriate staff resources are available for deployment on the program.</li> </ul>
 <p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Project Management</li> <li>• Construction Management</li> <li>• Field Inspectors</li> <li>• Safety Manager/ Coordinators</li> <li>• Document Control</li> <li>• QA/QC</li> <li>• Compliance</li> <li>• Project Controls</li> <li>• Laborers</li> <li>• Administrative support</li> </ul>	<p><b>CMTS</b> has provided professional engineering, inspection and project control services for clients at nine international airports, for over 50 city and county municipalities and for seven state departments of transportation. Projects have comprised of more than \$30 billion of construction value in the 35 years that CMTS has been in business. Areas of expertise includes public works capital improvement projects (including debris planning, inspection and monitoring), design/build public and private projects, including multi family, student housing and single-family homes, as well as commercial and industrial developments.</p> <p>Housing Projects include:</p> <ul style="list-style-type: none"> <li>• <i>"Move on Housing"</i> Program for the Los Angeles World Airports. CMTS assisted in</li> </ul>	<p><b>Value: Nationwide reach with local community sensitivity</b></p> <ul style="list-style-type: none"> <li>• CMTS is a construction management firm who has experience working in North Carolina. We are currently in the close out phase of the Rocky Mount Event Center with a 12-month warranty review scheduled for 2020.</li> <li>• We will be instrumental in placing highly experienced and trained professionals with required certifications to assist recovery efforts statewide.</li> </ul>



**Figure 4.0 – 1 AECOM's Team Consultants**

SUBCONSULTANTS / ROLE ON CONTRACT	EXPERIENCE	BENEFITS TO THE STATE OF NORTH CAROLINA
<ul style="list-style-type: none"> <li>Staff Augmentation</li> </ul>	<p>relocating 500 homes and multifamily dwellings planned to be destroyed due to Capital Improvement Projects. These homes were moved to a depressed area in the city. This created needed housing and increased real estate improvements in low income areas.</p> <ul style="list-style-type: none"> <li>University Park Apartments for California State University. CMTS managed the construction of a 15 multi-story student housing that was damaged to the Northridge Earthquake.</li> <li>Housing project for Stapleton International Airport in Denver, CO. CMTS implemented a <i>Noise Insulation Program</i> of 3,500 homes surrounding the airport.</li> <li>Douglass Apartments in the Horseshoe area of Detroit, MI. CMTS provided Construction Management Services for a low-rise public housing apartment complex.</li> </ul> <p>Emergency management projects include:</p> <ul style="list-style-type: none"> <li>Debris Management, recruitment and training of local personnel for field operations and office support for Hurricanes Irma and Matthew</li> <li>Estimations for over 100 damaged assets due to Hurricane Irma</li> </ul>	<ul style="list-style-type: none"> <li>We bring extensive experience in augmenting existing program staff and integrating workers seamlessly into current operations.</li> </ul>

## Staffing and Deployment

AECOM is the largest engineering firm in North Carolina and has been supporting local clients such as NCEM, for decades. In addition to AECOM's experienced staff, we have teamed with highly qualified partners to provide exceptional staff resources with relevant disaster recovery expertise. The project references and information sheets found in the **References section** of this Response, as well as the chart in **Figure 4.0 – 2** details how we have been actively engaged with 14 other governmental agencies of similar size and scope to NCORR over the last 14 years, well in excess of the required eight years identified in the RFP.

## Extensive Local and Regional Resources

AECOM is one of the world's premier, fully integrated engineering, architecture, infrastructure, program management, and support service firms. AECOM employs over 75,000 professionals with diverse backgrounds and provides expert services in over 150 countries. Beyond the core team we present in our Organization Chart below and within the immediate confines of Raleigh and the JFO, we have 50 construction management professionals and professional engineers available for Fast Start assistance if needed. Additionally, as **Figure 4.0 – 2** shows, within a four hour driving radius of Raleigh, we have an additional 240 professional engineers and construction managers accessible for rapid deployment and assistance to this program. Our experience with FEMA and HUD disaster recovery programs has provided us with the ability to rapidly identify, commit, and deploy required team resources to complex programs in post-disaster

## Staffing Approach: Effective, Efficient, and Economic Deployment of Staff Resources

Our staffing plan is based on estimating the need, meeting the demand, and getting a fast start:

- Estimating the Need: Based on our experience with similar programs, AECOM has run multiple scenarios to determine estimated Level of Effort (LOE) for staff required to support the program.
- Meeting the Demand: In order to meet the required staffing demand, AECOM has assigned Resource Manager Margaret Dwyer. She will have access to our bench of experience AECOM staff resources developed through our disaster recovery programs. In addition, she will be able to reach into the overall AECOM organization of

more than 75,000 staff. A fast program start with schedule at the forefront is mission critical. For this requirement, AECOM has assembled a strong team with extensive experience managing large-scale HUD disaster recovery programs. Our **"Fast Start" team members** are identified by a lightning bolt icon on our Organization Chart.

- Based on our experience with similar CDBG-DR Programs, AECOM has developed a staffing plan for the NCORR program. The remainder of this Section provides the names of key staff working on the project who will provide services to NCORR, and other subject matter experts available to support AECOM and NCORR throughout the duration of the contract. We understand that outreach is not directly compensated as part of this contract. However we have included staffing to provide advice and coordination with NCORR and required activities they may have to perform. To ensure sufficient staffing AECOM will also maximize the use of local companies, staff, and organizations. Some examples include:
  - Maximize the use of locally based companies. To help staff these programs and provide inspectors, customer service reps and case managers, AECOM typically utilizes the services of BB Foster. BB Foster is a staffing firm specializing in the placement of minority employees. For this program, we will again call on BB Foster to assist with staffing this program, meeting MW/DBE and Section 3 hiring goals.
  - Job Fairs for Local Hiring. Similar to AECOM's commitment on other projects, AECOM will hold local job fairs to hire local staff for inspectors, payment processing, development of scopes of work, etc. We are committed to putting local residents back to work, and will work with local organizations to find appropriate staff for the project.
  - Ensuring Capacity Involvement if Subcontractors: AECOM's teaming partners are fully integrated into the team. AECOM utilizes the "best athlete" principle and will provide NCORR with the most highly qualified staff from our team. As mentioned, our partner BB Foster will help with the placement of minority professionals.

## AECOM Team Point of Contact

Provided below is the contact information for the AECOM team including name/title, e-mail, phone, and address.

Name / Title	Email / Telephone	Address
Scott Edelman, Senior Vice President / Authorized Signatory	<a href="mailto:scott.edelman@aecom.com">scott.edelman@aecom.com</a> 336 314-3435	1600 Perimeter Park Drive, Suite 400, Morrisville, NC 27560

## Project Team Organization

The right people make a difference. They are critical to the success of a project of this magnitude. The AECOM team is proud to introduce our project team which was hand selected based upon their qualifications, experience and availability to support this program for duration. Our anticipated Organizational Chart and the Resumes of our Project Manager and key team members have been included following this section.

### We are your team of the future, focused on getting residents back home.

#### Project Manager



AECOM's proposed Project Director, **Mark Breor**, a Region Business Leader with operational expertise. Mark recently served as Construction Manager for the USVI Emergency Home Repair Program and the Roof Hardening Program, and as the lead for the construction phase of the Build-it-Back program where he was responsible for overseeing the integrated design and construction for the rebuilding, elevating and renovating more than 1,000 homes impacted by effects of Hurricane Sandy. As Project Manager, he is responsible for project activity compliance with regulatory and client requirements by providing interpretation of design and application of construction methods. Mark brings proven ability to monitor and control construction projects to ensure project completion within budget and schedule. His ability to manage

multidisciplinary teams makes him the optimal manager to achieve high production rates while maximizing the efficiencies of the team. With safety and quality being paramount to achieve program success, we have designated a Senior Safety Officer, Lee Davis, and Construction Phase Manager, Daniel Augusti over the program.

#### Deputy Project Manager



AECOM's proposed **Deputy Project Manager, Lara Robertson**, brings 22 years of experience in the planning and implementation of disaster response and recovery initiatives, and executive management of diverse, legacy-scale programs in conformance with federal, state, and local laws. As a result of Hurricanes Katrina/Rita, she was responsible for designing and managing the largest housing elevation program in U.S. history jointly funded by HUD and FEMA. In addition, Lara has been directly responsible for the management and compliance of over \$11 billion in federally funded housing programs while working with HUD and FEMA officials to obtain the flexibility needed to effectively address recovery needs, streamline recovery processes, and achieve close out.

### A proven team focused on getting residents back home quickly.



## Team Capacity

	Benefits to the State
 <p><b>AECOM</b> Imagine it. Delivered.</p>	<ul style="list-style-type: none"> <li>– Program Manager</li> <li>– Response to more than 350 Disasters</li> <li>– Participated in 8 of past 11 CDBG-DR Programs</li> <li>– Over \$13 Billion in HUD CDBG</li> <li>– Over \$18 Billion in Annual Revenue</li> <li>– 700+ North Carolina Staff</li> <li>– Over 87,000 Staff Worldwide</li> </ul>
 <p><b>PLEXOS</b> G R O U P</p>	<ul style="list-style-type: none"> <li>– FEMA and HUD Policy Experts</li> <li>– Damage Assessments / Inspections</li> <li>– IT / Data Management</li> <li>– Finance</li> <li>– Major Disaster Recovery Experience (Virgin Islands)</li> </ul>
<p><b>REMORA CONSULTING, LLC</b></p>	<ul style="list-style-type: none"> <li>– Legal Support</li> <li>– Designs Programs and Policies that Meet or Exceed Federal Compliance Requirements</li> <li>– Develop Programs that are in Compliance with Federal Regulations and Streamlines Disaster Recovery Programs</li> </ul>
 <p><b>BBFoster</b> Consulting, PC</p>	<ul style="list-style-type: none"> <li>– Intake Center Grant Administration</li> <li>– Client Assistance</li> <li>– Infrastructure Inspection</li> <li>– Homeowner / Contractor Liaison</li> </ul>
 <p><b>CMTS</b></p>	<ul style="list-style-type: none"> <li>– Verify uploading of financial information into NCORR's System of Record</li> <li>– Compliance</li> <li>– Appeal Review and Recommendation Reporting</li> </ul>



## **Resumes of Key Staff**

The resumes presented below represent our team as identified in the Organization Chart above. All of these team members are committed to the NCORR Construction Management project, and will be dedicated to this program for the duration of the contract. Should any member need to be replaced, we will promptly notify NCORR of the circumstances and identify an appropriate replacement from our team based upon role and skillset.



## Bob Leonetti Principal-in-Charge

Bob brings four decades of construction experience in both the public and private sectors to NCORR.

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Disaster Recovery program management
- Construction Management

### Firm

AECOM

### Experience

38 years

### Education

AS, Architecture

BS, Urban and  
Environmental Sciences

MS, Civil Engineering

### Career Summary

Bob is a motivational and results driven executive with nearly four decades of experience leading businesses in both the private and public sectors. He has a consistent record of delivering strong financial and operational performance results, customer service and safety performance. His strengths include aligning and focusing large-complex, diverse organizations to optimize performance and goal achievement, guiding organizations through disruptive change and developing high potential employees and driving high-performance teams.

Mr. Leonetti joined AECOM shortly after the acquisition of the URS Corporation. He has served in several executive management positions since joining the Enterprise.

### Relevant Experience

#### **Construction Services Group, AECOM, New York, NY, Senior Vice President.**

Working with and effectively collaborating across AECOM's operating groups, current responsibilities include the coordination of construction services globally to ensure that AECOM is well organized to respond to the unprecedented series of natural disasters. AECOM offers a broad spectrum of competencies for Disaster Response and Recovery services to government clients and private enterprises throughout the World. Recent hurricanes and fire storms events have devastated parts of our country, Puerto Rico and the U.S. Virgin Islands. Our disaster planning, recovery and construction services assist governments, survivors and businesses mitigate damage and help communities rebuild from natural disaster events with emphasis on implementing safe and resilient solutions.

**Civil Construction & Mining (CCM) Division, AECOM, New York, NY, President / General Manager.** Served as the Chief Executive responsible for driving safety, P&L and the strategic advancement of CCM's financial growth expectations. CCM is integral to AECOM's Integrated Service Delivery approach of combining AECOM's enterprise-wide design-build-finance-operate capabilities and construction services growth plans. Worked with peers across the AECOM enterprise providing a comprehensive and coordinated approach to developing and growing the business. Identified acquisition targets to grow the civil business and successfully completed the acquisition and integration of Shimmick Construction into construction services. Represent AECOM Construction Services on Joint Venture Review Boards as an Executive Board Member.

**Alternative Delivery Group (Design and Consultant Services – DCS), AECOM, New York, NY, Senior Vice President.** Principally responsible for directing AECOM's alternative delivery practice throughout the Americas. Worked with the AECOM DCS executive leadership team to develop and set strategic goals for the alternative delivery group that included Public-Private-Partnerships, Design-Build procurements and Construction Management at Risk projects. Directed alternative delivery pursuits valued at \$30 Billion per year and maintained teaming relationships with industry



## Bob Leonetti

partners and clients. Built a solid history of growing AECOM's alternative delivery business by focusing on winning large infrastructure and heavy civil construction projects throughout North America. Principal architect of AECOM's Integrated Delivery Steering Group that evaluates and prioritizes alternative delivery projects across the Enterprise.

**Business Development and Marketing, Granite Construction, Inc., Watsonville, CA, (2003-2015): Vice President.** Directed lead generation and marketing efforts for Granite Construction business units and subsidiaries nationwide and was an integral member of the corporate leadership team. Tracked over \$65 billion in P3, design-build and hard-bid opportunities; and was the key strategist in developing teaming relationships for \$7.8 billion in new sales over a two-year period building the largest backlog in Granite's history. Lead Granite's sales team and was the Capture Manager for the \$3.14B Tappan Zee Bridge project, the single- largest bridge contract in the country's history.

Managed national and regional business development managers with the development of strategic relationships and market plans that foster profitable growth in transportation, industrial, power, water and Federal end-markets. Supported corporate development with market analyses for potential acquisition/investment opportunities and participated in the development of playbook strategies during the post-merger integration for the Kenny acquisition. Served on many intergovernmental transportation committees, and represented Granite on numerous industry boards and associations throughout the United States.

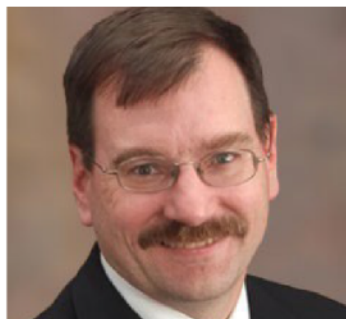
**Business Development and Marketing, Yonkers Contracting Company, Inc., Yonkers, NY, (1999-2003): Vice President / Corporate Officer.** Reported directly to President and CEO. Positioned the Company strategically to meet emerging growth opportunities; and developed and implemented strategic short-term and long-term business plans to ensure that growth initiatives were met. Operational responsibilities included the management and monitored revenue forecasts and cash flow on all projects. Developed and maintained key business relationships throughout the industry, nationwide. Appointed Corporate Compliance Officer and administered/managed the Company's

**E6 Ethics and Integrity Program, Transportation Division, URS Corporation, New York, NY, (1994-1999): Deputy Manager.** Provided P&L operational support to Northeast Regional Manager and NY Office Manager tracking project performance across the design and transportation planning division; prepared strategic business plans,

tracked the financial and technical performance of all transportation division projects. Maintained ongoing relationships with key client decision-makers within public agencies in the New York Metropolitan area, and provided recommendations for pursuit strategies to senior management. Served as Principal-in-Charge and Program Manager on many planning, engineering and organizational development studies. Identified potential targets for investment, acquisition and strategic partnerships. Performed market analyses and due diligence that culminated in successful growth of URS through the acquisitions of Greiner; Woodward-Clyde; and Dames and Moore. Served as the Quality Assurance Officer for the Transportation Planning Division.

**City of Yonkers - Yonkers, NY (1989 – 1993) Acting Commissioner/Deputy Commissioner of Public Works.** Directed 20 operating divisions and managed annual budgets totaling \$136 million. Planned and administered the City's Capital Improvement Program and supervised all infrastructure improvements that included highways, roads, bridges, public buildings, water systems, recycling and general municipal operating services. Granted permits for local highway and capital infrastructure improvements for public and private ventures. Represented the Department of Public Works regarding all City of Yonkers Board of Contract and Supply Awards for goods and services procured by the City. Represented the city of Yonkers on many interagency steering committees. The most notable influenced the implementation of electronic toll collection technology (EZ-Pass) for fourteen individual toll agencies located in the Northeastern U.S.

**City of Yonkers - Yonkers, NY (1980 – 1989) City Traffic Engineer.** Managed the traffic engineering, transportation planning, parking, traffic signing, pavement markings, traffic signals, and street lighting for city with 225,000 in population. Supervised the preparation of plans and specifications for traffic signals and other related capital improvements; responsible for the planning, design, bid document preparation, and construction supervision for arterial highway reconstruction, and reviewed permits and licensing for state, county and local roads.



## Scott Edelman, PE Project Executive

Scott brings valuable experience from leading the current NC STEP program providing NCORR continuity in recovery delivery

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Disaster Response and Recovery
- Program Management

### Firm

AECOM

### Experience

35 years

### Education

BS, Civil Engineering,  
Pennsylvania State  
University, 1981

### Training / Certifications

Professional Engineer, North  
Carolina, #012954, Issued  
01/01/1986

Professional Engineer, South  
Carolina, #17156, Issued  
11/01/1995

Professional Engineer,  
Mississippi, #18625, Issued  
07/14/2008

Professional Engineer,  
Massachusetts, #47059,  
Issued 06/19/2007

Professional Engineer,  
Maryland, #17213, Issued  
01/01/1991

### Career Summary

As a Senior Vice President, Scott oversees AECOM's Emergency Response & Recovery, Hazard Mitigation, and Flood Control practices. He is responsible for over \$500M in annual revenue, overall direction, and performance related to these services throughout North America. This high level responsibility provides North Carolina with a person at the table who has the ability to bring abundant resources and make decisions.

In North Carolina, Scott has performed flood-related work in each of the state's 100 counties. He helped found the North Carolina Floodplain Managers Association in the 1980s and has served on the Greensboro Planning Board and was President of one of the largest homeowners associations in Greensboro.

Scott is serving as the start-up program manager for the North Carolina STEP program that was awarded on November 16, 2018 and is currently being re-competed with this advertisement. In this role, Scott has physically been in the JFO nearly every day except for Thanksgiving and Christmas.

Scott has dedicated his career to disaster management projects. He has led several disaster recovery efforts and has influenced re-building and recovery in a sustainable manner by focusing on non-structural and structural solutions appropriate for the geographic area. Scott is the Principle-in-Charge for performing approximately 20% of the FEMA's coastal analysis in the past 5 years and has been responsible for over 30% of FEMA's flood maps nationally.

### Relevant Experience

**North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):** Scott is currently serving as the start-up Program Director for the NC STEP program. He is leading the AECOM team in providing project management and grant administration services to provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as Program Director, Scott led the successful implementation of the following start-up activities: developed over 100 key NC-specific policies to implement the program, developed 82 items of the construction pick list (e.g., repair and replacement of windows, doors, plumbing, floors, drywall); in conjunction with NCEM, drafted two "Request for Extension of Right of Entry (ROE) Deadline" documents, (both of which were supported by the FEMA Federal Coordinating Officer (FCO); coordinated open houses in all 12 eligible counties to obtain ROEs; developed an applicant portal for ROE collection and status reporting including a first of its kind electronic DocuSign capability; developed and mailed postcards explaining the STEP program to all eligible applicants; called over 11,000 applicants to obtain ROEs and is scheduling and completing Initial Site Visits (ISVs); and assigned 350 homes to the VOADs for construction.

## Scott Edelman, PE

### **Virgin Islands STEP and Other Support (2017- 2018):** **Scott served as the start-up project manager for STEP.**

He was on the island within a few days after the disaster. This was a challenging environment—for the first two months the island was under a 20- hour curfew with people only being allowed off of their property from noon to 4:00 pm. Scott assisted the Program Manager and the Virginia Islands with obtaining the funding from Office of Management and Budget (OMB) and Congress to fund the entire recovery. Specifically, he directed damage assessments for all government buildings and infrastructure (schools, airport, and water/wastewater) and housing as well as preparing Governor Mapp for meetings in Washington, DC. As a STEP start-up project manager, Scott led the approach for how the work would be accomplished and led the policy development. This included: call center start up within 7 days of the contract; overseeing the intake for STEP that included public outreach, community centers, mobile outreach centers, door-to-door campaigns, radio and newspaper ads; developing and recommending policies needed to implement the program; coordinating extreme logistics for obtaining materials for re-building; directing work to re-build the homes as the General Contractor; and, overseeing more than 10,000 applicants and 8,000 homes for \$350MM in delivered work.

**Jeddah Flood Protection:** In this project, Scott was responsible for the start-up of a very complex water resource effort to protect Jeddah, Saudi Arabia from floods that it received from 2009 and 2011 events. This effort required 147 AECOM engineers and planners to be mobilized within two weeks of notification; mobilization of 400 AECOM staff within 4 weeks; supply of more than 1,000 AECOM inspectors in 12 weeks; production of over \$250MM of construction drawings in three months (that were completed in two months); production of more than \$900MM of construction drawings in seven months which was then completed within the year. This massive project provides significant flood risk reduction for Jeddah.

**FEMA RiskMAP:** Scott has directed either as Project Manager or Principle-in-Charge riverine and coastal flood insurance studies in all FEMA regions since 1984, totaling nearly \$600MM in engineering fees. As a part of this work, Scott was responsible for all direct disaster-

related work including substantial damage estimates (SDEs), development of building sciences reports, which recommend how to strengthen building codes to reduce damage and provide program development and broad technical and policy support for disasters.

**FEMA PA TAC:** PA TAC has assigned to **AECOM** over \$500MM in tasks to support disasters. In Scott's role for all water resources work, he oversaw the development of more than 15,000 project work sheets (project worksheets are the instruments that FEMA uses to move funds to the state or local community); reviewed mitigation and hazard plans for all states in the nation; provided staff for ongoing disasters over the past 12 months; and received assignments in 49 states.

**NC DEM Flood Mapping Program:** Scott has been the Principle-in-Charge or Project Manager for more than 100 task orders that have totaled over \$100MM in engineering fees. This work included working in 11 of NC's river basins covering 70% of the state. Major accomplishments include: obtained LIDAR for over 50% of the state; created over 17,000 miles of engineering studies with over 50,000 base map elevations on more than 8,500 FEMA panels; developed multi-hazard risk assessment tools for 10 natural hazards; and, created a mitigation tool for 8 North Carolina counties to develop mitigation plans at the parcel level.

**Louisiana GOSHEP, Baton Rouge Louisiana:** As part of Scott's role in the firm, he was part of AECOM's effort to deliver the project and make certain that resources were applied correctly. This project was a \$150MM shelter- in-place program following the August 2016 floods. Within 14 days of the disaster and two days after selection, AECOM established a call center and provided case management (including walk-in locations), home inspections, and program management to over 18,000 applicants. This 4- month effort was completed with over 125 staff at its peak.



## Mark Breor, GC Project Manager

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Extensive CDBG-DR experience
- Strong Contractor Management
- Program Compliance knowledge

### Firm

AECOM

### Experience

38 years

### Education

MS, Business Administration  
BS, Physics

### Training / Certifications

Licensed General  
Contractor

Mark's skill with leading complex disaster recovery programs including the recent Emergency Repair program in the USVI and the Hurricane Sandy Build-it-Back program in New York, gives Mark the foundation to support NCORR and deliver this program efficiently and safely.

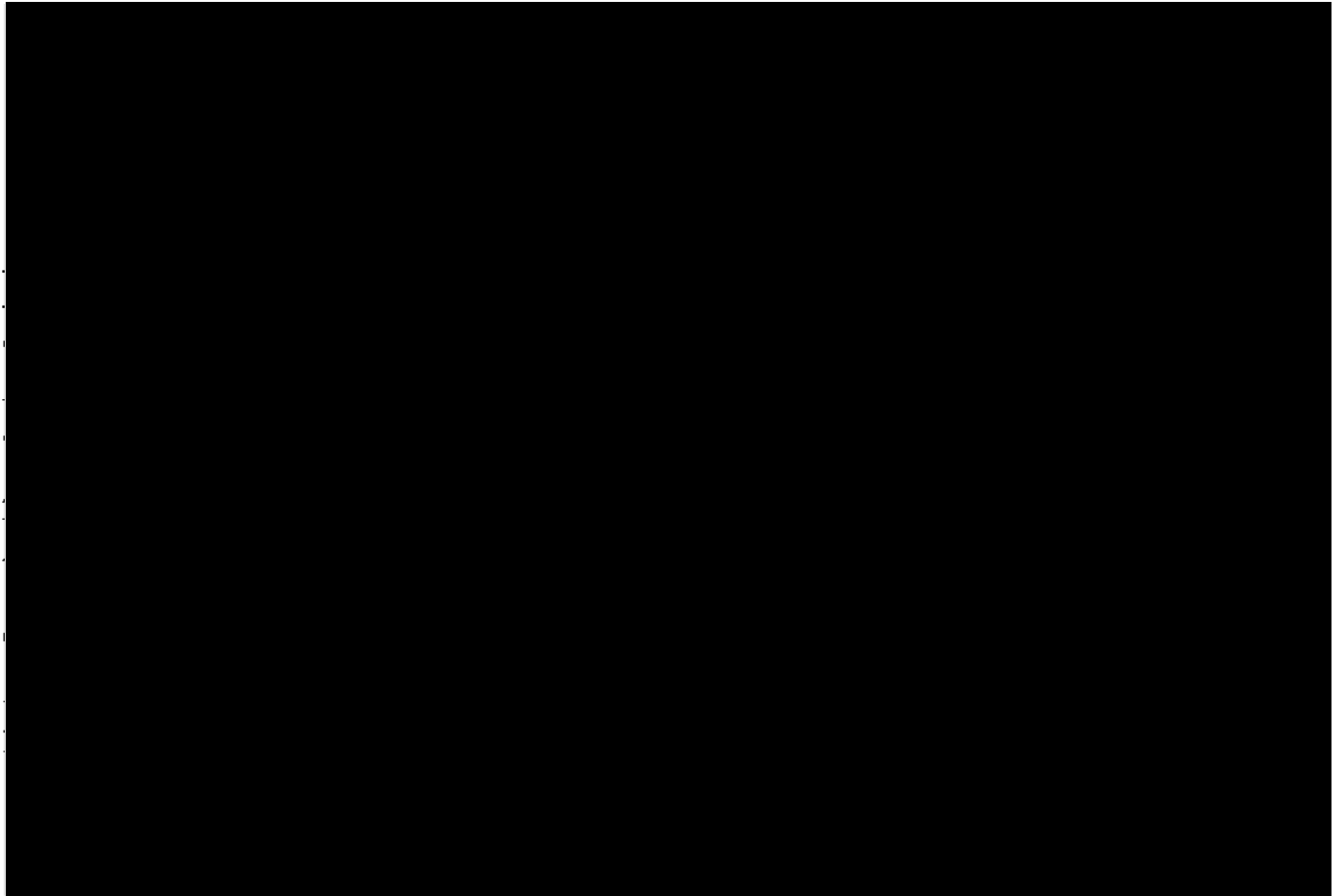
### Career Summary

Mark will support Dave as Construction Operations Manager. He just finished NYC Department of Design and Construction, Hurricane Sandy Build-It-Back Program, a very similar program to COH. The benefit of Mark to the COH will be his extensive knowledge in maximizing productivity during construction especially where work sites are scattered. Instrumental in developing a strong rapport between design and construction to maximize construction productivity. Trained architects to provide sketches and redesigns in the field to correct unforeseen field conditions or errors. Trained GCs in advance on standard details and submittal requirements minimizing delays and contractor errors. Mark has more than 38 years of experience providing strategic leadership for complex military and private consulting programs. This program required rigorous analysis to ensure compliance with some of the most onerous building, fire, wetlands, and zoning regulations in the country. Mark established a framework for managing the complex requirements which identified solutions to satisfy the needs of the homeowners within the guidelines of the program.

In the military, Mark served in various leadership roles for the US Navy culminating in a position as the advisor to the President of the United States for operations and maintenance of command and control systems of U.S. nuclear weapons (which included safety and security). Mark was singled out by the National Security Council for achieving a more timely, more accurate and transparent status. As a consultant, Mark has successfully led major complex programs. All of his programs involved the management of external stakeholders, political complexity, aggressive schedules and evolving priorities. Some of which involved national security objectives and were briefed daily to the National Security Council. His combined military and consulting experience will provide exceptional skills in leadership, vision, and integrity as he leads our team.



## **Mark Breor, GC**





## Lara Robertson, AICP Deputy Project Manager

Lara knows North Carolina, she has worked on policy issues for Matthew's CDBG-DR and NC STEP to develop NC specific waivers

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Disaster Recovery Programs Policy
- Project Management
- Strategy
- Process Improvement

### Firm

Plexos Group, L.L.C.

### Experience

22 years

### Education

MS, City and Regional Planning  
BA, Political Science

### Training / Certifications

American Institute of Certified Planners (AICP, Certificate, #102183)  
Certified Community Development Block Grant (CDBG) Administrator

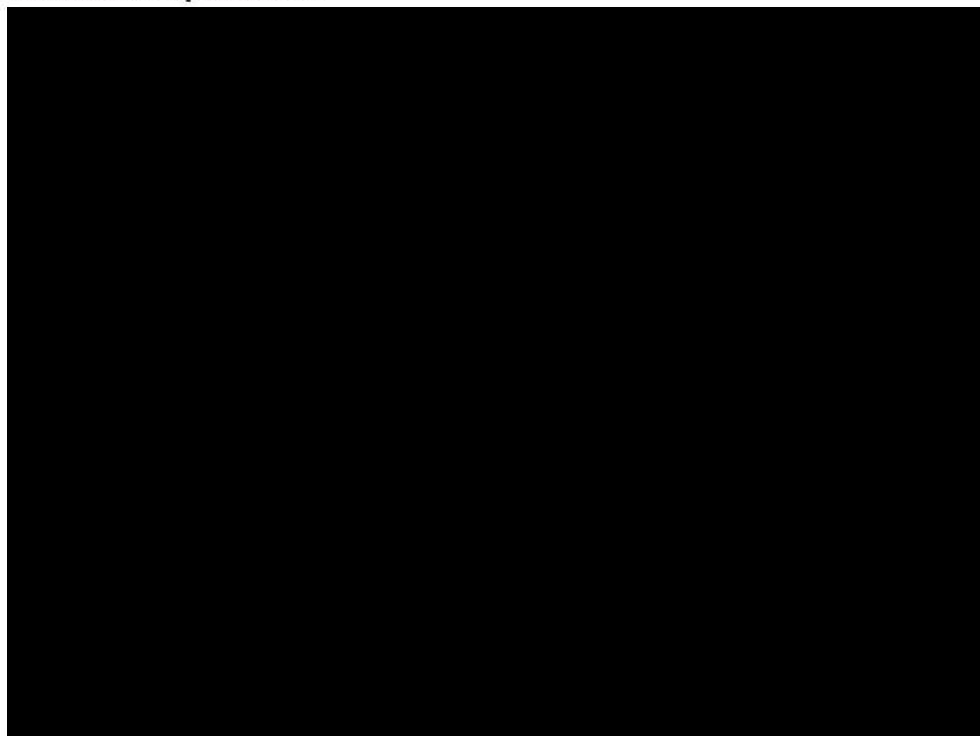
### Career Summary

Lara has 22 years of experience in the planning and implementation of disaster response and recovery initiatives, and executive management of diverse, legacy-scale programs in conformance with federal, state, and local laws. As a result of Hurricanes Katrina/Rita, she was responsible for designing and managing the largest housing elevation program in U.S. history jointly funded by HUD and FEMA. This effort resulted in the elevation of over 11,000 homes in Louisiana.

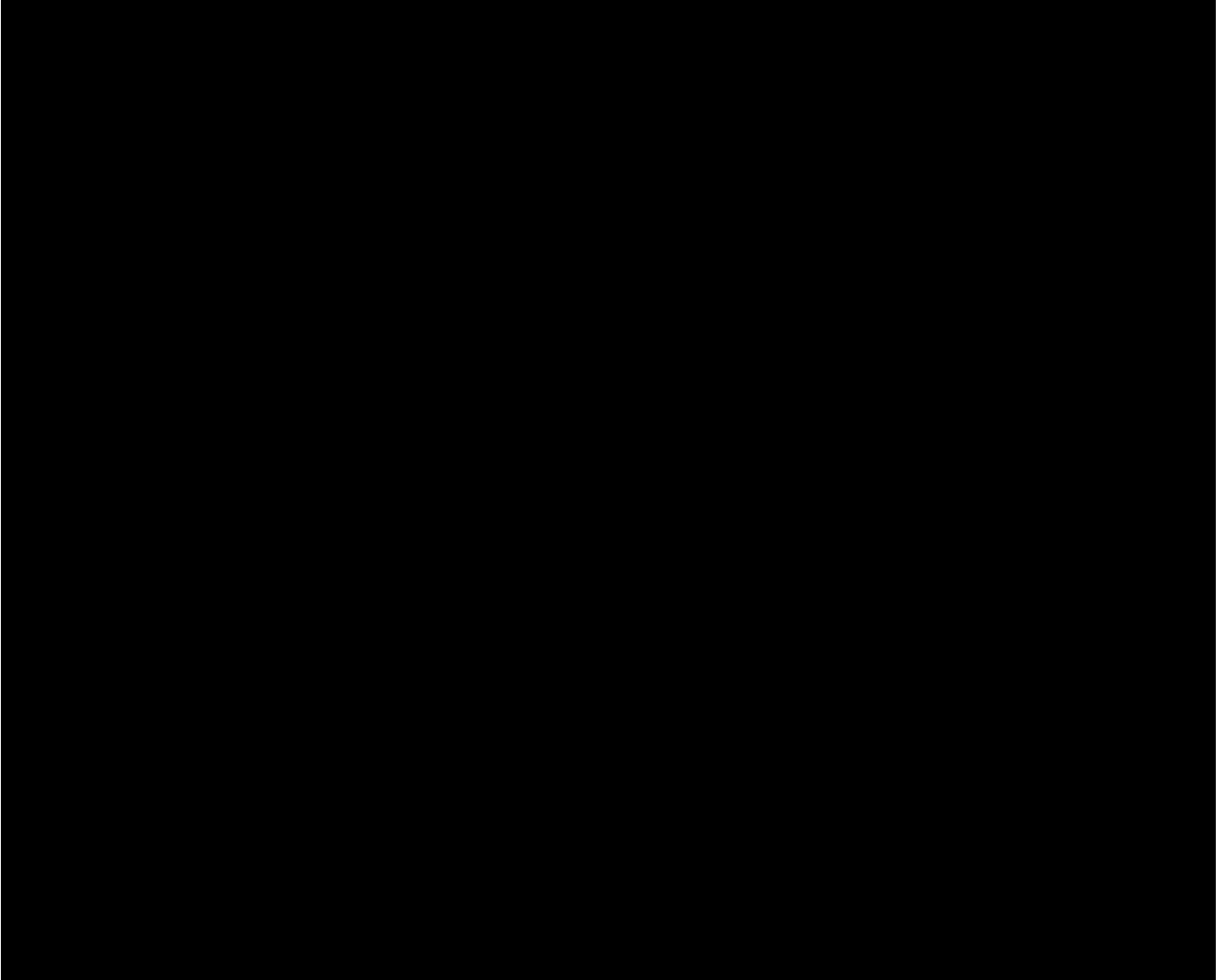
In addition, Lara has been directly responsible for the management and compliance of over \$11 billion in federally funded housing programs while working with HUD and FEMA officials to obtain the flexibility needed to effectively address recovery needs, streamline recovery processes, and achieve close out.

Prior to serving as Senior Vice President of Plexos, Lara served in the capacity of Director for the State of LA, Office of Community Development (OCD-DRU), which is the state agency responsible for the administration of \$13.4B in CDBG funding allocated to the state for Hurricanes Katrina and Rita and \$1B for Hurricanes Gustav and Ike.

### Relevant Experience



**Lara Robertson, AICP**





## Patrick Reily

### Pre-Construction Phase Manager

Patrick brings recent disaster recovery program construction management experience from the USVI to NCORR.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Prior construction management
- Disaster Recovery Programs

#### Firm

AECOM

#### Experience

31 years

#### Education

BSc, Civil Engineering -  
Civil and Construction, US  
Military Academy - West  
Point, 1983

MSc, Advanced  
Construction Management,  
University of Texas, 1994

#### Training / Certifications

Professional Engineer,  
Virginia

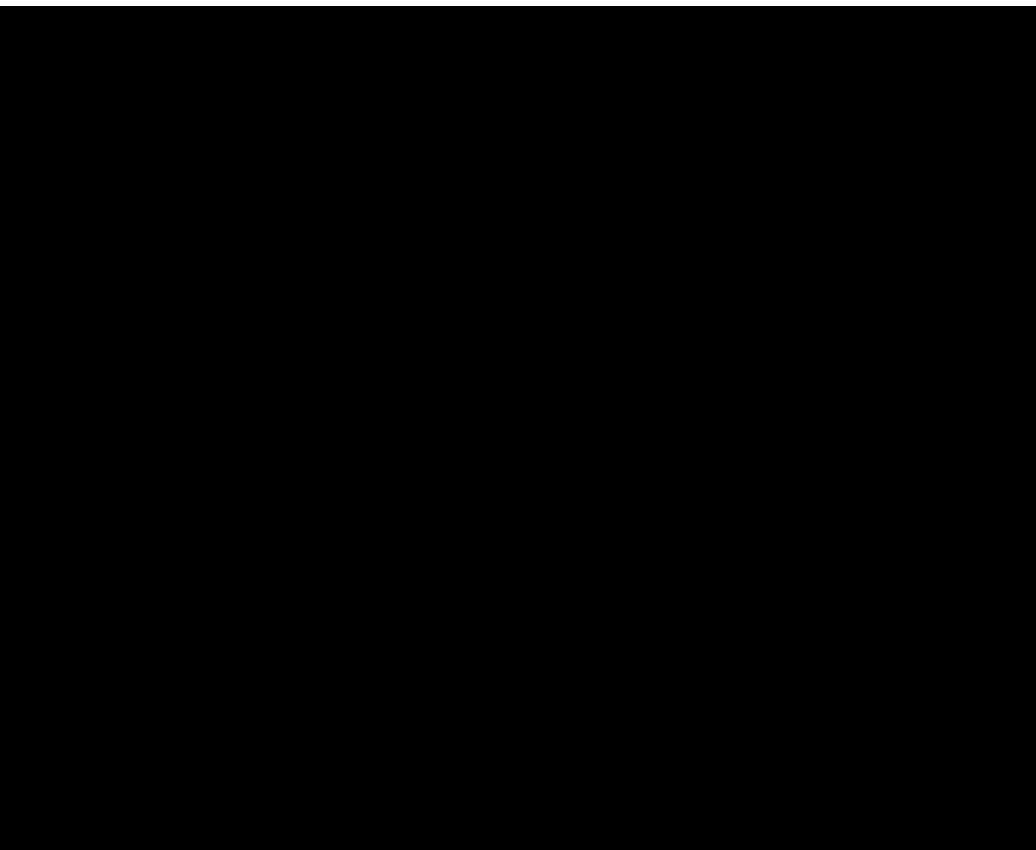
Professional Engineer, USVI

Society of American Military  
Engineers

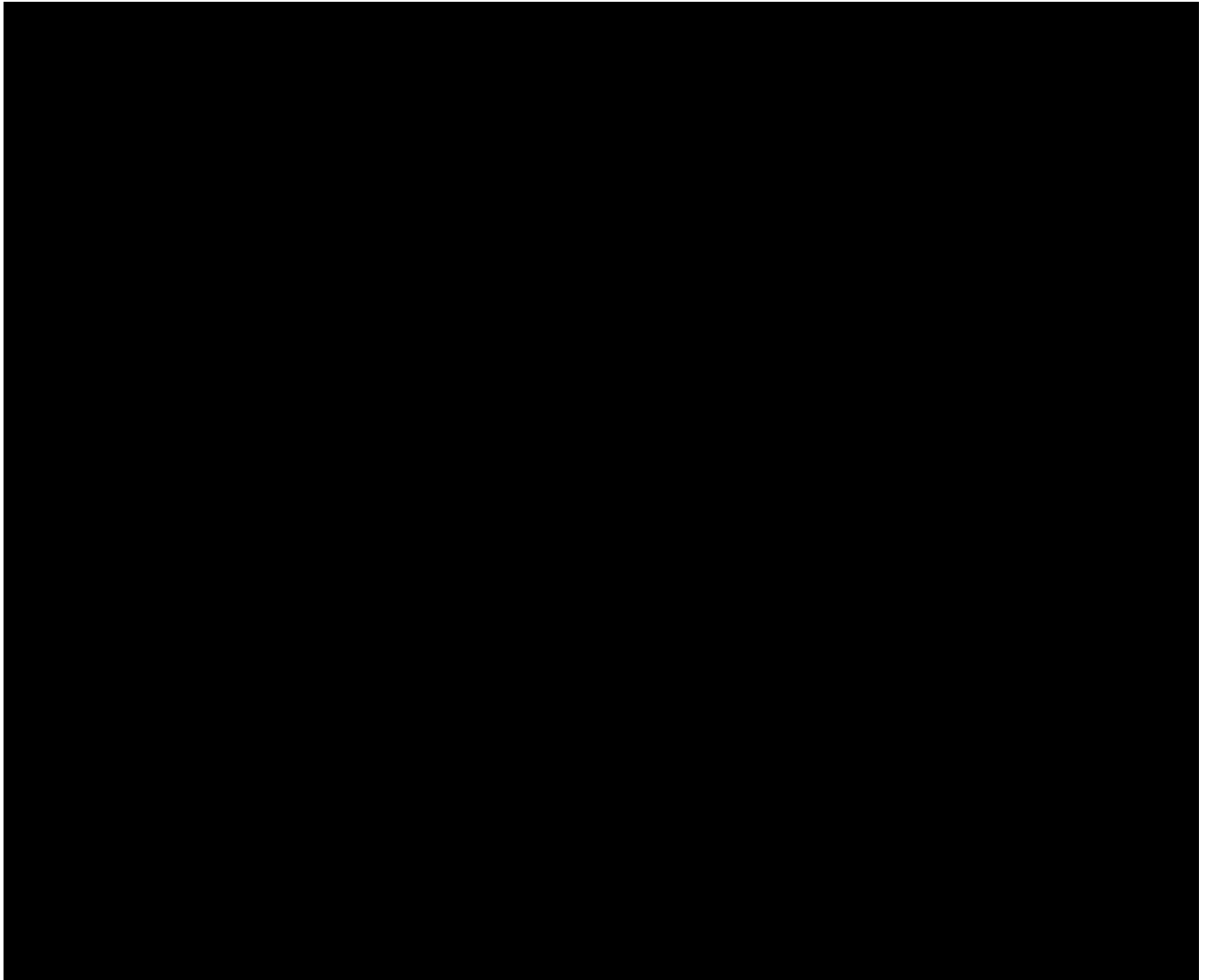
### Career Summary

Pat has over 30 years of experience in executive, managerial, and key leadership roles in capital construction programs, project planning, development, and execution. He is an innovative team builder, trainer, and strategic planner practiced in establishing and achieving goals and objectives in support of broad missions. Pat is a technically focused and politically aware decision-maker adept at leader development and managing human resources while using innovative approaches to meet complex challenges in rapidly changing situations. Pat has served both the public and private sectors. He has been responsible for the management and performance of multibillion dollar programs and projects involving site layouts; environmental, design, and construction management duties; and actual construction of diverse projects. This includes the management of extensive facility and infrastructure projects and programs in remote areas. Pat has significant client management experience briefing public agency directors, and elected and appointed officials at high levels of government.

### Relevant Experience

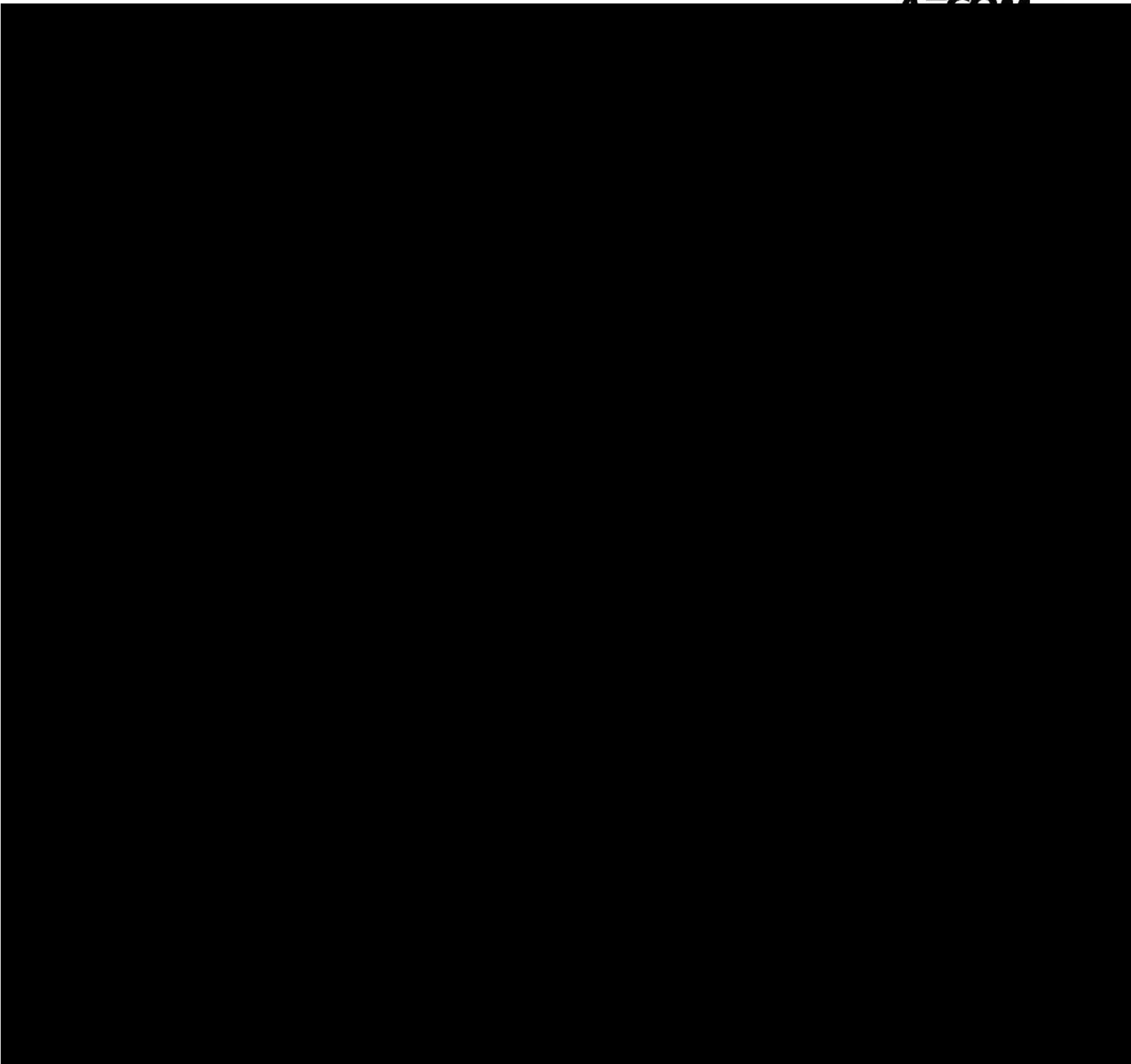


## **Patrick Reilly**

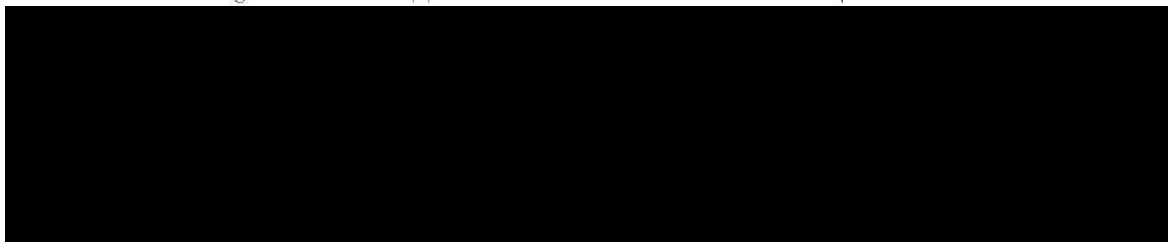




**AECOM**



direct guidance and support to a team of over 50 construction personnel onsite.



## Dan Augusti, PE, DBIA

### **PDM Property Management Services, Housing Renovations to 100 Units, Burlington VT, \$600K.**

**(2003): Construction Services Manager.** Dan managed and executed the overhaul and upgrade of the kitchen, bath, and flooring for approximately 100 residential rental units alongside a construction team of three individuals. Properties were in physically separate locations and required just-in-time delivery of all flooring, plumbing, tile, fixtures, and appliances. Upgrades required a two-day turn-around per unit, and accommodating the relocation of the resident for the period of the work. During the renovation process, Dan was also responsible for the normal upkeep and maintenance duties on the units, occupying over 10 acres of well-manicured land, as well as several commercial properties owned and operated by PDM.

**Multi-Story Dormitory for Bowdoin College, Brunswick ME, \$25M. (1997-1999): Project Engineer.** Dan served as project engineer reviewing shop drawings, providing logistics support, and performing structural layout and coordination of the structural steel installation for this four story, 50,000 SF residence hall. Chamberlain Hall is a four-story, brick residence that houses approximately 136 students in singles, doubles and quads.

Construction of the facility began in the summer of 1998, with completion required by the start of the fall semester of 1999. Construction took place on this populated and operational campus over a period of 14 months and was completed on schedule. This residence hall features

upscale and renewable finishes, as well as information systems designed to facilitate campus life. There are male and female bathrooms on each hallway for the single and double residents. The quad residents have a private bathroom within their quad. There are two common rooms and a kitchen on the first floor and a study room on the 2nd, 3rd and 4th floors. There is a full-sized elevator in the building.

### **DC Water and Sewer Authority, Blue Plains Tunnel Dewatering Pump Station and Enhanced Clarification Facility D-B Project, Washington, DC, \$2B. (2016-2017): Construction Services**

**Manager.** Dan served as Owner's Project Manager responsible for the Design-Build completion of a 250 MGD pump station in central Washington DC. Responsibilities included daily management of Project Staff, monitoring schedule, progress, reviewing requests for payment, evaluating Consultant and Contractor requests for contractual changes, coordinating efforts and resolving issues between internal and external stakeholders, preparing contract correspondence, and rendering accurate and timely contract-based decisions to enable the project to proceed.



## Blaine Thibodeaux

### Residential Contractor Liaison

Blaine's ability to communicate effectively will successfully engage homeowners, contractors, and program staff to work smart - increasing productivity and generating high-quality work.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Production Management
- Operations Management
- Damage Assessments
- Homeowner Assistance
- Project Closeout

#### Firm

Plexos Group, L.L.C.

#### Experience

24 years

#### Education

Agriculture Leadership Program, LSU, Nicholls State University

#### Training / Certifications

FEMA Construction/Subcontractor Badge

Safety Leadership Series: Subcontractor Pre-qualification Incident Investigation and Workers Comp, Best Practice

LAGRANT

#### Career Summary

Mr. Thibodeaux has 24 years' experience in Management, Safety, Supervision of Production and Construction Industry, specializes in Quality Control and Supply Chain Management focusing on customer/client relationships and services. Work experiences for the Federal Government include Federal Emergency Management Agency (FEMA), Louisiana State Housing Authority and Environmental Protection Agency (EPA). Assists with Implementations of Environmental Health & Safety plans and maintain records and logs as required by EHS Department. Inspects work areas, machinery, equipment, and working conditions to ensure compliance with company, state, and federal safety policies and regulations. During his career he has demonstrated his ability to plan and organize accordingly, problem-solve any situation, and communicate effectively with all departments to increase productivity and generate the highest quality of work.

#### Relevant Experience

##### ISV/FSV Quality Control Lead

- Provide definition, oversight and management for the Quality Control functions of the Emergency Home Repairs VI program.
- Manage staff functions under sub-sections of the Quality Control Group, including:
  - Inspection Controls
  - Initial Site Visits
  - Final Site Visits
  - ISV and FSV Training and Updates
  - Quality Control and Quality Assurance of ISV and FSV Inspections
  - Scoping Policy and Guidance
- Participate and engage with other Program functional groups to coordinate, support and align functions.
- Maintain and adjust organizational structure of Quality Control group to adapt to program needs, resource requirements and risks.
- Maintain and onboarding training process and daily feedback briefings of the Quality Control staff to ensure that new and existing staff are indoctrinated in the latest policies, procedures and frequently asked questions.
- Communicate daily with lessons learned to Quality Control Group Members and stakeholders.
- Resolve conflicts between stakeholders in an effective and sustainable manner.
- Other duties as assigned.

## Blaine Thibodeaux

### Tank Specialties/Safety and Compliance

- Responsible to ensure all operators are current with training requirements of company and contract.
- Ensure safety manuals, programs, policies and practices are current and meet the needs of the operating divisions.
- Verify all new hires meet minimum general qualifications for each division including background and DMV checks.
- Make certain that Safety technology tools are used, and those results are examined, trend data is analyzed and plans are developed to reduce and then prevent future safety incidents.
- Ensure a consistent Safety Culture throughout the locations that incorporate operations, safety and maintenance departments and emphasizes the team approach and individual responsibility of all employees to achieve common goals.
- Managed successful completion of all related audits including those conducted by corporate and client staff and by state and federal regulatory agencies.
- Reporting of all vehicular, passenger and employee accidents/incidents for determination of cause and preventability, identifying potential trends to be addressed in future training efforts.
- Provided functional expertise in safety regarding hiring of safety department exempt employees.
- All project training materials are up to date, that necessary supplies are available and that inventories are secured and kept up to date.

### Shaw E&I/CB & I (Chicago Bridge and Iron)/Lead Building Inspector/Document Control

- Project start up team implementing all policies and procedures for project.
- Trained Inspectors and Construction Managers on the program Word track and HDP2 both tracking and QC systems required by the state of Louisiana
- Scheduled, inspected, tracked and recorded all work orders and permits from client
- Managed all Inspector's performance, efficiency and quality of work to meet the client's expectations
- Daily coordination with Subcontractors, Construction Managers, City of New Orleans and Safety

### Shaw E&I LA-TAC FEMA Ia. Housing/Field QC Manager

- Direct personnel on installation of FEMA Homes
- Communicate, coordinate, and schedule daily work orders
- Maintain daily production, budget and quality reports for client, sub-contractor and Shaw team

- Worked closely with local governments, and FEMA to ensure work meets or exceeds the requirements of the client
- Supervise and monitor sub-contractor

### Shaw E&I/Facility Manager

- Supervise and Manage Housing Advisors and Shaw staff (up to 55 employees)
- Support ICF staff with daily activities
- Responsible for daily reports, document control, daily deliverables, record keeping, and weekly inventory on properties
- Conducted quarterly audits for Government property on the Shaw Audit Team. Each audit consisted of ten
- HAC Centers throughout the Metro New Orleans area and state

### Shaw E&I/Close-Out of the La. Road Home/Evaluation

- Implemented a document control process with coordination with the project management team.
- Responsible for data processing
- Documenting files (43,000 files)
- Auditing property
- Creating a close-out report, requested by the client

### Shaw E&I/Building Inspector/Evaluator/Trainer

- Assigned work orders on a daily basis to evaluate and inspect privately own homes
- Document the estimated cost and percentage of damages to homes
- Contacting and setting up appointments with homeowners
- Verified square footages, damages, and created files for properties using HDP computer program
- Daily tracking of the homeowner files and produce reports that accurately reflect productivity
- Trained new employees on procedures and policies to follow safety, quality standards
- Assisted the client as a Quality Control Manager reviewing files and backups

### Shaw E&I/QA/QC Manager/Special Operation

- Managed sub-contractors on the installation of FEMA homes
- Lead Manager of the Construction and Customer Service Reps in Jefferson parish
- Worked closely with sub-contractors and emergencies response group to produce daily reports that accurately reflect productivity and other performance metrics



## Kevin Hamby

### Close Out-Phase Manager

Remora Consulting,  
A Limited Liability Company

Kevin brings "outside" audit experience on disaster programs to protect NCORR.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Developed Policies and Implemented Programs for the NJ RREM, NY Rising DR and NYC BIB Programs following Superstorm Sandy
- Provided guidance to CDBG funded programs on Section 3, Fair Housing, Davis Bacon Laws, compliance with ADA and Section 504, Uniform Relocation Act, and HUD recordkeeping.

#### Firm

Remora Consulting, LLC

#### Experience

25 years

#### Education

Juris Doctor, The Catholic University of America, 1993, Washington, DC  
BA, Government, The University of Texas, 1981, Austin, TX

#### Training / Certifications

State Bar of Texas, Attorney and Counselor at Law, SBN 00787631

#### Career Summary

Kevin is the principal and counselor for Remora Consulting, LLC based out of Austin, Texas. His public experience has allowed him to work with Federal Policy at the US Department of Justice, as an assistant attorney general in Texas, and as a General Counsel of the Texas Department of Housing and Community Affairs (TDHCA). The knowledge gained in public service has been transferred into a successful private practice assisting with the delivery of CDBG DR or other services to impacted communities. Kevin began working at the TDHCA the day after Katrina devastated the residents of Louisiana. In addition to assisting with Katrina issues in Texas, Kevin worked in the public and private sectors developing policies consistent with HUD requirements for Hurricanes Rita, Dolly, Ike, and superstorm Sandy and then implementing those policies.

Kevin transferred from being General Counsel to program management of the Hurricane Ike and Dolly programs to increase the speed with which benefits were being provided to impacted Texans. Kevin entered the private sector when the Ike and Dolly DR programs were fully functioning and a Fair Housing claim had been settled. As a private consultant, Kevin worked with several program administrators to ensure that the programs met the state and federal policy by drafting policy manuals, application guidance and working with civil rights activists to implement the Texas Programs. Kevin also assisted in the development and staffed a review program to provide program guidance to the administrative team and review resident appeals generating more than 75 recommendations to assist the program's determination.

After super storm Sandy made landfall on the East Coast, he was asked to help develop policies and implement programs for the New Jersey RREM program, New York Rising DR Program and NYC BIB programs. Kevin drafted policies for all three programs based on Federal Register directives and HUD overall CDBG Program guidance. Kevin has also served as an advisor on Federal compliance to the City of Norman and New Meadowlands Rebuild by Design programs that were both financed with Sandy funding. A few of the policies developed for these Sandy programs included Issues like: Recordkeeping, Uniform Relocation Act, Section 3 and management applications for program policies.

Kevin has also provided comprehensive guidance to other CDBG funded programs on Section 3, Fair Housing, Davis Bacon Laws, compliance with ADA and Section 504, Uniform Relocation Act, and HUD recordkeeping for both infrastructure and housing programs. As part of this process, Kevin has also conducted routine "HUD like" reviews to prevent findings or concerns by HUD or HUD OIG during their monitoring visits.



## Kevin Hamby

### Relevant Experience

**North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):** Kevin is currently serving as the startup Compliance lead for the NC STEP program. He is supporting the AECOM team in providing project management and grant administration services in order to provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as Compliance lead, Kevin supported the development of dozens of key NC specific policies to implement the program.

**US Virgin Islands, FEMA STEP Program, USVI.** Kevin provided support and policy guidance on Federal compliance issues and housing policies for program to shelter in place residents of the U.S. Virgin Islands impacted by Hurricanes. Focus was on compliance with federal regulations.

**NYC BiB Construction Procurement and Close Out Support, NY.** Kevin is providing support and policy guidance for NYC BiB construction manager for Staten Island on procurement, contract development and close out documentation from HUD standpoint. Primary duties are to provide a policy and project plan for close out procedures.

**New Meadowlands Rebuild by Design New Jersey, HUD Compliance Advisor, NJ.** 2016-2018. Kevin is providing guidance to the State of New Jersey program administrator on a rebuild by design program to alleviate flooding in the New Meadowlands Region to provide local residents and

businesses relief from flooding due to weather events. Work is primarily related to HUD compliance in procurement, Section 3, federal participation program requirements, record keeping and policy development by drafting policies and periodic monitoring reviews.

**New York City Build It Back (BiB) Program, NY.** 2014-2015. Kevin provided oversight and guidance to program administrators on a variety of HUD compliance. Primary focus was on program intake functions that were completed in 2015. Policy development included drafting and/or review of all intake policies and drafting of policies to address overall program consistency related to implementation of HUD and City policies including on Section 3, URA, and file maintenance. The file maintenance policy was drafted to address a HUD concern raised prior to client's administrative function being brought to the program.

**State of New York, NY Rising Housing Recovery Program, NY, Program Advisor, NY.** 2013-2015. Kevin served as advisor to program administrator on implementation strategies based on HUD policies. Drafted guidance, policies and contracts for implementation of the program.

**State of New Jersey, Repair, Reconstruct, Elevate, and Mitigate (RREM) Program, NJ.** 2013-2014. Kevin developed start-up policies and began operational design for recruiting builders to assist the residents impacted in New Jersey. The design involved public outreach and pre-clearance of qualifications for builders. In addition, reviewed and commented on the State of New Jersey policies that were developed.



## Henry Mitchell

### Construction Financial Services

Henry's expertise with the development and implementation of standardized operational and financial reporting and end-to-end quality reviews and tools will help the State of North Carolina comply with CDBG-DR guidelines.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Ad-Hoc Reporting
- Analytical tools
- Vendor Scorecards
- Statistical Sample Reviews
- Vendor Performance Reviews

#### Firm

Plexos Group, L.L.C.

#### Experience

7 years

#### Education

BS, Bachelor of Science,  
Louisiana State University

Masters of Business  
Administration, Louisiana  
State University

#### Training / Certifications

Tableau formulas Advanced  
Visual Analysis

### Career Summary

Henry Mitchell has seven years of professional experience serving disaster recovery programs. His experience includes leading the analytics and reporting roles for the US Virgin Islands Emergency Home Repair (STEP) Program and New York City's CDBG-DR Build-It-Back program. Henry was instrumental in developing reports for the Restore Louisiana Program and oversaw the internal audit team for the Deepwater Horizon Economic and Property Damage Settlement Program. Henry developed numerous cost and utilization models and vendor scorecards to identify an annual cost savings of \$16 million. His analyses were referenced in numerous media publications including the *New York Times*, *Bloomberg*, and *60 Minutes*.

### Relevant Experience

#### Emergency Home Repairs (STEP) Program, St. Thomas, US Virgin Islands

- Defined business requirements for PlexoSoft, the application processing system, for each process step from application intake, through damage assessment and construction, all the way to close out.
- Performed testing of the application processing system and documented results of testing for the Information Technology development team.
- Managed the development of over 65 Tableau Workbook Reports and over 200 Tableau Views that were used by all business units on the program.
- Defined the requirements and logic for SQL views and tables that were used to support the reporting team's efforts.
- Developed all program external facing reports, including reports for FEMA and the Virgin Island's governor.
- Managed Tableau Server, the online repository for all Tableau reports, to ensure reports were updated each day and reported accurate and complete information.
- Designed, administered, and maintained the public website for the EHRVI program.

#### Restore Louisiana Homeowner Assistance Program, Baton Rouge, LA

- Consolidated multiple data sources into a single comprehensive SQL database and corresponding reporting platform in Tableau.
- Developed and maintained operational and financial reports that are used by executive management and business-unit managers.

## Henry Mitchell

### Build It Back Program, New York, NY

- Developed and implemented standardized operational reports that provide executive management with the tools necessary to make strategic program decisions.
- Developed, tested, and implemented several process tools that have been used by reviewers to process over 6,000 change orders. The process tools have increased transparency, consolidated all change orders by project, decreased reviewer errors, and increased the accuracy of project cost, scope, and duration.
- Managed the quality assurance quality control (QAQC) for construction change orders and reported findings to client on a monthly frequency. Findings included a root cause analysis, trends, and recommendations.
- Established and programmed a comprehensive HUD compliance checklist for end-to-end QAQC file reviews. Files were reviewed to ensure compliance with federal requirements, CDBG guidelines, and program policies for Temporary Displacement, National Objective, Lead Based Paint, Asbestos, Tier II Environmental Reports, Occupancy, Design, and Construction.

### City of Columbia, South Carolina

- Advised the City of Columbia for the development of the city's Community Development Block Grant Disaster Recovery Action Plan for submittal to the U.S. Department of Housing and Urban Development.
- Collected and analyzed all FEMA, HUD, and SBA data to estimate the funding allocations, national objective, and unmet needs for Housing, Economic Development, and Infrastructure.

### Deepwater Horizon Economic and Property Damage Settlement Program Claims Center

- Heavily involved in the day to day operations of internal audit, analytics and reporting, and vendor management for multi-billion-dollar class action settlement.
- Reviewed a statistically significant sample size by claim type for a total sample size in excess of \$500 million.
- Developed and utilized numerous cost / utilization models and vendor scorecards to identify annual cost savings of \$16 million.
- Oversight of the Internal Audit department (15 employees) to ensure that audits were completed as scheduled, results were communicated to the appropriate vendors, exceptions were remediated by the vendors in a timely manner, and additional operational controls were instituted to mitigate the risk of future exceptions.
- Developed and maintained executive and middle- management analytic tools including pipeline reports, trending analyses, quarterly production reports, quarterly audit reports, and numerous ad hoc reporting requests.
- Analyzed complex databases for ad-hoc reporting requests. His analyses have been presented in the United States Eastern District Court of Louisiana hearings and have been referenced in numerous media publications including the *New York Times*, *Bloomberg*, and *60 Minutes*.
- Assembled and managed teams to effectively execute projects set forth by the Director of Operations, COO, and CEO.
- Developed and maintained utilization models, cost models, and vendor scorecards to analyze vendor performance on a monthly basis. Results of the models and scorecards were used to determine claim queue allocations, vendor scopes, vendor staffing requirements, and other direct cost requirements.



## Lee Davis Safety

Lee developed the NC STEP safety program and will transition this to the NCORR program.

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Health & Safety in support of major programs

### Firm

AECOM

### Experience

24 years

### Education

BS, Civil Engineering,  
University of Toledo, 1981

### Training / Certifications

Certified Safety Professional  
Safety Trained Supervisor

### Career Summary

Lee has over 24 years of experience in Health, Safety, and Environmental Management including disaster recovery settings. He has served in a Safety and Compliance roles for clients in the high tech, nuclear power, petrochemical, automotive, and Government and military clients. Lee is proficient in medical case management, policy and procedure development, and training. He has a strong background in Human Performance and Continuous Improvement.

### Relevant Experience

**Senior Safety, Health, & Environmental Manager. AECOM Senior Southeast SH&E Manager.** As the Senior SH&E Manager for DCS Americas (DCSA) Southeast, Lee's functional responsibilities in support of the VP and AVP DCSA SH&E include: hazard assessments and mitigation planning; safety training delivery and program management; supporting compliance with AECOM safety policies and procedures; assessing (sub)contractor SH&E performance and qualifications; project/program SH&E auditing; input on proposals; project/program SH&E oversight; implementing behavioral based safety programs; accident/incident investigation; management of Core Value Metrics and leading indicator measurements; practicing prevention through design and other proactive safety management system elements. Lee also supports SH&E representatives and associated monthly calls, entering and support. His responsibilities also entail directly supporting client needs for SH&E including SH&E work plan development, site/facility SH&E auditing, technical evaluations, incident investigations. As the Senior SH&E Manager, DCS Americas Southeast, Lee's further roles and responsibilities include, but are not limited to: support and develop SH&E representatives and project/program level SH&E professionals; perform a leadership role in incident investigation, case management, and internal management; identify deficiencies or areas needing loss control or compliance attention and arranges for corrective measures; develop and/or approves health and safety plans for regional managers; communicate audit/inspection results to management and ensures that follow-up inspections are performed to ensure compliance with standard operating procedures and regulations; support development and continuous improvement of the Safety For Life Integrated Management System; and present internally and externally on the AECOM Safety For Life Program, core value metrics tracking, training tracking, statistics generation, etc.

**North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):** Lee is currently serving as the startup Safety lead for the NC STEP program. He is supporting the AECOM team in providing project management and grant administration services in order to provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as Safety Lead, Lee supported the successful implementation of the following start-up activities: developed

## Lee Davis

dozens of key NC specific policies to implement the program; and, called over 11,000 applicants to obtain ROE's and is scheduling and completing Initial Site Visits (ISVs); and assigned 350 homes to the VOADs for construction.

**Area HSE Operations Manager.** Lee served as Area Manager to a confidential owner overseeing two Multi-Billion Dollar heavy industrial sites, assigned to provide health, safety, & industrial hygiene, consulting services overseeing day-to-day HSE Operations working as the owners representative to achieve an incident and injury free environment.

**FERMI Unit 2 for Refuel 16, Safety Manager** working support the Refuel Outage by providing onsite consultation on safe work practices and analysis of BBS observations.

**TVA Watts Bar Unit 2. 10-Million Dollar Project.** HSE Manager for Auxillary Feed Water Tank to comply with NRC Fukushima Rules. Lee provided EHS Oversight to include writing site specific procedures, reviewing work packages to ensure safe work methods were planned into the task.

**USACE Olmsted Dam, Olmsted II.** HSE Manager for 1.5 Billion Dollar Dam Project spanning the Ohio River from IL to KY. The Dam is being built in "the wet". Lee audited the projects lifting and rigging activities and provided mentorship to the EHS Staff.

**TVA Sequoyah Unit 2 Steam Generator Replacement Project Chattanooga, TN.** HSE Manager. This project was performed under the Steam Generator Team (SGT), LLC. This is a 168 million Steam Generator Replacement Project of four loop Westinghouse ice condenser, 2,333 MW capacity nuclear power plant. SGT was responsible for planning and engineering (general design, safety analysis and licensing), and construction of temporary and permanent facilities, removal of existing steam generator, installation of replacement steam generator, supply and install new insulation, return to service testing and restoration of the plant. The Project was awarded the AECOM's Presidents Award for achieving one-million work hours without a lost workday case.

**Progress Energy Crystal River 3 Commercial Nuclear Power Station- Crystal River, FL.** HSE Manager for this \$93 million delimitation project that was performed under the Steam Generator Team (SGT), LLC. Lee provided HSE oversight to a first of its kind project in the commercial nuclear industry, the removal of delimited concrete and rebuilding of the containment wall. Responsible for tracking trending of behavior based observations, workers compensation management and providing oversight of work packages. Assisted, project management with the coordination of task activities; providing management and supervisors standard interpretations to perform their task following federal regulation, industry standards and industrial hygiene standards.





## Jagadish M. Prakash, AICP Operations Support

Jagadish has been leading case management and operational support efforts in North Carolina.

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Urban and Regional Planning
- Economic Development
- Market Research
- Socioeconomic Analyses, Environmental Assessment and Impact Studies

### Firm

AECOM

### Experience

16 years

### Education

MCRP/Urban and Regional Planning/2002  
M.S/Development Planning/1998

### Training / Certifications

2006/American Institute of Certified Planners (AICP), License # 021033

### Career Summary

Mr. Prakash has more than 16 years of experience as an urban planner working in the areas of disaster response and recovery. He has been heavily involved in working on various phases of recent Community Development Block Grant -Disaster Recovery (CDBG-DR) and Sheltering and Temporary Essential Power (STEP) programs across the nation. His experience includes working with disaster survivors through Case Management/Intake, Eligibility Reviews and Duplication of Benefits (DOB) reviews along with leading the entire QA/QC process for NYC Build It Back program following Superstorm Sandy. As a AICP credentialed urban planner, he has performed several high-profile community planning, post-disaster recovery and environmental studies for public and private sector clients nationwide. Mr. Prakash has developed implementation frameworks to help turn long range plans into reality on several previous engagements. Mr. Prakash has extensive experience in the use of GIS, spreadsheet, database, and statistical software.

### Relevant Experience

**Case Management.** Lead for the NC STEP Program, responsible for managing a call center with 20 staff and managing applicant progress through the project life cycle. Responsibilities include generating call lists for call center staff, obtaining Right-of-Entry forms from eligible applicants and scheduling Initial and Final Site Visits. Resolving issues and complaints from applicants and contractors is another call center function that is being currently being addressed.

**CDBG-DR Case Management.** Hurricane Matthew Recovery and Resilience Planning. Managed an Application Intake Center in Goldsboro, Wayne County in support of the Case Management Delivery Order issued by NCEM. The federally-funded CDBG-DR Housing Program is assisting homeowners, landlords and tenants in Wayne County whose homes were impacted by Hurricane Matthew. Specific tasks involved standing up intake center, hiring and training of intake specialists and daily operations.

**CDBG-DR Case Management.** Eligibility and Duplication of Benefits (DOB) Reviews. Hurricane Matthew Recovery and Resilience Planning. Following the successful intake phase of the program, currently managing the eligibility and duplication of benefits reviews for several hundred applications received during the intake phase of the program. Specific tasks include managing workload of various reviewers, troubleshooting issues with individual applications and coordinating redviews with various stakeholders.

**CDBG-DR Environmental Reviews.** Hurricane Matthew Recovery and Resilience Planning. Managing the preparation of three Environmental Assessments (EAs) in accordance with HUD Environmental Review Procedures and applicable Federal related laws and authorities. The EAs are being prepared to analyze the impacts from the range of housing recovery programs in Wayne, Edgecombe and Cumberland counties.

**Hurricane Matthew Recovery and Resilience Planning.** Resilient Redevelopment Planning. Supervised the preparation of multiple Resilient Redevelopment Plans for

## Jagadish M. Prakash, AICP

of potential recovery projects in each of the North Carolina counties impacted by Hurricane Matthew. The projects included in the Resilient Redevelopment Plans were identified through extensive community meetings and were designed to address resilience within four key community elements: Housing, Infrastructure, Business Development, and Environment. Projects were crafted and revised with community input, then evaluated for practicability and compliance with applicable guidance and regulations.

**New York City Build it Back Program for Hurricane Sandy Recovery CDBG-DR Program.** Managed a 15-staff Housing Recovery Center (HRC) on the south shore of Staten Island in support of NYC's Build it Back Program. The federally-funded CDBG-DR Housing Program was created to assist homeowners, landlords and tenants in the five NYC boroughs whose homes were impacted by Hurricane Sandy.

**In addition to managing the HRC, providing project management assistance during the application intake phase of the program and developed the Intake Checklist to ensure all required documents are submitted as per program requirements.** Responsibilities included evaluating the City-developed process, policy and procedures to recommend staffing needs, database support requirements, and statutorily required compliance measures and monitoring activities.

**Housing Recovery Rapid Repair, New York Regional Catastrophic Planning Team (RCPT), New York, NY.** Project team member responsible for developing a Program Plan and Bid Specification that will guide the range of activities that must take place, simultaneously and on a large scale, to activate and implement a Housing Recovery Rapid Repair (H3R) program following a catastrophic event. The Program Plan utilizes proven processes developed by URS for CDBG-DR Program Management. The deliverables will form part of the RCPT's Housing Resource Center, a toolbox for housing recovery.

**North East Regional Catastrophic Planning Initiative (NERCPI).** Housing Recovery Plan Development. Developed the pre-disaster housing stock analysis report along with housing strategies for the NERCPI region. The study report included guidance to local planners and emergency professionals on how to conduct a housing stock analysis and needs assessment study and identify housing strategies for affected persons following a disaster.

**Environmental Impact Statement (EIS) for the Rebuild by Design Meadowlands Flood Protection Project in Bergen County, New Jersey.** Task leader responsible for preparing the socioeconomic, environmental justice, land use and zoning, recreation, utilities and public services of this high-profile and multi-million dollar study. The EIS

will analyze the environmental effects of alternatives for the construction of flood risk reduction measures within the Boroughs of Little Ferry, Moonachie, Carlstadt, and Teterboro, and the Township of South Hackensack in Bergen County. Such measures will be designed to address the impacts of coastal and riverine (fluvial) flooding on the quality of the human environment in the Project Area due to both sea level rise and storm hazards, including heavy rainfall events and intense coastal storm events.

**Louisiana Costal Protection and Restoration (LACPR), USACE, New Orleans District.** Prepared the socioeconomic impact analyses of the LACPR study undertaken to assess the range of flood control, coastal restoration, and hurricane protection measures for Southern Louisiana following the Hurricane Katrina and Rita. The study was undertaken by USACE per direction from Congress so that decisions could be made regarding coastal restoration and mitigation following the hurricanes that had affected the entire Gulf Coast.

**Other Social Effects (OSE) Analysis, USACE St. Paul District.** Developed the methodology and guidance to incorporate Other Social Effects (OSE) in Alternatives Analysis for a Flood Risk Management Study along the Red River bordering Minnesota and North Dakota. The guidance included the development of tools and methods to incorporate social factors and environmental justice into alternatives analysis and project planning. The guidance provided a detailed methodology on how to develop and apply site specific metrics to assist with alternatives evaluation. As part of this contract, developed the Environmental Justice Analysis report for inclusion into the Environmental Impact Statement.

**Developing and Reviewing Hazard Mitigation Plans, Nationwide.** Drafted floodplain management section of hazard mitigation plans for Union County, PA; Greene County, NY and Monroe County, FL. Reviewed local hazard mitigation plans and plans prepared by universities for compliance with requirements of federal legislation.

**FEMA, National Technical Review, Nationwide, Technical Reviewer.** Technical reviewer of benefit-cost analysis (BCAs) submitted in support of the Hazard Mitigation Assistance (HMA) Grant Program (PDM, FMA, RFC, and SRL applications), task scheduling for the BCA team, and final report preparation to FEMA. In addition, conducted independent reanalysis of applicant BCAs to provide technically correct analyses.



## Joe Chapman, PE, CFM

### Project Controls

Joe's recent experience co-leading the NC STEP Program provides continuity of disaster recovery operations and familiarity with processes.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Over 30 Years' Experience in FEMA Flood Studies and Post- Disaster Damage Assessments
- Regulation Interpretation and Application
- Staff and Team Management

#### Firm

AECOM

#### Experience

30 years

#### Education

BS, Civil Engineering,  
Clemson University, 1988

#### Training / Certifications

Professional Engineer,  
North Carolina

Certified Floodplain  
Manager

### Career Summary

Joe has extensive experience in flood and disaster risk management projects in support of federal (FEMA), state, and local agencies. He has provided post-disaster support ranging from field damage assessments, resilient redevelopment planning and housing recovery program implementation to support rebuilding efforts.

### Relevant Experience

**North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):** Joe is currently serving as the start-up Deputy Program Director for the NC STEP program. He is supporting the AECOM team in providing project management and grant administration services to give quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as Deputy Program Director, Joe supported the successful implementation of the following start-up activities: developed dozens of key NC-specific policies to implement the program, in conjunction with NCEM, drafted two "Request for Extension of Right of Entry (ROE) deadline" documents (both of which were supported by the FEMA Federal Coordinating Officer (FCO); coordinated open houses in all 12 eligible counties to obtain ROEs including meeting facilitation and direct interface with applicants at selected meetings; coordinated the development and mailing of postcards explaining the STEP program to all eligible applicants; STEP overview training for NCEM Disaster Case Management contractors, called over 11,000 applicants to obtain ROEs and is scheduling and completing Initial Site Visits (ISVs); and assigned 350 homes to the VOADs for construction.

**US Virgin Islands Government STEP Housing Program and Disaster Recovery Initiatives (2017-2018):** As a Senior Advisor, Joe was responsible for coordination with local construction partners in the USVI to ensure they had adequate staffing and resources to undertake STEP program at the outset. He assisted with damage inspections of public facilities in the immediate aftermath of these devastating hurricane events. In addition, he assisted in compiling damage assessments from various sources including government departments to help with the development of funding requests by the USVI to Congress and the White House on November 2017.

**Hurricane Matthew Resilient Redevelopment Planning, North Carolina Division of Emergency Management.** Joe was Senior Advisor and project reviewer for multiple Hurricane Matthew related delivery orders. He was instrumental in coming up with the staffing and teaming approach for the Resilient Redevelopment Planning effort. He also provided quality assurance reviews for the RRP template and the Executive Summary. He has been involved as a quality assurance reviewer for deliverables associated with the Edgecombe and Wayne County Intake Centers, and is leading the corporate support for all matters related to this opportunity.

## Joe Chapman, PE, CFM

**FEMA Production and Technical Services for the Risk MAP, HMTAP and Building Sciences Program.** HQ, Regions I, III, IV, V, VI and VIII. Senior Technical Advisor. Provides ad-hoc technical support on issues related to flood risk management.

**Special projects include: providing technical support to the development of an issue paper on the use of two-dimensional models for FEMA flood hazard analysis, and an issue paper identifying the challenges associated with implementing Executive Order 13690 and the Federal Flood Risk Management**

**Federal Emergency Management Agency - Region IV, Flood Insurance Studies and Digital Flood Insurance Rate Map (DFIRM) Production Indefinite Delivery/Indefinite Quantity Contract, Program Manager.** Joe served as Program Manager in Tennessee, Florida, and Kentucky, which includes 90+ plus countywide DFIRM projects. He managed study implementation, cost estimating, and contract negotiations; scoping; LIDAR acquisition; technical study initiation; implementation of earned value management system reporting procedures; mapping information platform workflow processes.

**In this role, Joe was responsible for overall study quality, compliance with floodplain boundary standards, data capture standards, and FEMA guidelines and specs.** He coordinated independent quality assurance/quality control efforts performed with other partners; participated in resolution of technical and programmatic issues related to coastal analysis and levee certification, and contributed to community outreach efforts through scoping meetings, final meetings (to present revised maps), and ongoing project meetings and conference calls as needed for specific studies.

**Emergency Flood Response Planning, Ministry of Municipal and Rural Affairs (MOMRA), Riyadh, Saudi Arabia – Joe served as Subject Matter Expert related to flood response and emergency planning efforts as part of AECOM's ongoing project work for MOMRA.** Assisted in the development of a strategy to update emergency response plan guidelines for municipalities across the Kingdom. Met with local officials in several communities to review current plans and provide feedback on best practices that could be implemented to enhance response efforts.

### **Federal Emergency Management Agency, Post-Disaster Damage Assessments, Nationwide.**

Joe performed field damage assessments and completed more than 30 damage assessment reports under FEMA's Public Assistance program, as part of disaster declarations in San Francisco and Santa Cruz, California; Spring Hill, Tennessee; Elba, Alabama; and Charleston, South Carolina.

**South Carolina Department of Natural Resources, South Carolina Flood Map Modernization, SC (Statewide).** Principal-In-Charge. Joe served as Principal-In-Charge for the contract with the state, as Cooperating Technical Partner supporting FEMA's flood map modernization efforts. He provided guidance and direction related to contract negotiations, program specifications and priorities, and senior technical guidance for study production. Joe also participated in outreach activities associated with scoping and preliminary digital flood insurance rate map community council meetings. To date, studies have included over 1,000 stream miles of complete detail, limited detail, approximate hydrologic and hydraulic engineering and more than 350 completed vector-based DFIRM panels.

**State of North Carolina, North Carolina Floodplain Mapping Program, NC.** Senior Engineer. Joe oversaw the engineering DFIRM mapping production. To date, project has resulted in field survey of more than 3,000 bridges and culverts; 5,000 miles of hydrologic and hydraulic analysis; and production of 3,000 DFIRM panels for 33 counties in a period of 28 months. The project included future conditions analysis on detail and limited detail study streams in Wake, New Hanover, Orange, and Durham counties



## Pratyush Kumar

### Information Technology

Pratyush understands the data needs and systems North Carolina utilizes and will manage the system of record for this program.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Disaster Recovery Programs (STEP, HMGP, CDBG-DR)
- Technology Leadership
- Process Improvement

#### Firm

Plexos

#### Experience

20 years

#### Education

BS, Business Management,  
Western Governors  
University, UT

#### Training / Certifications

Certified Project  
Management Professional  
Certified Quality Auditor ISO  
9000

### Career Summary

Pratyush has over 20 years of work experience in the field of project management, process design, audit and analysis, including serving the New York City CDBG-DR funded Build it Back Program. Pratyush has a proven track record to plan, organize & integrate cross-functional projects to deliver improved services aligned with business and customer needs. Kumar is an excellent leader with an aptitude of assessing corporate needs and delivering programs that meet the company's needs and goals and remain in budgetary guidelines.

### Relevant Experience

#### North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):

Pratyush is currently serving as start-up Data and Reporting support for the NC STEP program. He is supporting the AECOM team in providing project management and grant administration services in order to provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as start-up Data and Reporting, Pratyush supported the successful implementation of the following start-up activities: developed dozens of key NC specific policies to implement the program; developed 82 items of the construction pick list (e.g. repair and replacement of windows, doors, plumbing, floors, drywall); and, developed an applicant portal for ROE collection and status reporting including a first of its kind electronic DocuSign capability.

**US Virgin Islands, FEMA STEP Program, USVI. \$230M. (2018-Present):** Senior Analyst and Quality and Process Manager. Review systems and implement changes to support needs of housing management program, including building architecture, capturing of data and designing tools to provide real-time data. Support Reporting and Analytics team with IT Requests. Comprehensive design and implementation of field (mobile) data capture and integration with systems of record. Design and implementation of process for data exchange between system of records and third party. Manage team of more than 50 people including QA, software developer, reporting team to stand up and deliver the solution in high paced environment.

#### Restore Louisiana Homeowner Assistance Program, Baton Rouge, LA, \$1.8B.

Senior Analyst and Quality and Process Manager. Provided analysis and design of claim data stored in eGrants, an Oracle-based claim management system. This project included building a reporting architecture to generate executive dashboard from disparate data sources, implementing Tableau BI & data analysis tool to capture real-time trends and program performance matrix, generated several ad hoc reporting by merging and aggregating data coming from multiple sources using DTS (Data transfer services) packages, integrating Business Objects into reporting processes, and the support Reporting and Analytics teams with IT requests.



**New York City Build it Back Program (CDBG-DR Funded),  
New York City, New York, NY, \$1.4B. (2015-Present):**

Quality Control and Process Manager. Actively involved in building a robust, scalable & secure architecture for transmitting, storing and processing QA/QC data in the AWS (Amazon) cloud. All the data is stored in one secure location using SharePoint online and AWS server. Built and implemented comprehensive process for data quality control and improvement with inbuilt exception catching routine integrated with JIRA. Designed and implemented a Tableau reporting system complete with data analytics, DTS data packages for automated data update, and dashboard reports for use by the program in QA/QC and production monitoring. Implemented the FieldLens software for Construction Management and Inspections including the creation of dashboard reports from the FieldLens data source.

**Plexos Software Platforms, Plexos Group,  
L.L.C., Baton Rouge, LA, (2015-Present):  
Software Developer/ Database Administrator.**

Provided development and maintenance of the Plexosoft Claims Management System which is used on Class Action Settlement programs for claims nationwide. Provided development and maintenance of the Plexos Dashboard Reporting System which incorporates various disparate data sources including Oracle, SQL Server, DB2, excel spreadsheets, and third-party software packages such as eGrants, FieldLens and Tenrox into the system for real-time, online dashboard reporting through Tableau Servers.



## Marisa Mason

### Compliance/Policy & Procedures

Marisa is well versed in the development of compliance policies and procedures, and led these activities for the recent NC STEP.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Program Policy Development based on Federal Guiding Policy
- Monitoring and Compliance operations with federal regulations
- Compliance with State and Federal Reporting and Documentation Requirements
- Training Development

#### Firm

AECOM

#### Experience

13 years

#### Education

Attended Texas State University for Environmental Studies

#### Training / Certifications

AECOM Project Management  
FEMA Professional Development  
State Auditing Office (SAO) Auditing Skills Certification  
National Center for Housing Management - Certified Occupancy Specialist  
HUD CDBG-DR Implementation Training  
HUD Environmental Training  
ASTM Phase I and Phase II training

### Career Summary

Marisa has more than 13 years of experience working in the federal and state disaster planning, response, and recovery arena. Her applied knowledge translates effectively into policy development including analysis and updating of existing grantee policies, program and project planning and management, program compliance and monitoring, development of new Standard Operating Procedures (SOPs) based on program policies, quality control, development of and training on processes for large disaster recovery programs, federal grant funding research, government regulation interpretation, and disaster mobilization planning. Her experience in working for both the public and private sector over the years has given her the ability to understand the needs of complex projects at various levels and push them forward to success.

### Relevant Experience

**North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):** Marisa is currently serving as the start-up Policies and Procedures lead for the NC STEP program. She is supporting the AECOM team in providing project management and grant administration services in order to provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as Policy and Procedures lead, Marisa supported the successful implementation of the following start-up activities: developed dozens of key NC specific policies to implement the program; in conjunction with NCEM, drafted two "Request for Extension of Right of Entry (ROE) deadline" (both of which were supported by the FEMA Federal Coordinating Officer (FCO); coordinated open houses in all 12 eligible counties to obtain ROEs; and, developed and mailed postcards explaining the STEP program to all eligible applicants.

**New York City Build it Back Program for Hurricane Sandy Recovery, NY. Senior Policy Advisor and Quality Assurance Manager.** Serving as the Senior Policy Advisor on the New York City Hurricane Sandy Community Development Block Grant - Disaster Recovery (CDBG-DR) project, Marisa's responsibilities included providing expertise in evaluating potential impacts of programmatic decisions and policy changes on customer operations, drawing upon experience with lessons learned from other Disaster Recovery grant programs in various disasters to recommend program implementation strategies, and the development and administration of training programs to support roll out of new policies or to onboard new program staff. Quality Assurance responsibilities included drafting and executing internal monitoring of Program processes to ensure compliance with SOPs. Additionally, Marisa was responsible for working directly with Housing Recovery Center Site Supervisors to facilitate execution of new programmatic policies, procedures, and implementation strategies.

## Marisa Mason

**New York City Build it Back Program for Hurricane Sandy Recovery, NY. Deputy Program/Project Manager for Development.** Marisa was responsible for coordinating the design, development, training, and targeted implementation of revised and/or new program elements. These elements included internal and external areas of focus, such as but not limited to Standard Operating Procedure (SOP) development, building program processes in compliance with HUD statutes and regulations, training development and delivery, Quality Control of applicant and overall file processing, ensuring SOPs were implemented in the field as written, and serving as a liaison to New York City Housing Recovery Office's Policy and Legal department.

**City of San Marcos, TX, Development of Action Plan and Needs Assessment for 2015 Flood Recovery, TX. Project Manager.** Marisa led a team of CDBG DR experts through the drafting of the Needs Assessment and Action Plan as required by the Federal Register for recovery funding allocated to the City following the 2015 floods; coordinated and facilitated public meetings to garner community input and support for the Needs Assessment and Action Plan as drafted; coordinated and facilitated two community stakeholder meetings by creating a Needs Assessment Task Force that included key players in the community's ongoing recovery; serving as the primary point of contact for the City of San Marcos for technical assistance, regulation interpretation, and recovery program planning.

**City of New York Department of Design and Construction, Disaster Mobilization Plan Development, NY. Lead Author.** Marisa led development of a Disaster Readiness and Mobilization Plan to document the framework and process necessary for consistent service delivery by AECOM leading up to and following a disaster. The plan included the identification of assets and capabilities as it relates to AECOM's assistance in disaster response, communication plans, mobilization and deployment timelines, and demobilization plans as well as the identification of key staff for the response and their respective certifications or licenses.

**State of Texas General Land Office & Texas Dept. of Housing and Community Affairs (TDHCA), TX. Disaster Recovery Grant Compliance Specialist.** Marisa developed audit and monitoring scopes and objectives based on program procedures and deliverables; performed audits and monitoring assignments of CDBG DR subrecipients as well as provided oversight and guidance to others in their auditing assignments; conducted in-depth desk and on-site reviews to verify accuracy and compliance with contracts, federal and state regulations, accounting practices and program requirements; verified the allowability and reasonableness of program expenses under all applicable conditions of grant award; prepared and reviewed monitoring reports which address findings of non-compliance, required corrective actions and recommendations for all contracts reviewed; advised agency officials on contract administration problems and technical phases of projects.

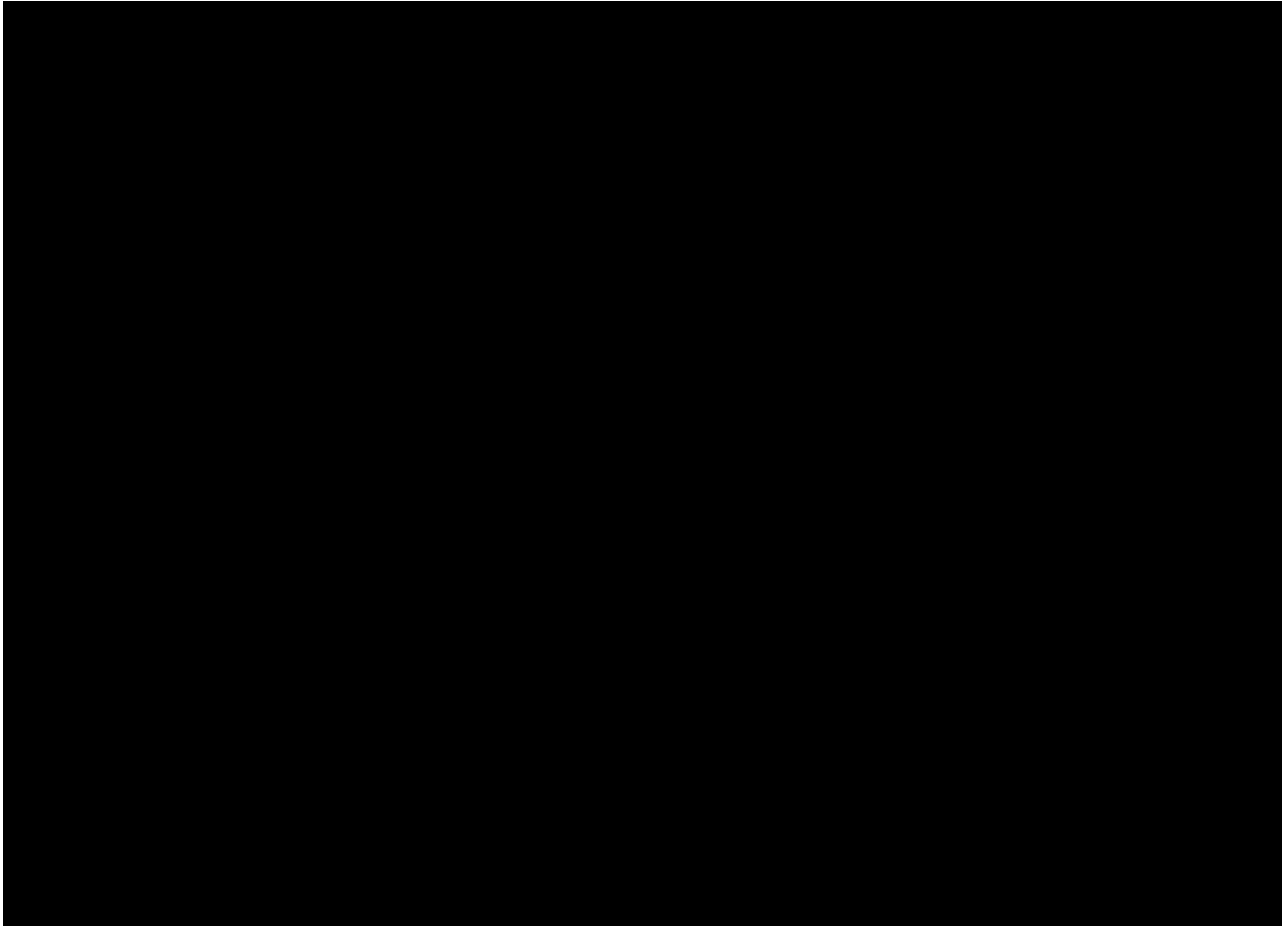
**Texas Dept. of Housing and Community Affairs (TDHCA), TX. CDBG DR Environmental Review Specialist** [position held concurrently with Grant Oversight position]. Marisa reviewed and approved Environmental Assessments for Round II of the CDBG Disaster Recovery Program for Hurricane Rita in Texas, Provided guidance and technical assistance to Environmental firms for multi and single family projects in Texas to ensure Federal and State requirements were met.

**Texas Dept. of Housing and Community Affairs (TDHCA), TX. Disaster Recovery Grant Oversight Specialist.** Marisa developed criteria for evaluating programs, proposals, and other pertinent information related to project assignments; developed project budgets, schedules, work plans, resource requirements, and projections; reviewed and recommended project proposals and bids to management; monitored and managed project quality to ensure project deliverables were acceptable and fulfilled the terms of the project contract; identified potential project risks or difficulties and designed strategies to mitigate or avoid them.

## Financial Stability

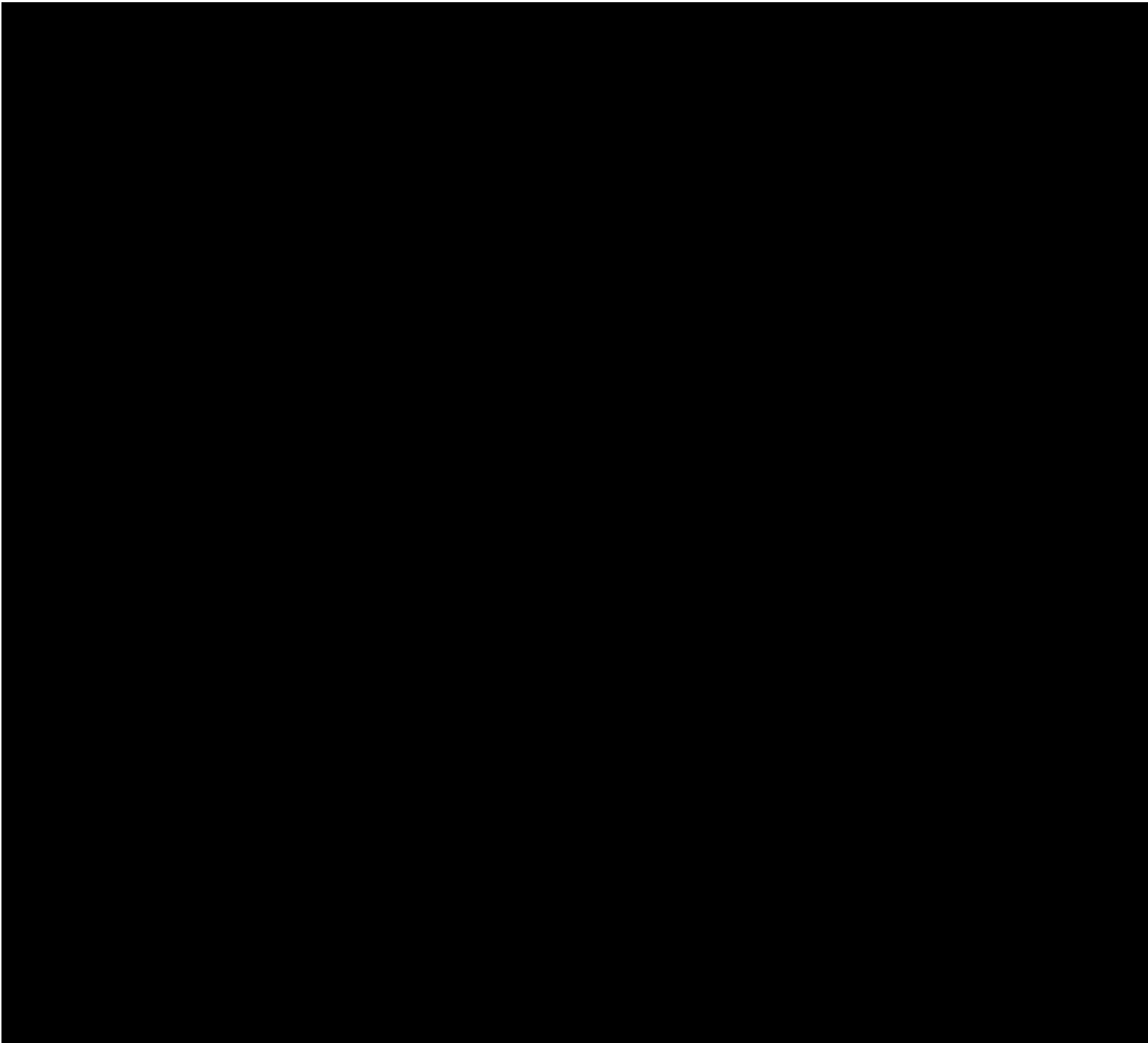
**RFP Section 4.7 (pg. 21):** *G.S. §143-59.1 bars the Secretary of Administration from entering into Contracts with Offeror if Offeror or its affiliates meet one of the conditions of G. S. §10 164.8(b) and refuses to collect use tax on sales of tangible personal property to purchasers in North Carolina and the conditions include: (1) Maintenance of a retail establishment or office; (2) Presence of representatives in the State that solicit sales or transact business on behalf of Offeror; and (3) Systematic exploitation of the market by media-assisted, media-facilitated, or media-solicited means. By execution of the proposal document Offeror certifies that it and all of its affiliates (if it has affiliates) will collect(s) the appropriate taxes. a) All agencies participating in this Contract are exempt from Federal Taxes, such as excise and transportation. Exemption forms submitted by Offeror will be executed and returned by the using agency. b) Prices offered are not to include any personal property taxes, nor any sales or use tax (or fees)*

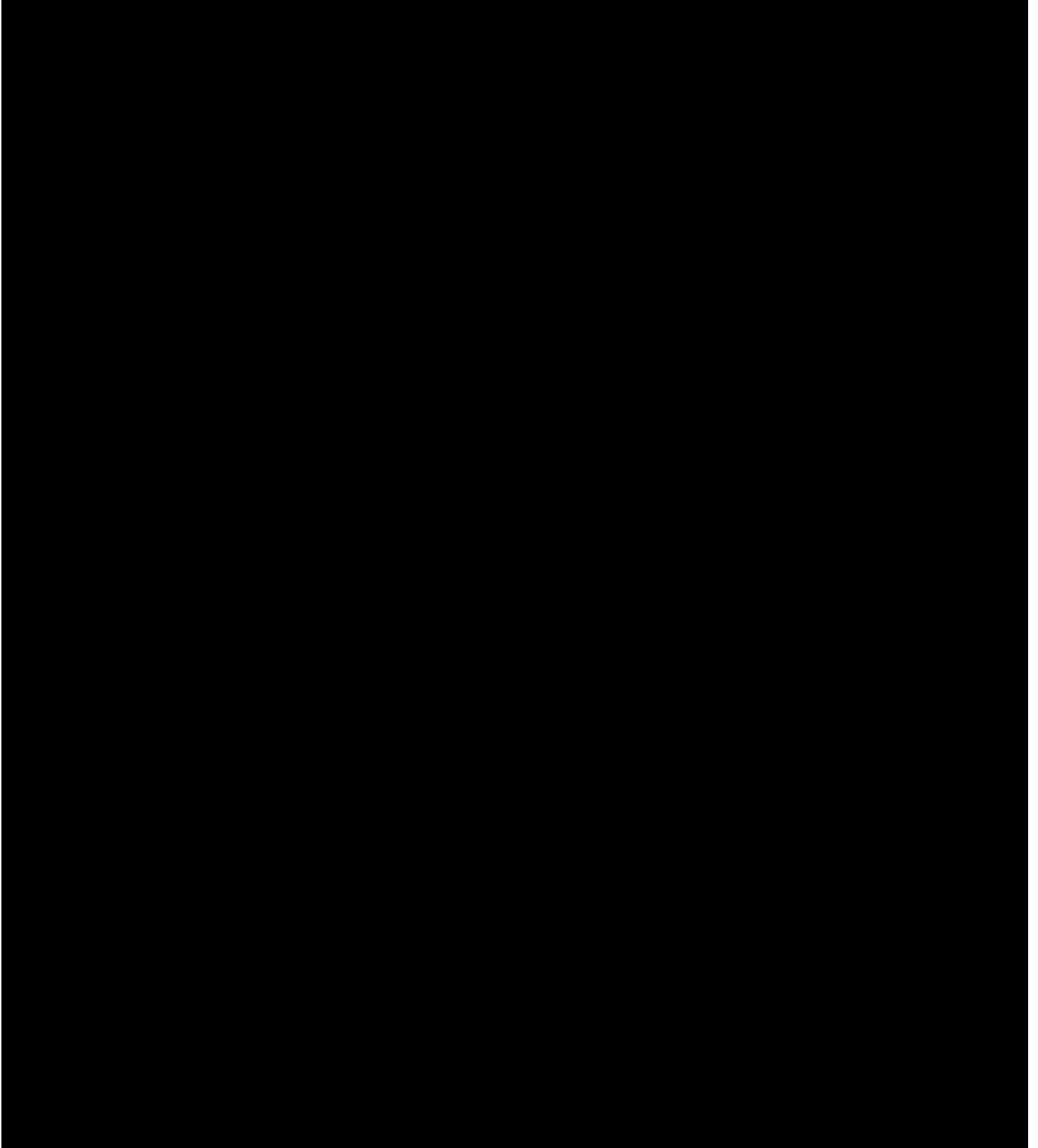
AECOM is a multi-national, publicly traded corporation under the trading symbol of ACM on the NYSE. AECOM is the ultimate parent of AECOM Technical Services of North Carolina, Inc. Financial information concerning AECOM is available on AECOM's website at [www.aecom.com](http://www.aecom.com), or on the SEC's website at [www.sec.gov](http://www.sec.gov). Although the financial strength of our various subsidiary entities is reflected in AECOM financials, we do not make public the various financial statements for these individual entities. Our most recent audited overhead rate has been included following this page.

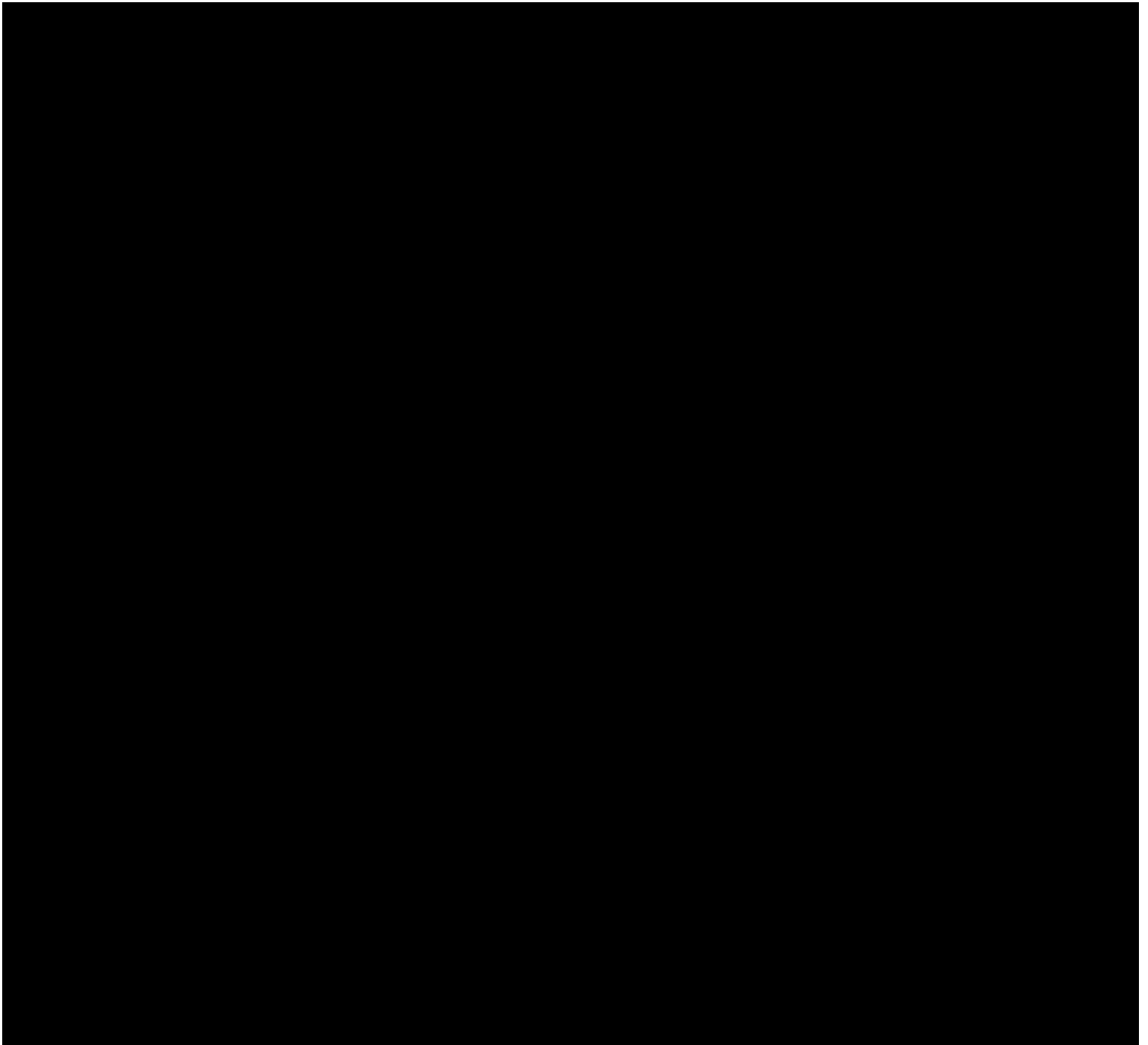


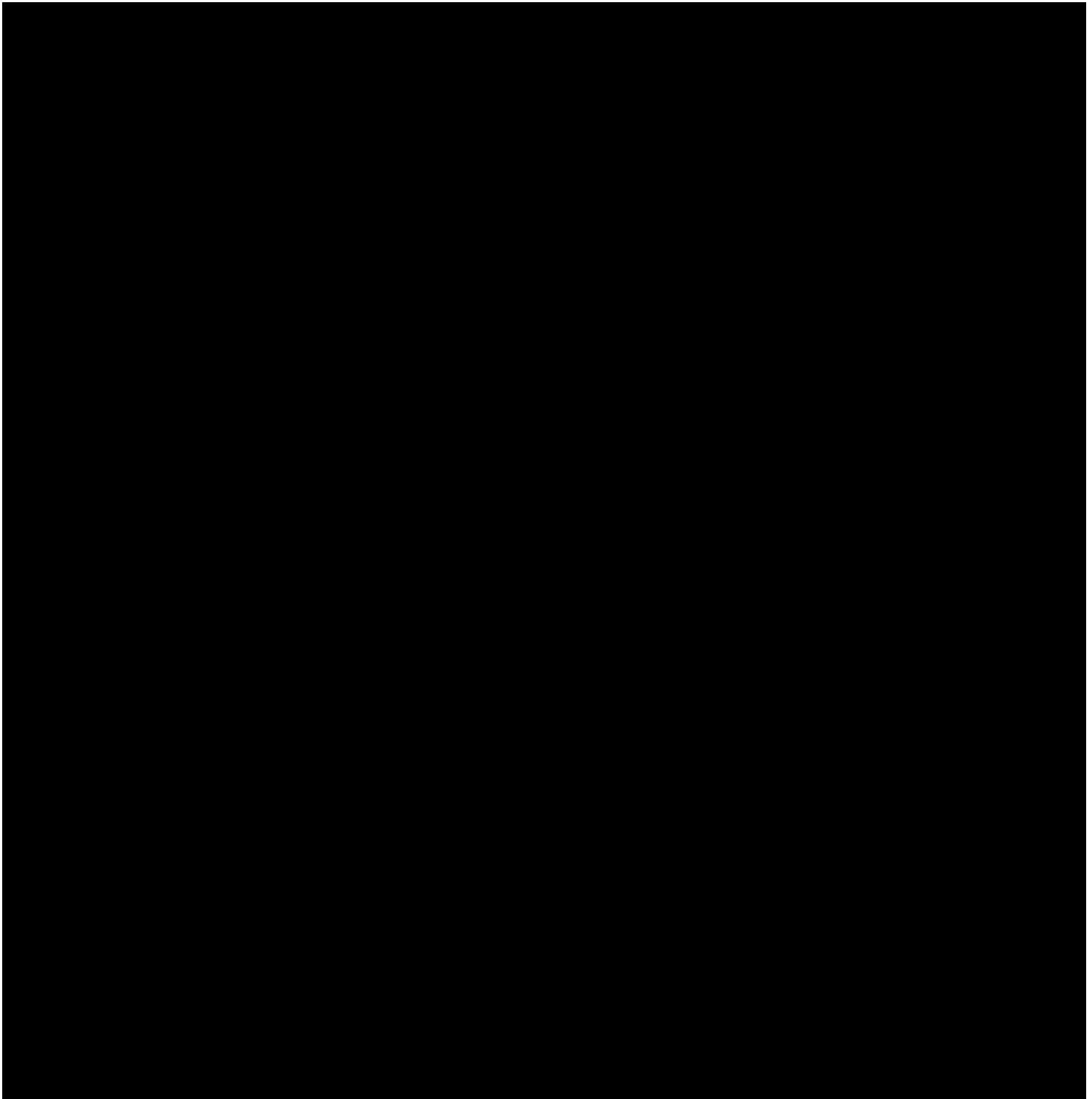




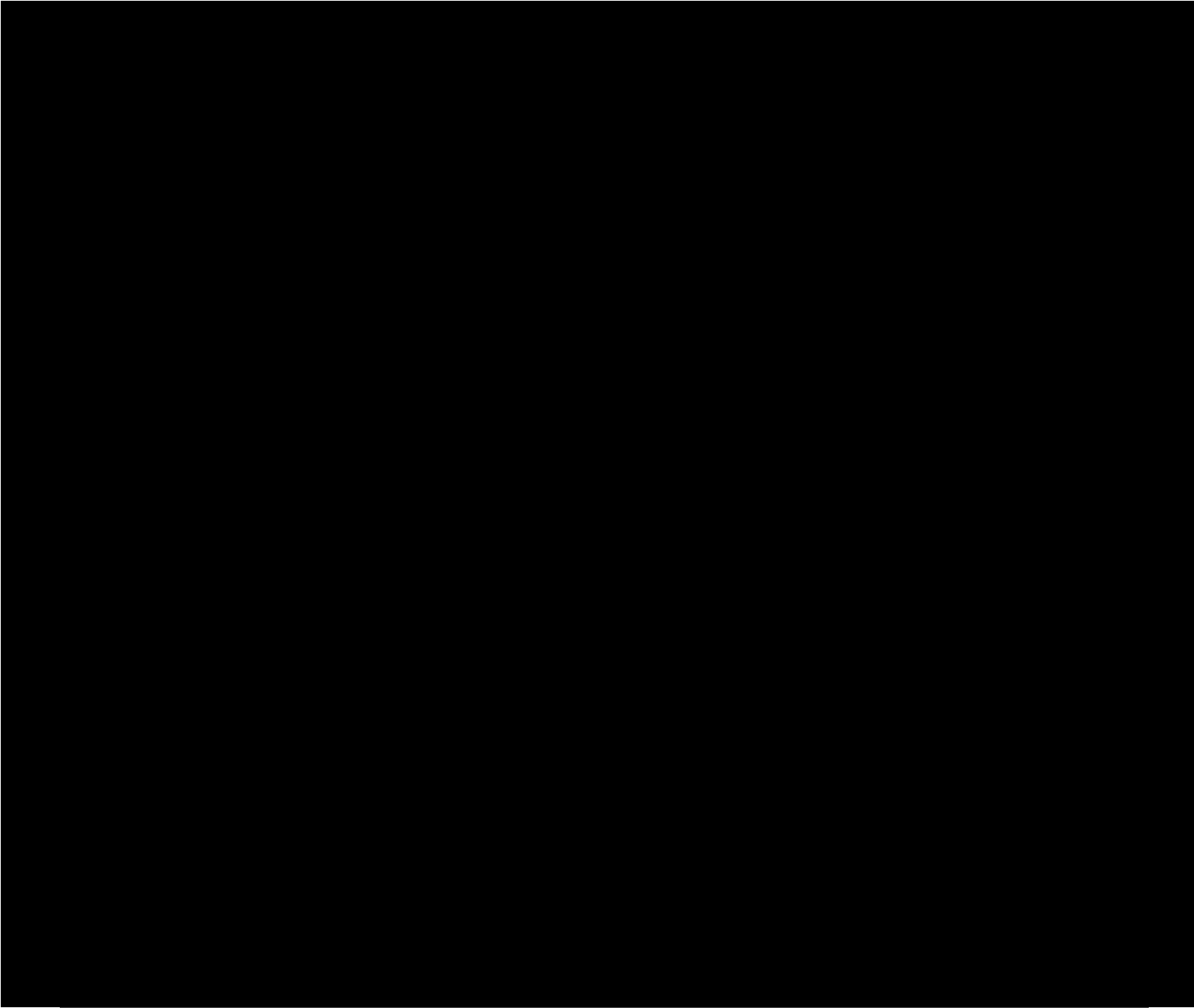


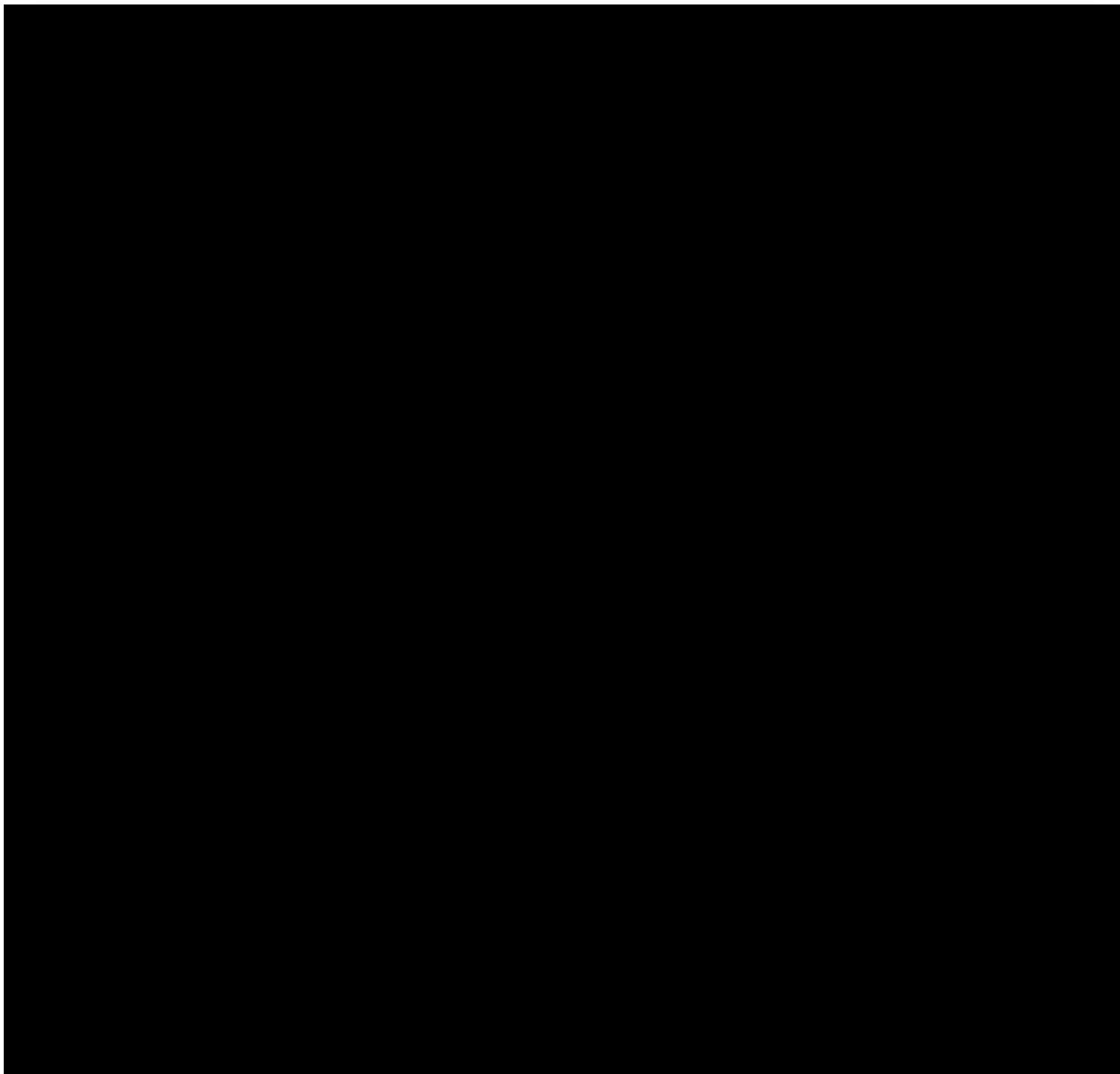




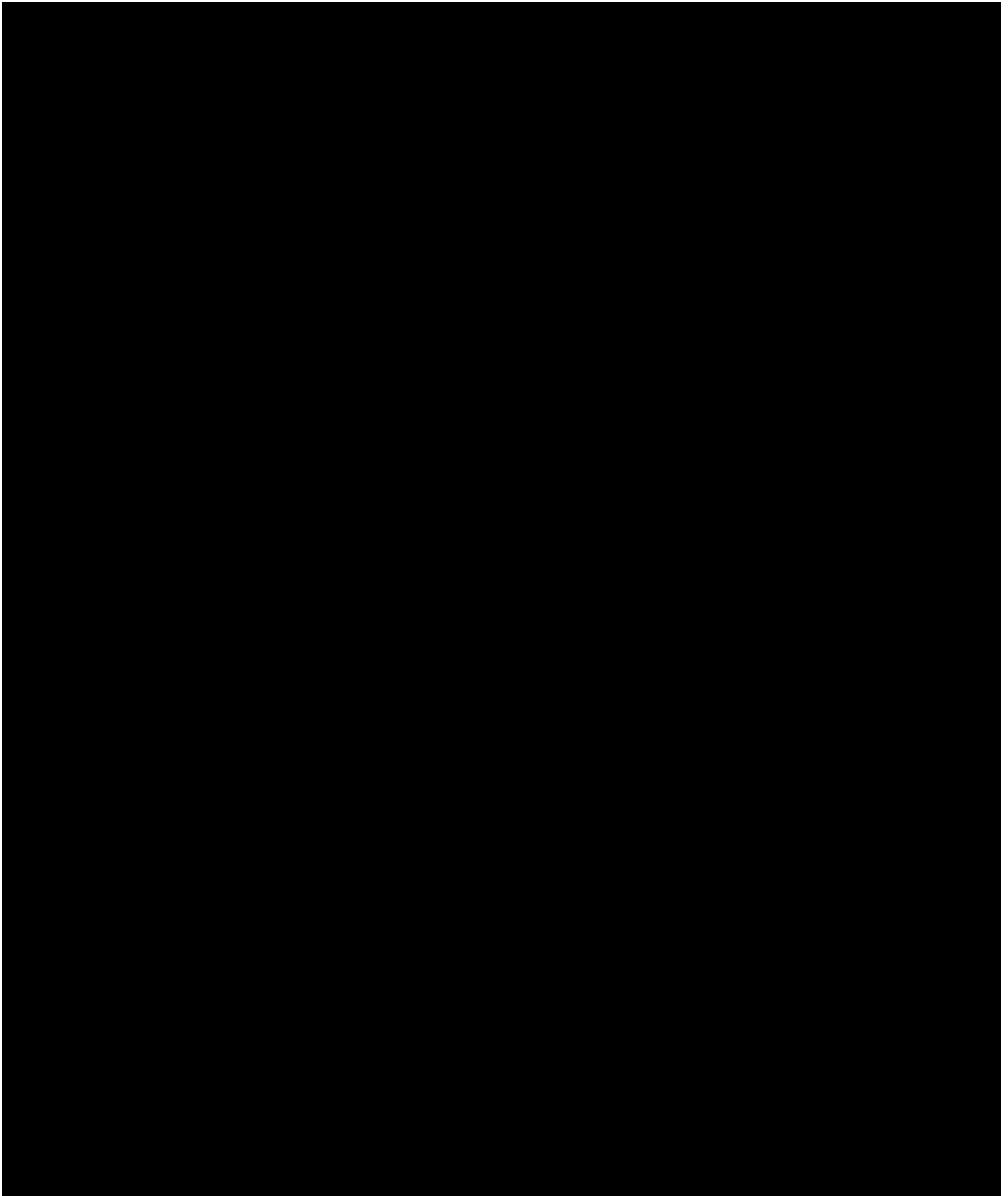


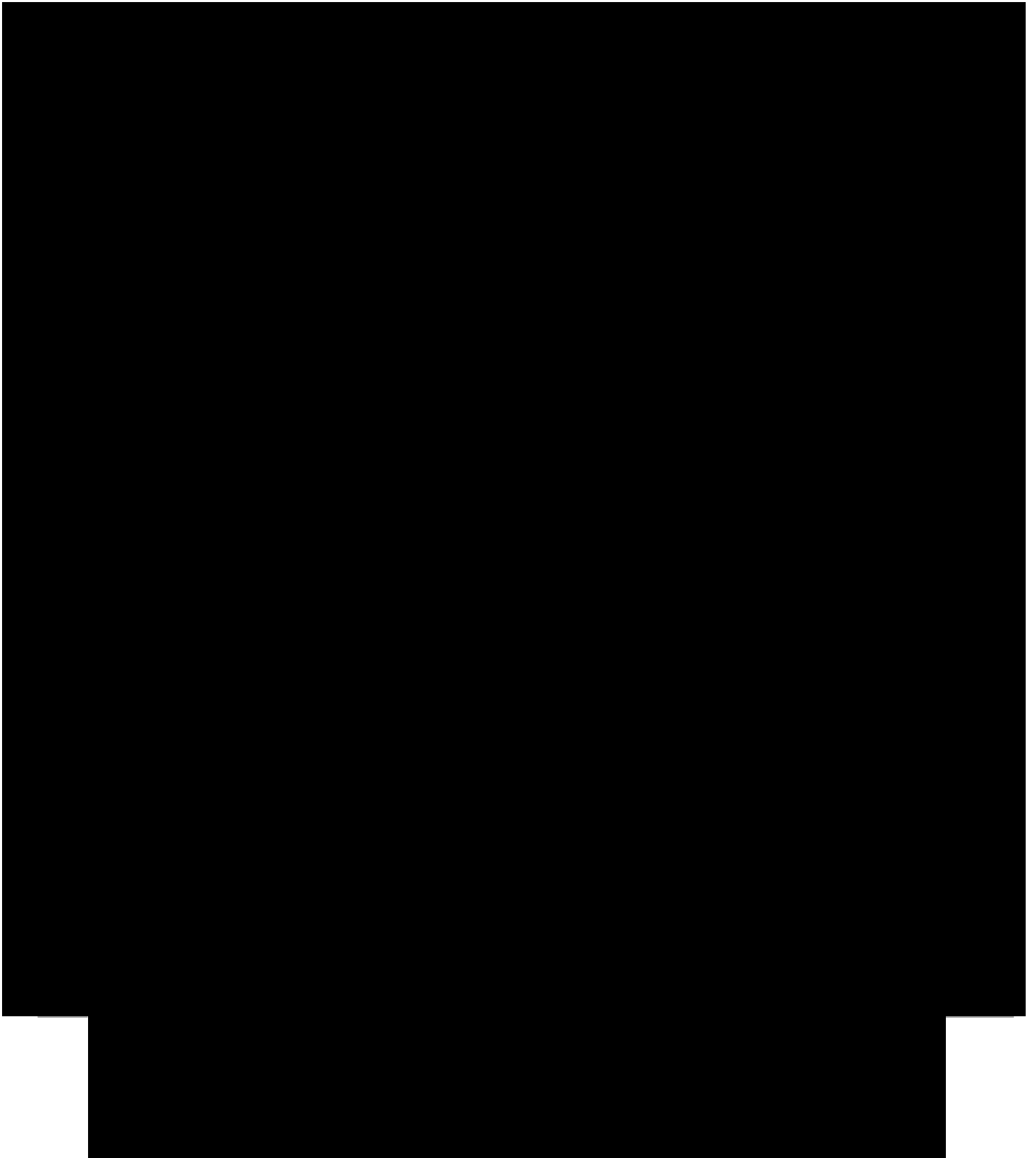


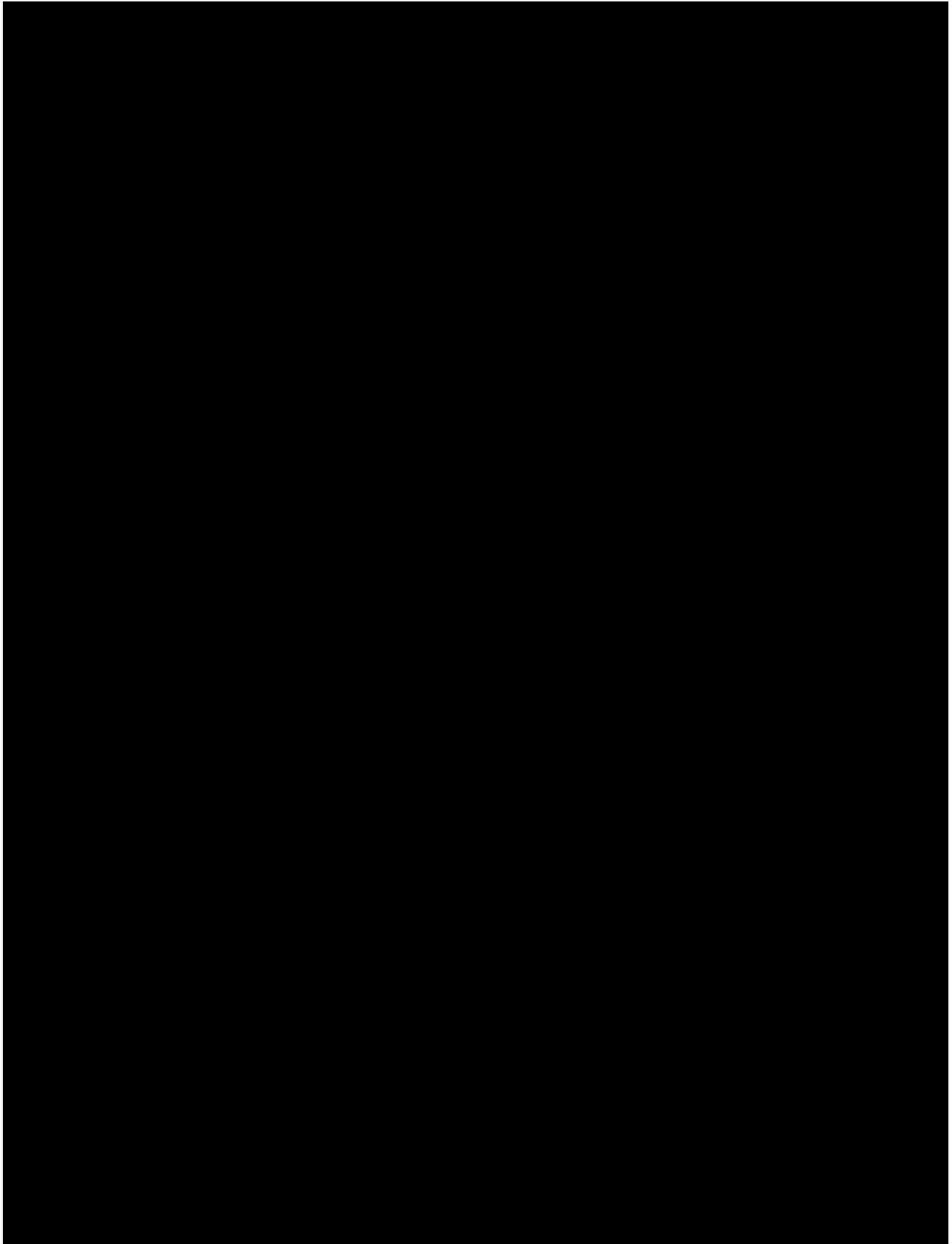




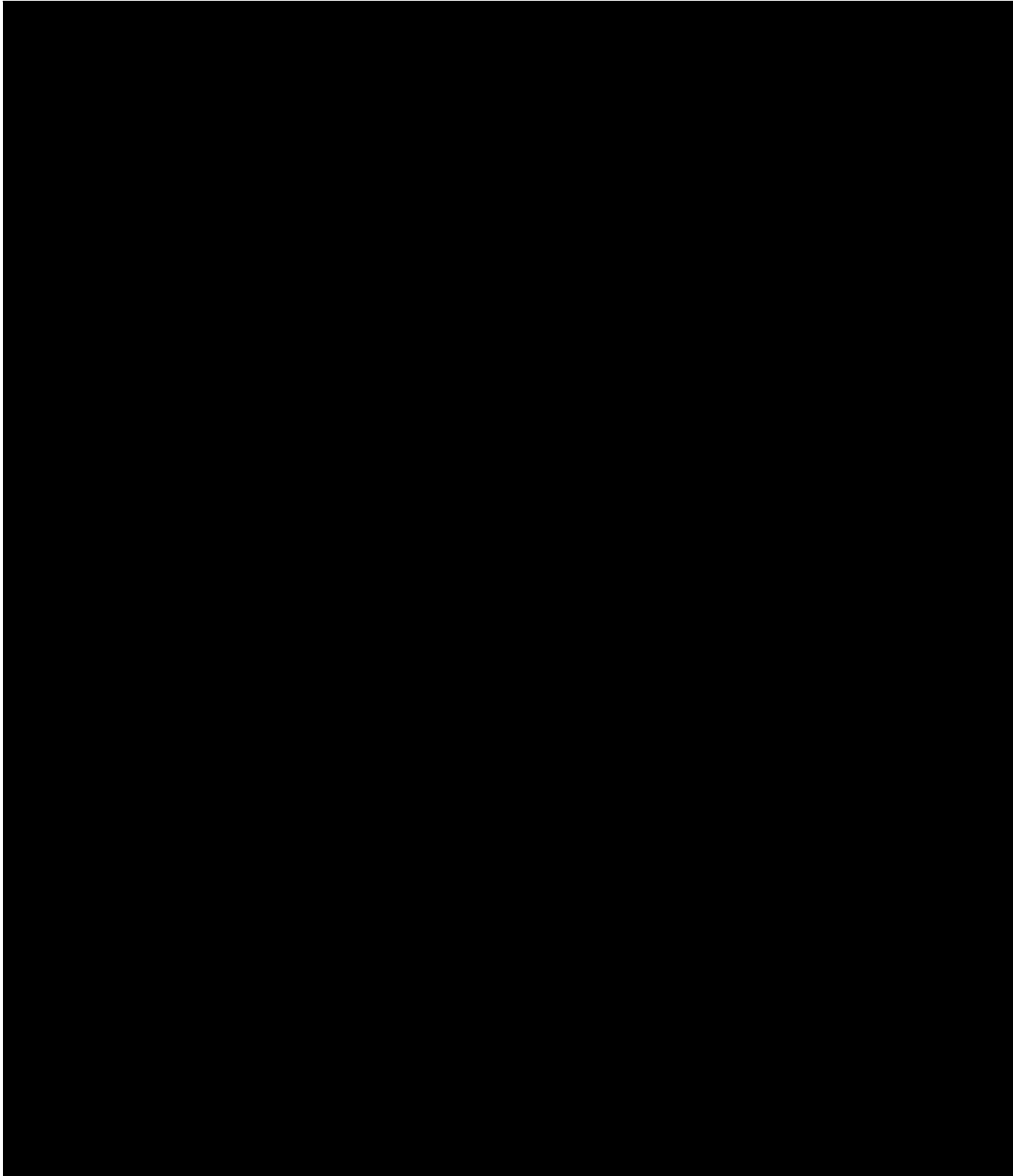
The accompanying notes are an integral part of these schedules.

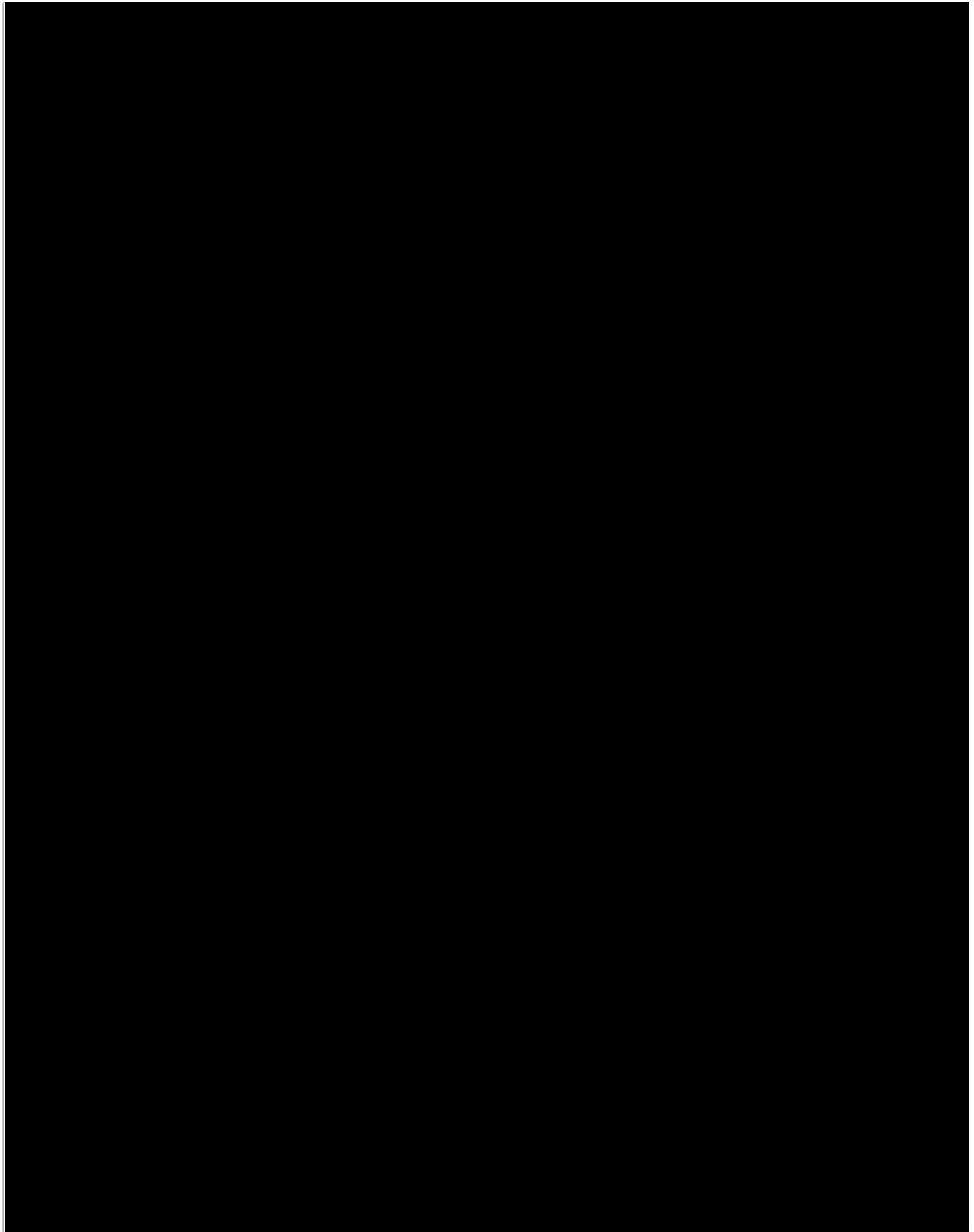


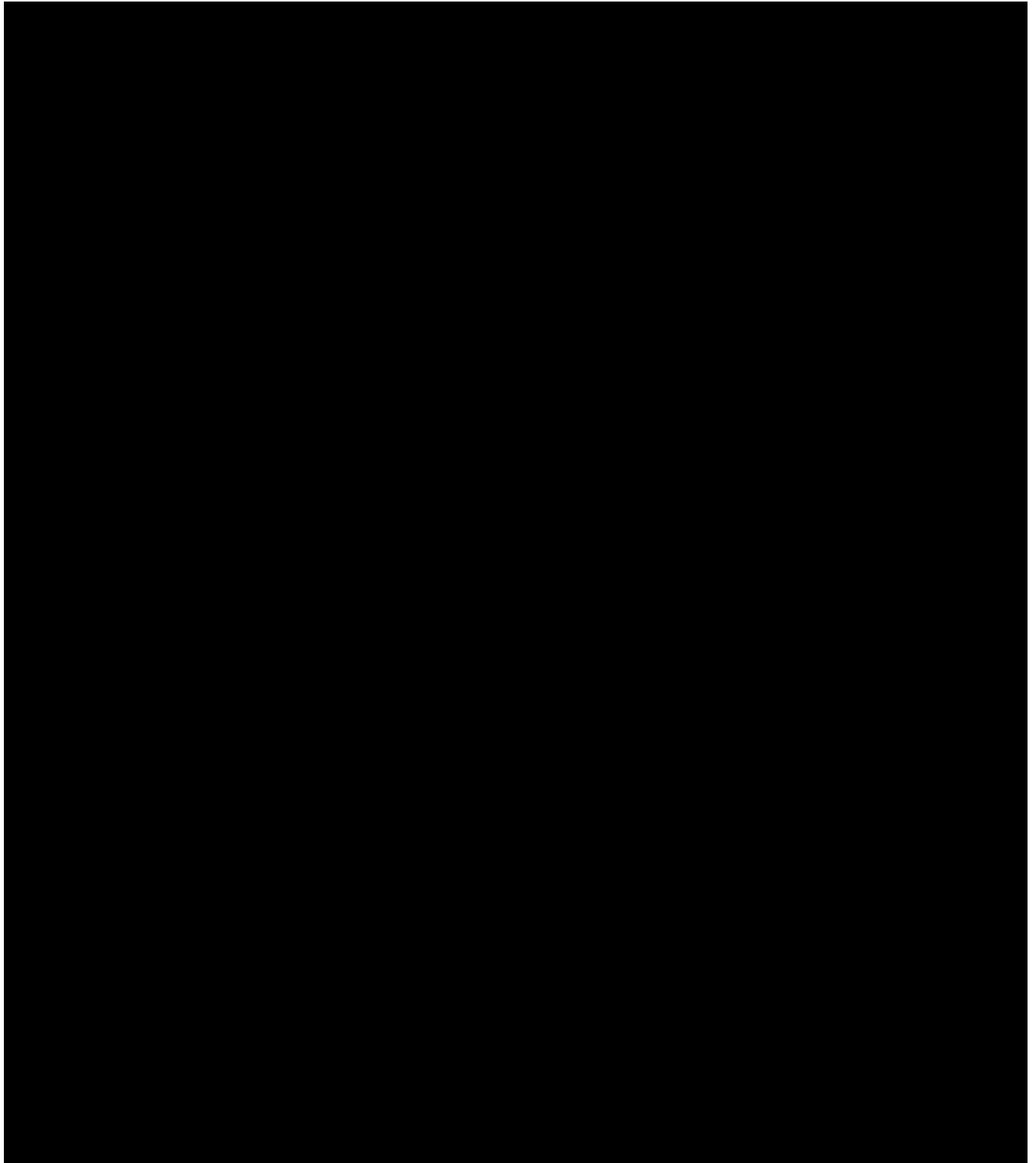


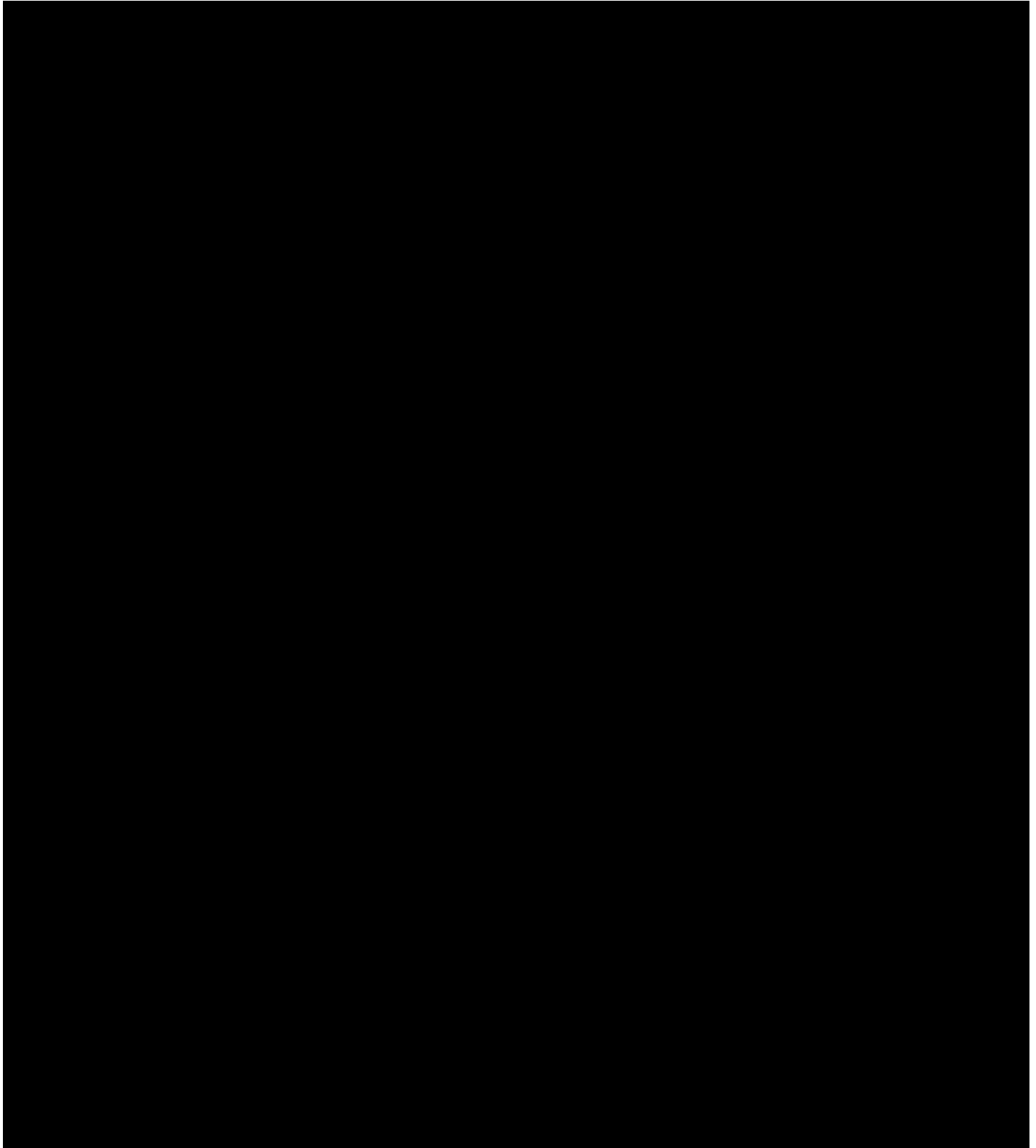


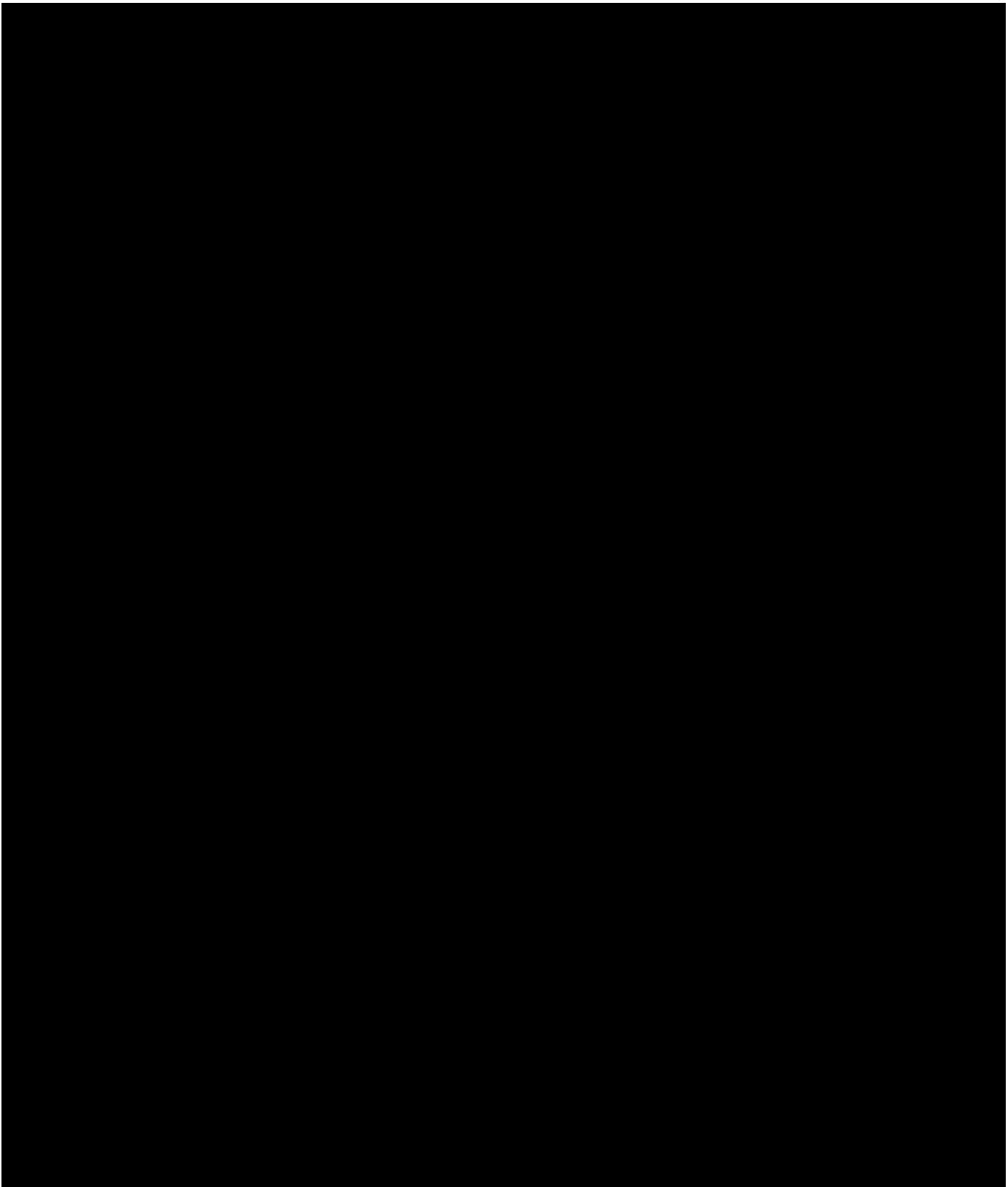




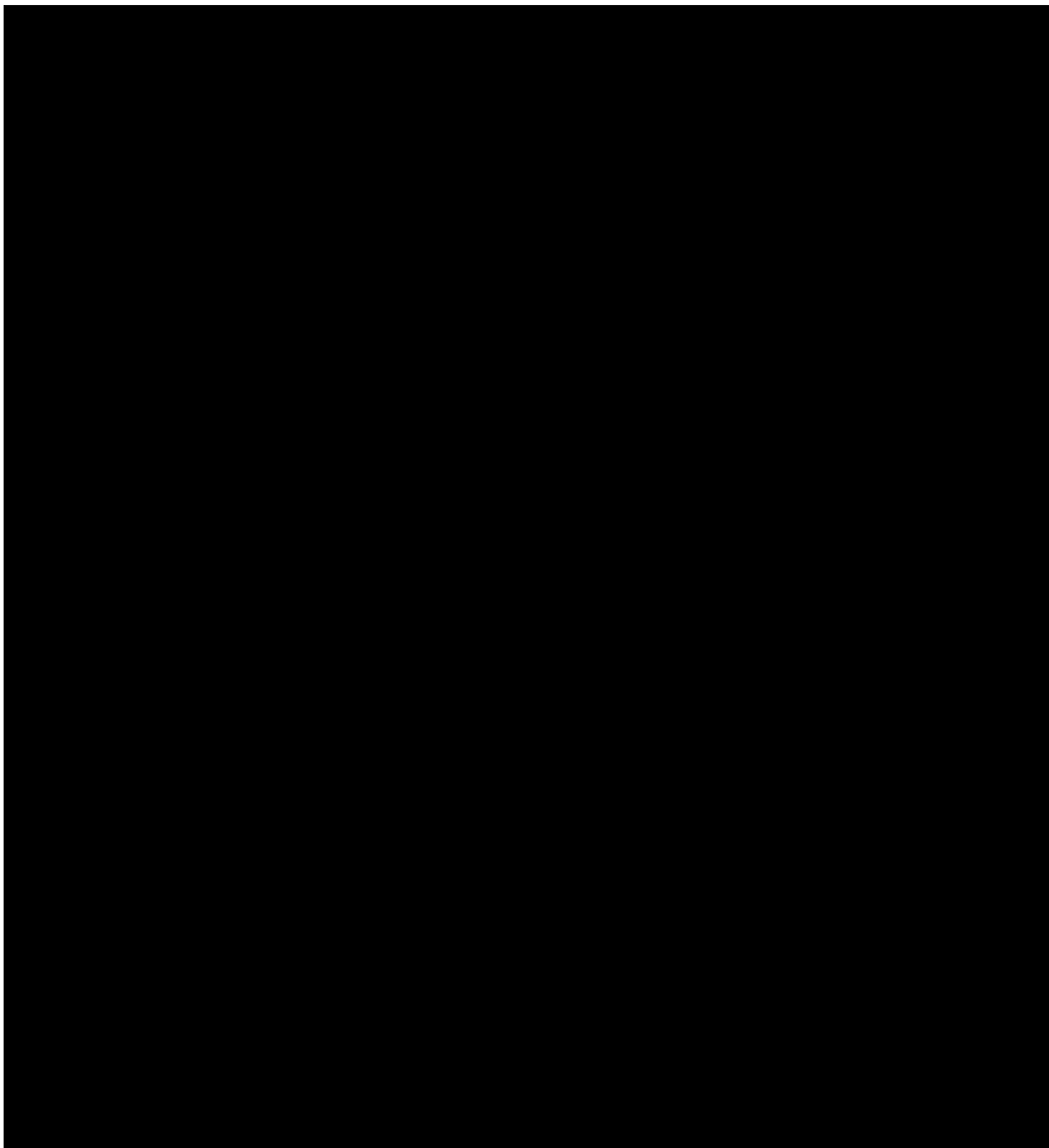


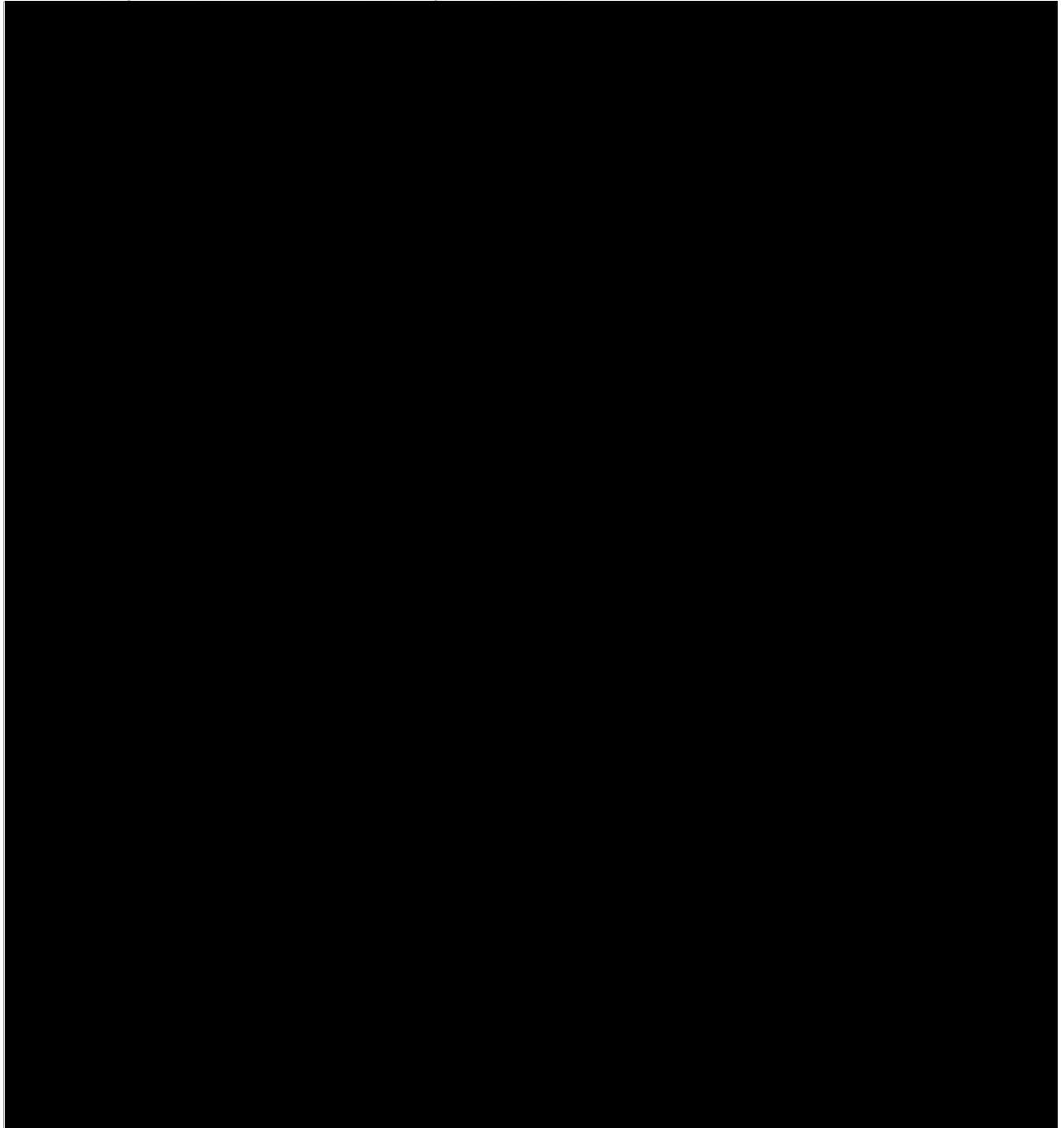













## Licenses/Accreditation/Credentials

Listed below are the relevant licenses, accreditations and credentials required by this RFP for AECOM and team members.

Corporations Division

Page 1 of 2



North Carolina  
**Elaine F. Marshall**  
Secretary

**DEPARTMENT OF THE  
SECRETARY OF STATE**  
PO Box 29622 Raleigh, NC 27626-0622 (919)807-2000

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[Print a Pre-Populated Annual Report form](#)

**Corporate Names**  

---

**Legal:** AECOM Technical Services of North Carolina, Inc.  
**Prev Legal:** Earth Tech of North Carolina Inc.  
**Prev Legal:** Rust Environment & Infrastructure of North Carolina Inc.  
**Prev Legal:** Sec Donohue Inc. of North Carolina  
**Prev Legal:** Specialty Engineering and Distribution Company, Inc.

**Business Corporation Information**  

---

**SosId:** 0138524  
**Status:** Current-Active  
**Annual Report Status:** Current  
**Citizenship:** Domestic  
**Date Formed:** 8/24/1962  
**Fiscal Month:** September  
**Registered Agent:** CT Corporation System

**Corporate Addresses**  

---

**Reg Office:** 160 Mine Lake Ct Ste 200  
Raleigh, NC 27615  
**Reg Mailing:** 160 Mine Lake Ct Ste 200  
Raleigh, NC 27615  
**Mailing:** 515 S. Flower St., 4th Floor  
Los Angeles, CA 90071-2201  
**Principal Office:** 515 S. Flower St., 4th Floor  
Los Angeles, CA 90071-2201

**Officers**  

---

**Vice President:** Alexander B Berra  
1600 Perimeter Park Drive  
Morrisville NC 27560  
**Senior Vice President :** Kevin Cornish  
150 N Orange Ave, Suite 200  
Orlando FL 32801  
**Senior Vice President :** Scott K Edelman  
701 Corporate Center Drive, Suite 475  
Raleigh NC 27607  
**Vice President:** Scott A Hartung  
1600 Perimeter Park Drive  
Morrisville NC 27560  
**Vice President:** Dennis Hoyle  
1600 Perimeter Park Drive  
Morrisville NC 27560  
**Vice President:**

<https://www.sosnc.gov/Search/profcorp/4828679>

11/28/2016

## Corporations Division

Page 2 of 2

	Richard S Keagy 6000 Fairview Road Charlotte NC 28210
<b>President:</b>	Timothy H Keener 1600 Perimeter Park Drive Morrisville NC 27560
<b>Secretary:</b>	Deborah S Klem 800 Douglas Entrance, 2nd Floor, North Tower Coral Gables FL 33134
<b>Treasurer:</b>	Deborah S. Klem 800 Douglas Entrance, North Tower, 2nd Floor Coral Gables FL 33134
<b>Assistant Vice President:</b>	Sreekanth Nandagiri 701 Corporate Center Drive, Suite 475 Raleigh NC 27607
<b>Vice President:</b>	Joseph G Riddle 400 Northpark Town Center Atlanta GA 30328
<b>Vice President:</b>	Gunseli S Shareef 1600 Perimeter Park Drive Morrisville NC 27560
<b>Vice President:</b>	Randall K Taylor 1600 Perimeter Park Drive Morrisville NC 27560
<b>Vice President:</b>	Carlos Torres 1600 Perimeter Park Drive Morrisville NC 27560
<b>Assistant Vice President:</b>	Claire Tronel 701 Corporate Center Drive, Suite 475 Raleigh NC 27607
<b>Vice President:</b>	Grace Wood 400 Northpark Town Center Atlanta GA 30328

### Stock

---

Class:	COMMON
Shares:	100000
Par Value:	1



**NORTH CAROLINA BOARD OF EXAMINERS  
FOR ENGINEERS AND SURVEYORS**  
4601 Six Forks Rd Suite 310  
Raleigh, North Carolina 27609

AECOM Technical Services of North Carolina  
Attn: Angela Gill  
1999 Avenue of the Stars  
Los Angeles, CA 90067

**This is to Certify that:**

AECOM Technical Services of North Carolina, Inc. is licensed with the North Carolina Board of Examiners for Engineers and Surveyors, and is authorized to practice **engineering and land surveying** under the provisions of Chapter 89C and 55B of the General Statutes of North Carolina.

This authorization must be renewed annually, and **expires on June 30, 2019**

License No. : F-0342



**THE NORTH CAROLINA BOARD OF  
EXAMINERS FOR ENGINEERS  
AND SURVEYORS**

Executive Director

**POST IN PLACE OF BUSINESS**

*Issued 06/13/2018*

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**Telephone**  
(919) 791-2000

**FAX**  
(919) 791-2012

**EMAIL Address**  
ncbels@ncbels.org

**WEB Site**  
www.ncbels.org

License Year

2019

License No.

40010

# North Carolina

## Licensing Board for General Contractors

This is to Certify That:

AECOM Technical Services, Inc.  
Clayton, MO

is duly registered and entitled to practice

## General Contracting

Limitation: Unlimited  
Classification: Building; Public Utilities

until

December 31, 2019

when this Certificate expires.

Witness our hands and seal of the Board.


Dated, Raleigh, N.C.

January 1, 2019

This certificate may not be altered.



  
Chairman

  
Secretary-Treasurer





## NORTH CAROLINA LICENSING BOARD FOR GENERAL CONTRACTORS

SEARCH ▾ INFORMATION ▾ RECOVERY FUND EXAMINATIONS NEWS FORMS COMPLAINTS

### License Details

License Number	40010
Status	Valid
Renewal Date	2019-01-01
Name	AECOM Technical Services, Inc.
Address	120 S Central Ave Ste 400 Clayton, MO 63105
County	Wake
Telephone	(314) 236-3956
Limitation	Unlimited
Classifications	Building Public Utilities
Qualifiers	Allen, Matthew Christopher Augusti, Daniel S. Dalton, Brian Gayle, Benjamin Perry



# NORTH CAROLINA

## Department of the Secretary of State

---

### CERTIFICATE OF AUTHORITY

I, Elaine F. Marshall, Secretary of State of the State of North Carolina, do hereby certify  
that

**PLEXOS GROUP, L.L.C.**

having filed on this date an application conforming to the requirements of the General  
Statutes of North Carolina, a copy of which is hereto attached, is hereby granted  
authority to transact business in the State of North Carolina.



Scan to verify online.

IN WITNESS WHEREOF, I have hereunto set  
my hand and affixed my official seal at the City  
of Raleigh, this 24th day of January, 2018.

*Elaine F. Marshall*

Secretary of State

Document Id: C201802400830  
Verify this certificate online at <http://www.sosnc.gov/verification>



# NORTH CAROLINA

## Department of the Secretary of State

### CERTIFICATE OF AUTHORITY

I, Elaine F. Marshall, Secretary of State of the State of North Carolina, do hereby certify  
that

**REMORA CONSULTING, LLC**

having filed on this date an application conforming to the requirements of the General  
Statutes of North Carolina, a copy of which is hereto attached, is hereby granted  
authority to transact business in the State of North Carolina.



Scan to verify online.

IN WITNESS WHEREOF, I have hereunto set  
my hand and affixed my official seal at the City  
of Raleigh, this 10th day of January, 2017.

*Elaine F. Marshall*

Secretary of State

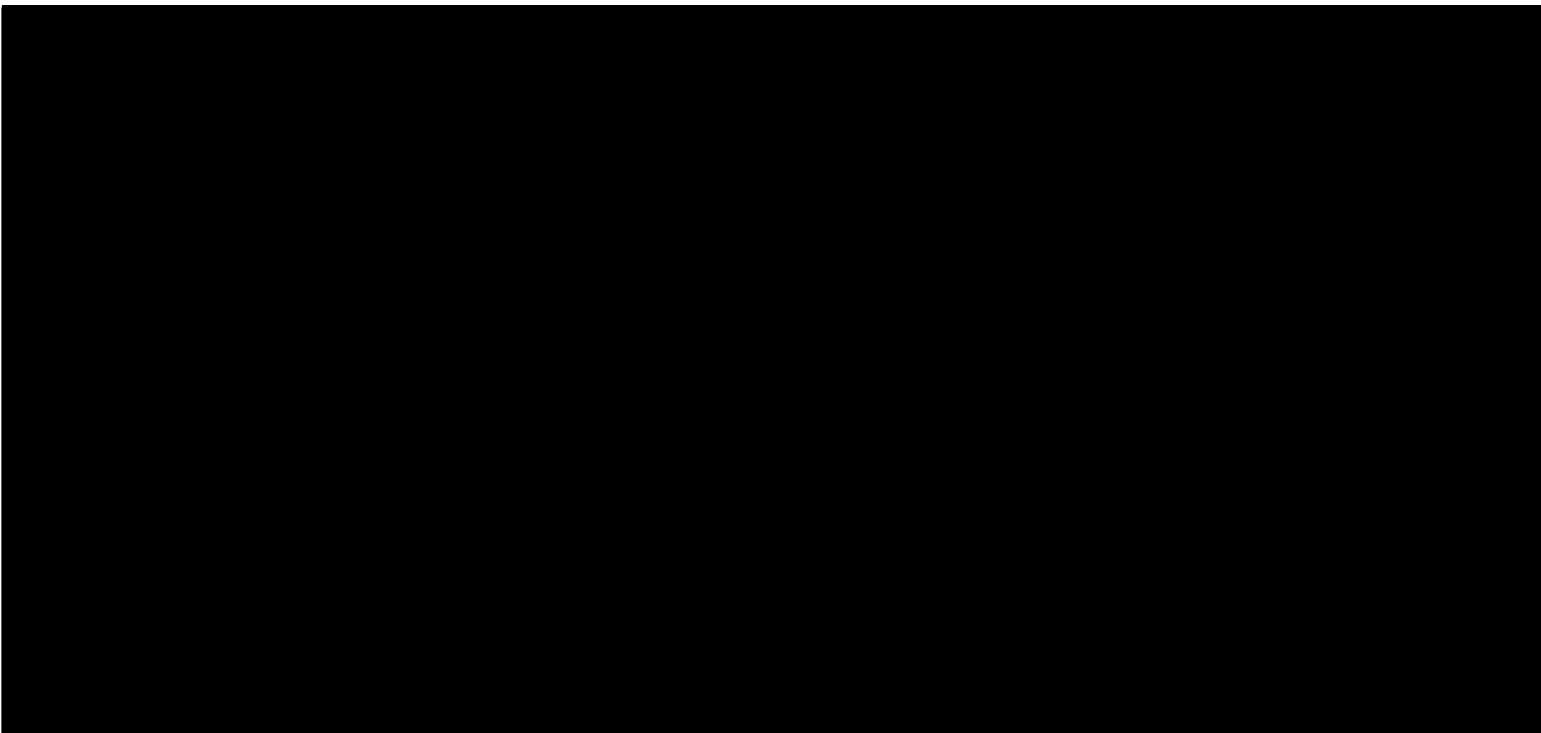
Document Id: C201701000436  
Verify this certificate online at <http://www.sosnc.gov/verification>



# References

## References

**RFP Section 4.9 (pg. 12):** *Offerors must provide a minimum of three (3) references or letters of reference from other agencies, government organizations, or companies for whom Offeror has provided similar services in the past eight (8) years as demonstration of Offeror's prior experience.*





State of North Carolina Department of Public Safety  
Office of Recovery and Resiliency

Construction Management Services For State's Hurricane Recovery Program  
RFP # 19-RFP-014582-WAX | March 18, 2019

## REFERENCE LETTER

The following information is being submitted in accordance with Section 4.9 of Request of Proposal Number 19-RFP-014582 for the State of North Carolina Department of Public Safety, Office of Recovery and Resiliency.

**Offeror:** AECOM  
1600 Perimeter Park Drive, Suite 400, Morrisville NC  
27560  
tel 919.461.1100 fax 919.461.1415

**AECOM**

**Organization/Client:** City of New York – NYC Department of Design and Construction

**Contact Information:** Christine Flaherty, CCM, Associate Commissioner,  
Public Buildings  
718 391-1000



**Project Name:** Build it Back – Queens

Offeror's services provided:	AECOM and our subcontractors provided extensive project management and applicant delivery in support of the Mayor's Housing Recovery Office initiative to assist to 33,000+ single family and multi-family homeowners with solutions including: repairs, rebuilds, elevation, reimbursement, and acquisitions. Our support included full operational and staffing responsibilities for processing all Build it Back applicants, policy and regulatory consulting services, and data and information systems support. The operation, staffed by an AECOM team of 100+ case management representatives and several tiers of supervisors across multiple field locations, was responsible for the design, operationalization and compliance of the detailed CDBG-DR application lifecycle.
Description of Offeror's professional relationship with the Organization/Client	AECOM became the principal case managers working with the applicants one-on-one and reaching out to the impacted communities to help people move forward in the process. Starting in June 2013, spanning two mayoral administrations and several different Action Plan updates, AECOM provided extensive project management and applicant delivery support to the Mayor's Housing Recovery Office. AECOM designed and provided construction management and oversight of the Build it Back program. This support included <b>full operational and staffing responsibilities for processing all Build it Back applicants, policy and regulatory consulting services, and data and information systems support.</b>
Description of Offeror's ability to staff project as represented in contract and retention of that staff during project:	The operation, staffed by an AECOM team of 100+ case management representatives and several tiers of supervisors across multiple field locations, was responsible for the design, operationalization and compliance of the detailed CDBG-DR application lifecycle.
Description of experience with working with Offeror's staff on project and the quality of staff provided by Offeror:	Our support included full operational and staffing responsibilities for processing all Build it Back applicants, policy and regulatory consulting services, and data and information systems support.

AECOM



State of North Carolina Department of Public Safety  
Office of Recovery and Resiliency

Construction Management Services For State's Hurricane Recovery Program  
RFP # 19-RFP-014582-WAX | March 18, 2019

**Would you recommend the Offeror to others?**

☒ **Yes**   ☐ **No**

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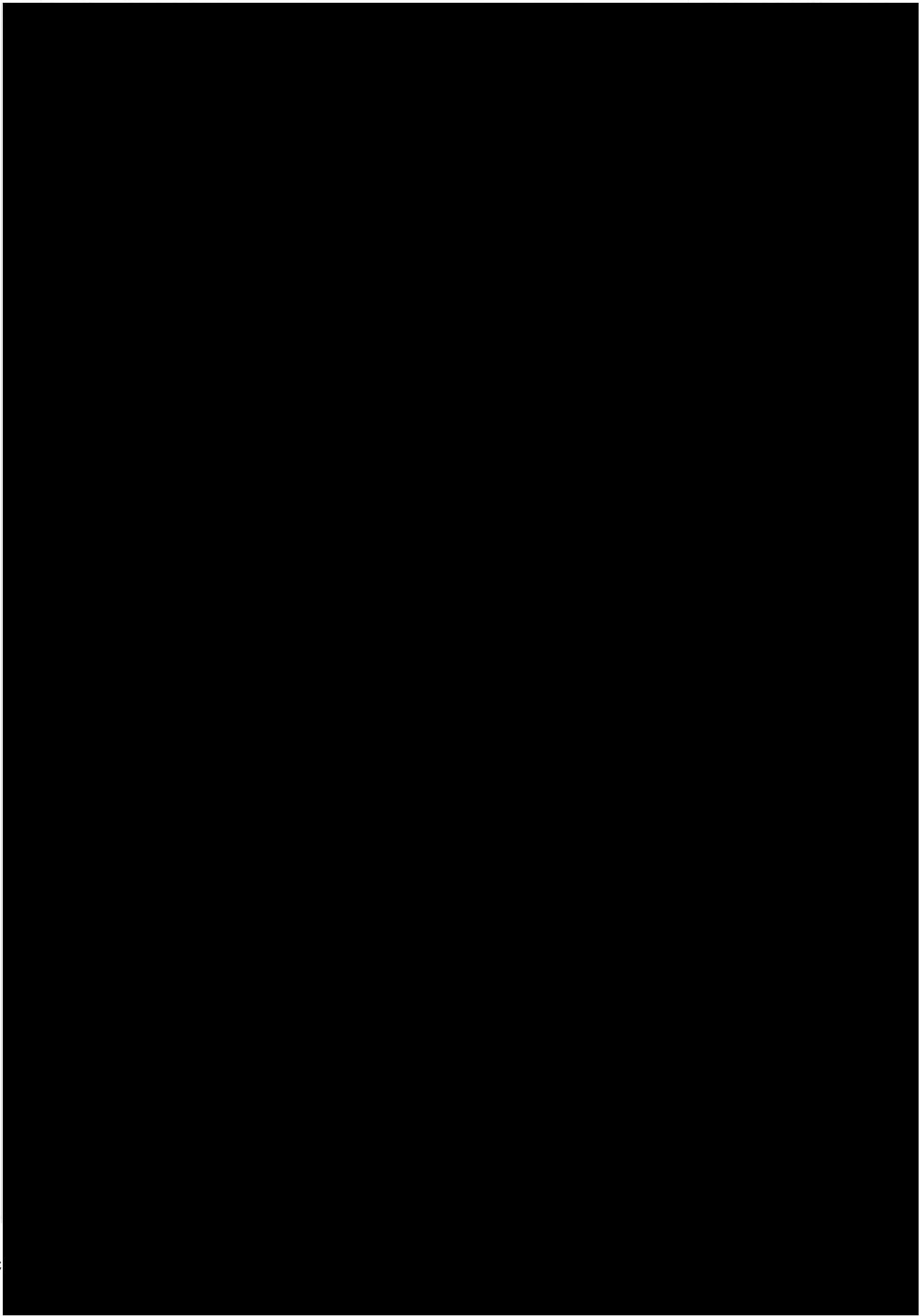
**BY:**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

*\*In accordance with New York City policy, City officials cannot sign reference documents. Officials may be contacted to provide information regarding the performance of a vendor, so AECOM encourages the State to contact this reference regarding a statement over the phone.*

AECOM



State of North Carolina Department of Public Safety  
Office of Recovery and Resiliency

Construction Management Services For State's Hurricane Recovery Program  
RFP # 19-RFP-014582-WAX | March 18, 2019

## REFERENCE LETTER

The following information is being submitted in accordance with Section 4.9 of Request of Proposal Number 19-RFP-014582 for the State of North Carolina Department of Public Safety, Office of Recovery and Resiliency.

**Offeror:** AECOM  
1600 Perimeter Park Drive, Suite 400, Morrisville NC 27560  
tel 919.461.1100 fax 919.461.1415

**AECOM**

**Organization/Client:** Governor's Office of Homeland Security and Emergency  
Preparedness  
7667 Independence Blvd  
Baton Rouge, LA 70806

**Contact Information:** Kimberly Poorbaugh, ABD  
Assistant Section Chief – Preparedness  
Senior Projects Coordinator  
(225) 358-5600  
Kimberly.Poorbaugh@LA.GOV

**Project Name:** Shelter at Home



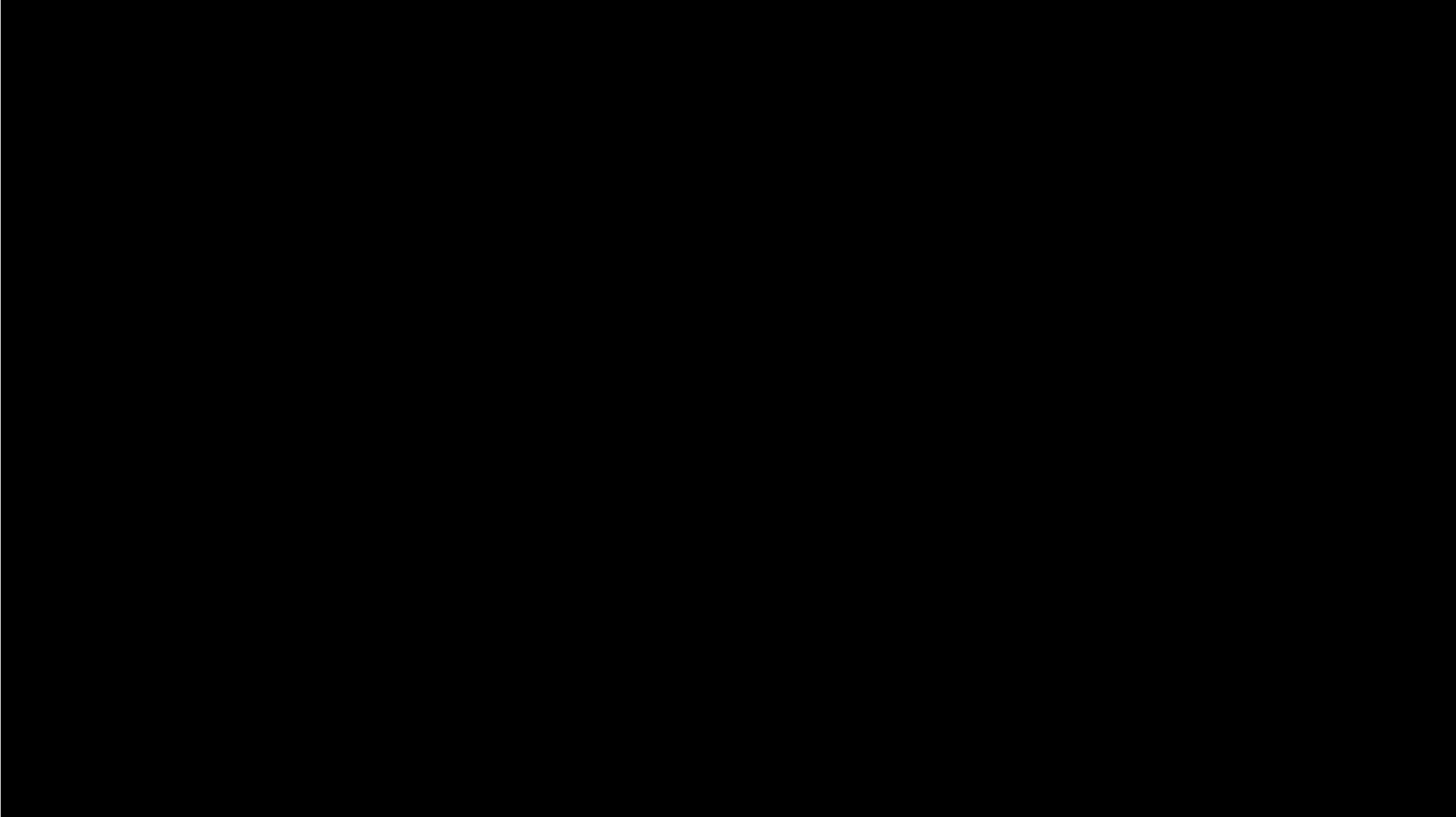
Offeror's services provided:	Intake and Eligibility Estimating Services Construction Management Inspection Services
Description of Offeror's professional relationship with the Organization/Client	Professional Services Provider



# Qualifications

## Offeror experience

The project information on the next pages is presented to **demonstrate the eight years of relevant experience** as required by this RFP. Additionally, the project sheets below provide an extensive description of our experience working with other governmental entities to manage residential construction efforts for disaster recovery housing programs. These projects go back to 2007 for direct CDBG-DR programs and the state and local level and to 1997 for the provision of disaster recovery services to federal agencies. References for many of these projects can be also found in the table above. The Graphic below shows the continuous nature of our service to governmental entities.





# North Carolina Project Management For Sheltering and Temporary Essential Power (STEP) Program

<b>Client</b> North Carolina Emergency Management (NCEM), a division of North Carolina Department of Public Safety	– Construction Management	<b>Overall value</b> \$100 million (estimate)	– Employment of minority subcontractors – FEMA compliant site and structural inspections – Experience with federal funded projects
<b>Services</b> – Project Management – Grant Administration – Applicant Relations	<b>Start date</b> November, 2018  <b>Completion date</b> Ongoing	<b>Relevance to NC CM Services</b> – STEP or other federal disaster recovery program	

AECOM provides project management and grant administration services to implement the NC STEP program. This is bringing much needed relief to impacted residents, enabling them to remain in, or quickly return to, their homes pending restoration.

As Hurricane Florence made landfall on September 14, 2018, it forever changed North Carolina. The Category 1 hurricane brought torrential rain along the Carolina coast, displacing residents and causing significant flooding and destruction throughout the area. The President of the United States declared North Carolina an emergency disaster in FEMA-EM-3401 and an expedited Major Disaster Declaration in FEMA-4393-DR. FEMA quickly approved Public Assistance funding under Section 403 for the Sheltering and Temporary Essential Power (STEP) Program. Currently, there are nearly 16,000 applicants eligible for public assistance in the 12 impacted counties of the state, and a deadline of March 14, 2019 has been established for the completion of the work. This STEP program will provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes.



AECOM is administering the STEP program for the State of North Carolina under guidelines recently established by FEMA for eligible victims of Hurricane Florence. We are working with NCEM to develop policies and procedures, provide outreach and communication services, receive and process program applications, determine applicant and dwelling eligibility, and manage the STEP contractors and VOADs performing the STEP program.

# Emergency Housing Repair STEP Program – Virgin Islands

<b>Client</b> Virgin Islands Housing Authority	<b>Start date</b> February 2018	<b>Services</b> – Program Management – Applicant Eligibility – Processing – Inspections	– Housing or Building Repair in Impacted Area – Local Minority Subcontractors in Impacted Area – FEMA Compliant Inspections
<b>Location</b> U.S. Virgin Islands	<b>Completion date</b> November 2018	<b>Construction Relevance to NC CM Services</b> – Client Similar to North Carolina	– Program Similar Size and Nature – FEMA or Other Federal Funds
	<b>Overall value</b> \$300 Million		

## AECOM assisted FEMA with a Housing Repair Program in the Virgin Islands that addresses 15,000 Homes needing emergency repairs.

AECOM provided communications, homeowner case management, administrative, and construction services in support of the Virgin Islands Housing Finance Authority's (VIHFA) Emergency Home Repairs Program. The \$300M FEMA-funded program was developed to assist a potential pool of 15,000 home owners with up to \$25,000 in basic, emergency repairs that will enable residents to return to or remain in their homes while permanent repairs are completed. This Sheltering, Temporary Emergency Power (STEP) program began four months after the storm; this delay caused heightened frustration of USVI homeowners, making the Program even more challenging to execute.

AECOM was responsible for overall construction delivery including activities associated with determining applicant eligibility, processing, inspections, and construction. To expedite the process, AECOM stood up and activated two call centers in Atlanta, GA and Orlando, FL within 24 hours of contract execution. Home inspections began within seven days of Notice to Proceed. Program identity, branding, and homeowner outreach efforts began prior to contract execution and included the establishment and staffing of a temporary application walk-in center. This included a "boots on the ground" campaign where trained, AECOM case managers went door-to-door in impacted areas to enroll as many homeowners as possible. This effort required the mobilization of approximately 100 local staff. Coupled with social media strategies and conventional techniques (e.g., paid advertising, radio, word-of-mouth), approximately 10,000 applications were entered into the pipeline for eligibility consideration resulting in commitments to repair over 7,400 homes.

AECOM also successfully managed the logistical challenges of securing construction vehicles and crews; and transporting building materials, appliances, and supplies. Estimates from previous STEP programs were used to define materials needed for purchase and transportation to the Islands of St. Thomas and St. Croix. AECOM established multiple warehouse and distribution centers to stage and prepare materials for home construction.

AECOM also effectively addressed construction complaints through the development and implementation of a proactive, seven-point process that divided complaints into three distinct categories (i.e., schedule, scope, quality), thereby providing for their prompt and successful resolution. AECOM also developed highly successful, sophisticated record-keeping and documentation policies and procedures (e.g., monitoring reports, audits). As a result, neither AECOM nor its client were subjected to disallowed costs by US Federal agencies (i.e., HUD, FEMA).



# Louisiana Shelter at Home Program

<b>Client</b> Louisiana Governor's Office of Homeland Security & Emergency Preparedness	<b>Start date</b> 2016	database within the first week. – 10,000+ homes completed in the first 100 days. – 100% Local Call Center and Case Management staff. – Focus on local hires: more than 75% of AECOM employees were Louisiana locals. – Focus on minority participation: more than 1/3 of employees on this project were employed	by Minority Owned Businesses. – Creation and deployment of Mobile Inspection Application. – Development of customized Contractor Scorecard. – Multi-layer QA/QC processes for Contracto
<b>Location</b> Louisiana	<b>Completion date</b> 2017		
<b>Services</b> – Program Management – Applicant Eligibility – Processing – Inspections – Contractor Management	<b>Overall value</b> \$38 Million	<b>Relevance to NC CM Services</b> – 17,500 applications entered into the intake	

## AECOM assisted the State with the STEP Program authorized by FEMA, returning over 10,500 families to homes within 6 months.

In response to the August 2016 flooding event, AECOM provided a full range of program management functions, including intake/eligibility, damage assessment, scope development, contractor oversight, inspection services and contractor pay application processing. Other firms that worked on this important effort include Plexos, Excel/Dynamic, and Lamar.



to the public. Concurrently with those processes, a robust data management system was rolled out to document the activities surrounding the 20,000+ applications for Program assistance. A custom Mobile Inspection Application reduced unnecessary paper and allowed real-time transfer of information from the field to the database, while an embedment inspection process improved the speed that final site visits could take place.

Construction Management functions included participation in contractor selections and composite pricing development, as well as contractor oversight throughout the Program. A team of more than 100 inspectors deployed to complete site-specific scope write-ups, secure additional homeowner documents and verify scope completion. Ultimately, the Shelter at Home program served 10,856 homeowners over a six month period.

# IDIQ for Hurricane Matthew Recovery

Client	Services	Start date	Relevance to NC CM Services
North Carolina Emergency Management (NCEM), a division of North Carolina Department of Public Safety	<ul style="list-style-type: none"> <li>Resilient Redevelopment Plans</li> <li>Economic Development Infrastructure</li> <li>Housing and Environmental</li> </ul>	2017	<ul style="list-style-type: none"> <li>Client Similar to North Carolina</li> <li>Housing or Building Repair in Impacted Area</li> <li>Local Minority Subcontractors in Impacted Area</li> <li>Program Similar Size and Nature</li> <li>FEMA or Other Federal Funds</li> </ul>
Location	Completion date	Overall value	
North Carolina	Ongoing	\$50 million (estimate)	

AECOM established intake centers within two weeks of Hurricane Matthew, processing 90% of applicants in two impacted counties in North Carolina.



**Governor Roy Cooper of North Carolina is briefed on Hurricane Mathew recovery efforts at an AECOM Intake Center.**

AECOM is one of two firms that were awarded an IDIQ contract to support Hurricane Matthew recovery. To date, AECOM has developed 25 Resilient Redevelopment Plans for half of the hurricane-impacted counties in the state. These plans identified potential projects for mitigation across four primary pillars: Economic Development, Infrastructure, Housing and Environmental. Following the development of the plans, AECOM stood up intake centers in two of the four most impacted

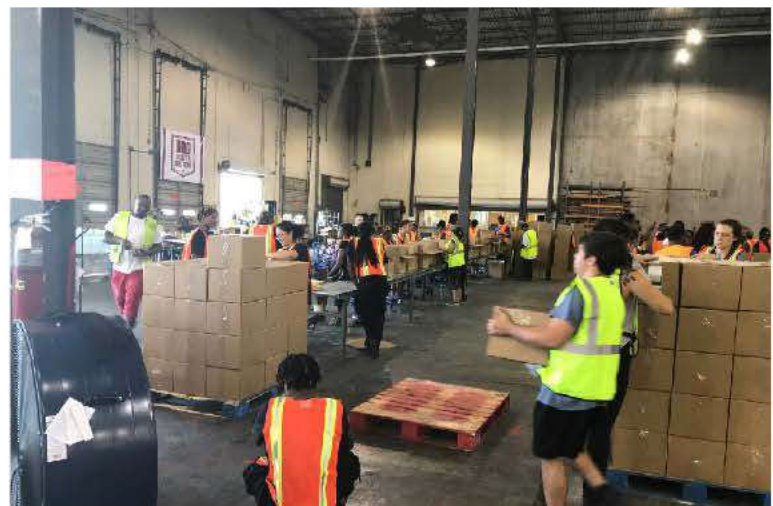


# Virgin Islands Mass Care – Technical Assistance Contract, FEMA

<b>Client</b> FEMA	<b>Services</b> – Oversaw Sourcing of over 6 Million meals – Provided 7,000 Meal Boxes per day for 57 days	<b>Start date</b> 2017	<b>Relevance to NC CM Services</b> – Client Similar to North Carolina Local Minority Subcontractors in Impacted Area – Program Similar Size and Nature – FEMA or Other Federal Funds
<b>Location</b> U.S. Virgin Islands		<b>Completion date</b> 2017	
		<b>Overall value</b> \$55 Million	

## AECOM deployed support to the Virgin Islands, sourcing over six million meals.

AECOM, acting through a Joint Venture (Disaster Solutions Alliance), was tasked by FEMA to source, assemble and prepare for shipping a total of 49,000 food boxes of shelf-stable, ready-to-eat meals per week (7,000 boxes per day), each box containing enough food for 16 meals (eight breakfast/lunch, eight dinner). Immediately upon Issuance of the Task Order, AECOM deployed its Incident Management Team and its mass feeding subcontractor to Slidell, LA. With the assistance of co-packing facilities in Louisiana and Ohio, full production of 7,000 boxes per day was achieved within a period of 96 hours. Initial shipment of 2,500 food boxes was made and ready for delivery within 72 hours. All food boxes were stored locally in warehouses and prepared for shipment and delivery to USVI via FEMA.



AECOM and its partners monitored or performed all operations and interacted with FEMA and subcontractor staff to ensure proper execution of the task order. Staff were also responsible for compiling and submitting required reports to the COR, such as the Daily and Weekly Production Reports, to keep the COR apprised of project activity and related costs. Challenges encountered and successfully addressed included availability of commodities, availability of warehouse space, logistical considerations, and quality c to meet FEMA standards.

This project demonstrates AECOM's rapid deployment capability, capacity to mobilize for a large-scale, time sensitive service, ability to manage adaptively, and ability to comply with an array of Federal requirements.

## New York City Build it Back (BIB)

<b>Client</b> City of New York	<ul style="list-style-type: none"> <li>– Program assessment</li> <li>– Construction estimate reviews</li> </ul>	<b>Overall value</b> Optional	to support the City in delivering a compliant CDBG-DR
<b>Location</b> New York, New York	<b>Start date</b> 2013	<b>Relevance to NC CM Services</b>	<ul style="list-style-type: none"> <li>– Program in the aftermath of an unprecedented disaster.</li> <li>– Provided extensive project management and applicant delivery support to the Mayor's Housing Recovery Office.</li> <li>– Scattered Site Construction</li> </ul>
<b>Services</b> <ul style="list-style-type: none"> <li>– Operations and staffing</li> <li>– Policy/regulatory</li> <li>– Data and information systems support</li> <li>– Specialized program management</li> </ul>	<b>Completion date</b> 2015	<ul style="list-style-type: none"> <li>– Assisted City residents to achieve permanent and sustainable housing solutions.</li> <li>– Provided residential design services.</li> <li>– Provided policy and regulatory experts</li> </ul>	

### AECOM provided extensive, post-Hurricane Sandy project management, similar to NCORR.

AECOM and our subcontractors provided extensive project management and applicant delivery in support of the Mayor's Housing Recovery Office initiative to assist to 33,000+ single family and multi-family homeowners with solutions including: repairs, rebuilds, elevation, reimbursement, and acquisitions.

Our support included full operational and staffing responsibilities for processing all Build it Back applicants, policy and regulatory consulting services, and data and information systems support. The operation, staffed by an AECOM team of 100+ case management representatives and several tiers of supervisors across multiple field locations, was responsible for the design, operationalization and compliance of the detailed CDBG-DR application lifecycle.

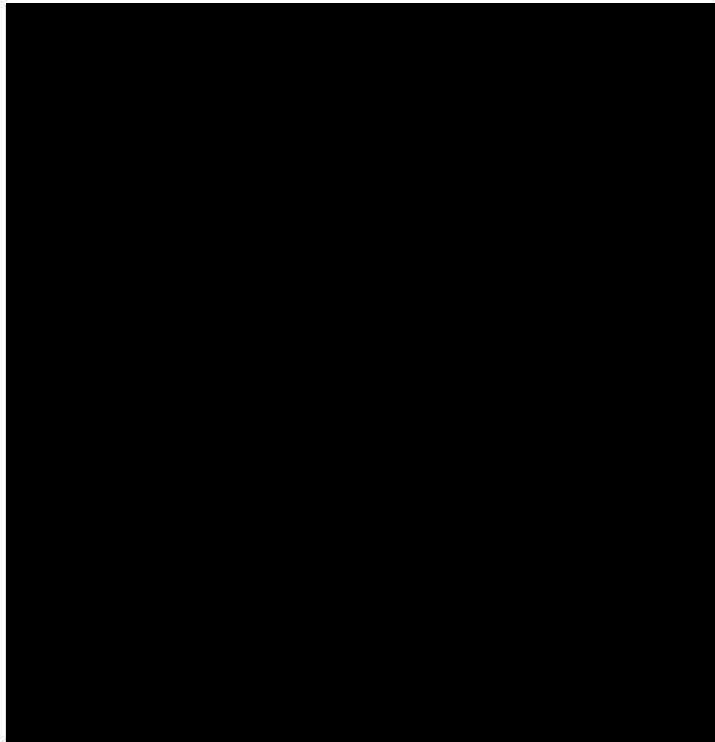


**AECOM team members conducted multiple structure inspections to verify damage estimates**

AECOM became the principal case managers working with the applicants one-on-one and reaching out to the impacted communities to help people move forward in the process. Starting in June 2013, spanning two mayoral administrations and several different Action Plan updates, AECOM provided extensive project management and applicant delivery support to the Mayor's Housing Recovery Office.

AECOM designed and provided construction management and oversight of the Build it Back program. This support included full operational and staffing responsibilities for processing all Build it Back applicants, policy and regulatory consulting services, and data and information systems support. The operation, staffed by an AECOM team of 100+ case management representatives and several tiers of supervisors across multiple field locations, was responsible for the design, operationalization and compliance of the detailed CDBG-DR application lifecycle.

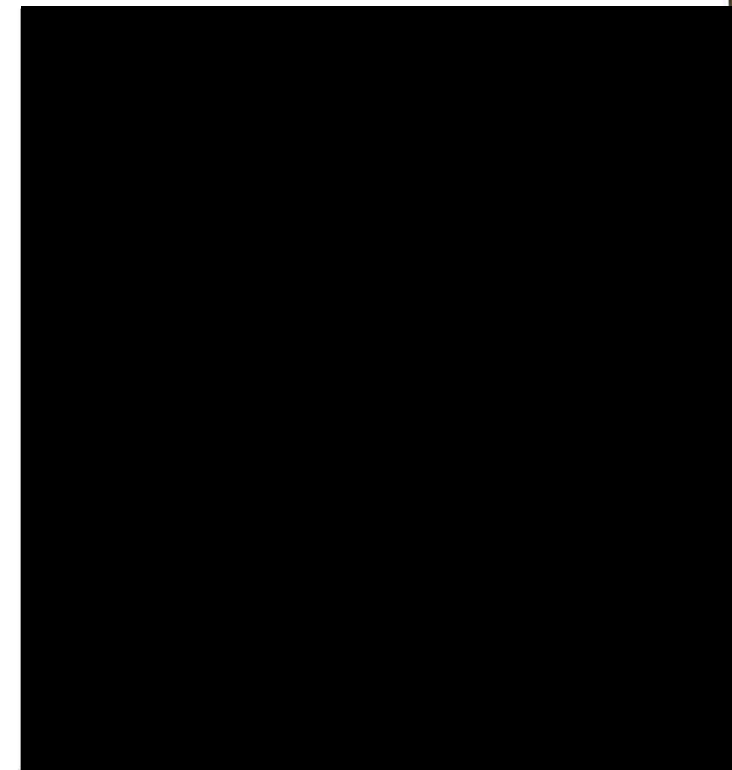




*AECOM team members provided continues QA/QC inspections and monitoring through all phases of home rehabilitation and reconstruction*



*AECOM team members provided construction management and oversight to numerous elevation projects*



# North Carolina SDE / FEMA

<b>Client</b> Federal Emergency Management Agency (FEMA)	Housing design and construction process development Database Development	<b>Completion date</b> Ongoing	<ul style="list-style-type: none"> <li>– Governmental Entity</li> <li>– Housing or Building Repair in Impacted Area</li> </ul>
<b>Location</b> North Carolina	Homeowner assistance and relocation	<b>Overall value</b> \$18 Million	<ul style="list-style-type: none"> <li>– Local Minority Subcontractors in Impacted Area</li> <li>– FEMA Compliant Inspections</li> </ul>
<b>Services</b> Damage Assessment Damage Verification	<b>Start date</b> 2012	<b>Relevance to NC CM Services</b> <ul style="list-style-type: none"> <li>– Program similar in size and scope</li> </ul>	

## Over 1,400 damage estimates/verifications in accordance with North Carolina requirements.

North Carolina Emergency Management (NCEM) requested that AECOM execute the North Carolina Substantial Damage Estimate (SDE) task order which included the following activities: perform task order administration, collect data for use by local communities in making substantial damage determinations for affected residential and non-residential structures, as required by the National Flood Insurance Program (NFIP), provide ongoing technical support to FEMA and local communities upon delivery of the data, and collect and assess performance information about the SDE tool as it is used in the field during the execution of this task order.

AECOM/Compass PTS takes great care to deliver excellence and precision in its tasks and deliverables. The following examples stem from the North Carolina SDE task order that is currently in progress. This task order includes the following: perform task order administration, collect data for use by local communities in making substantial Damage determinations for affected residential and non-residential structures, as required by the National Flood Insurance Program (NFIP), provide ongoing technical support to FEMA and local communities upon delivery of the data, and collect and assess performance information about the SDE tool as it is used in the field during the execution of this task order. The tool used to collect the data was the FEMA Substantial Damage Estimator Version 3.0 (dated 04/06/18).

Inspection teams are performing inspections at a rate of 166% of contract requirements. (Contractual requirements are 100 inspections per day. Current inspection rate is 165 inspections per day)

To-date, Compass has delivered 1,439 final assessments across nine NC communities. FEMA has accepted our deliverables without edits or comments and has consistently commented on the high quality of the data deliverables.



**Completion of FEMA Damage inspection being performed by AECOM team members**



# Hurricane Ike CDBG-DR Housing Program

<b>Client</b> Optional Texas General Land Office (GLO)	<b>Services</b> <ul style="list-style-type: none"> <li>Grant administration and planning</li> <li>Housing design and construction process development</li> <li>Data base development</li> <li>Homeowner assistance and relocation</li> </ul>	<b>Start date</b> 2017	<ul style="list-style-type: none"> <li>Client Similar to North Carolina</li> <li>Housing or Building Repair in Impacted Area</li> <li>Local Minority Subcontractors in Impacted Area</li> <li>FEMA Compliant Inspections</li> <li>Program Similar Size and Nature</li> <li>FEMA or Other Federal Funds</li> </ul>
<b>Location</b> Galveston, Texas		<b>Completion date</b> Ongoing	
		<b>Overall value</b> \$600 Million	
		<b>Relevance to NC CM Services</b>	

**AECOM is providing over 5,000 homeowners with turnkey program management services to address hurricane disaster recovery.**

AECOM is providing a full range of grant administration and planning services for five separate Rental and Non-Rental programs associated with the Texas General Land Office's Hurricane Disaster Recovery Program. Services provided include all phases of program management from needs assessment, guideline development, eligibility reviews, environmental reviews, plan design, construction oversight and closeout activities.

AECOM developed and deployed a systematic, streamlined process to facilitate high production. This vision translated to a high quality product that conforms to all relevant building codes, accessibility requirements, and fair housing standards.

The project scope includes working with various agencies in developing a data management system, procuring a list of prequalified residential contractors, conducting site visits to develop work write ups, preparing plans and specifications, building code review, conducting contractor training, preparing bid packages and bidding, conducting pre-bid conferences, making construction contract awards, conducting pre-construction conferences, making progress inspections, processing pay applications, and project closeout. AECOM completed more than 3,500 damage assessments and provided environmental compliance services, which consisted of both environmental assessments and categorically excluded reviews spanning tiered reviews in both area-wide broad review and site specific Tier II Reviews.

Under the umbrella of the Homeowner Assistance Programs in Galveston, South East Texas and the Lower Rio Grande Valley, AECOM managed the relocation-based Homeowner Opportunity Program. This voluntary Buyout Program allowed eligible homeowners to relocate to areas of higher opportunity, such as areas outside of the floodplain. In addition to the applicable HAP eligibility requirements, the Program performed additional services to include ensuring non-delinquency of property taxes, establishment of clear title, demolition, and real estate transaction services to transfer ownership of the vacant lot.



**AECOM is assisting Galveston, Texas in the recovery from the devastating impact caused by Hurricane Ike.**



# Hurricane Katrina CDBG-DR Housing

Client	Services	Start date	Relevance to NC CM Services
Mississippi Development Authority (MDA)	<ul style="list-style-type: none"> <li>Program Administration</li> <li>Environmental Inspection and Review</li> <li>Lead Based Paint Assessment and compliance</li> <li>Site inspections</li> <li>Damage Assessments and Estimates</li> </ul>	2007	<ul style="list-style-type: none"> <li>Client Similar to North Carolina</li> <li>Housing or Building Repair in Impacted Area</li> <li>Local Minority Subcontractors in Impacted Area</li> <li>FEMA Compliant Inspections</li> <li>Program Similar Size and Nature</li> <li>FEMA or Other Federal Funds</li> </ul>
Location	Completion date	Overall value	
Mississippi	2016	\$5.4 Billion	

**AECOM provided planning, damage assessment, environmental, program and construction management services as part of a \$5.4B hurricane recovery program.**

MDA contracted with AECOM to provide planning, damage assessment, environmental, program, and construction management services for Housing Recovery Programs in 16 Mississippi counties. In support of the \$5.4 billion recovery effort post-Hurricane Katrina, AECOM prepared more than 5,700 damage assessments, 5,100 Allowable Activity Reports and over 13,000 Environmental Review Records and Environmental Assessments for HUD funded programs. AECOM coordinated with contractors on more than 850 properties to ensure compliance with environmental and historical project conditions. These activities spanned Exempt applications, Categorical Exclusions Not Subject to 24 CFR 58.5, Categorical Exclusions Subject to 24 CFR 58.5, and Environmental Assessments. Specifically, AECOM provided the following services:

- Program Administration
- Environmental Inspection and Review
- Lead Based Paint Assessment and Compliance
- Site Inspections to Identify and Assess Damage Resulting from the Storm
- Criteria to Determine the Feasibility of Rehabilitation of Structures
- Damage Assessment and Estimation
- Third-Party Verification of Applicant Benefits Received using Xactimate®
- Onsite Contractor Support Services to Ground-Truth Scopes of Work to Minimize the Need for Change Orders
- Oversight of Contractors and Clearances for Project Conditions Involving Historic Preservation Requirements



AECOM's support to the MDA and local sub-recipients during this unprecedented event required a multifaceted approach as well as dynamic planning and staffing. As a new concept, it required intense planning and negotiation with HUD and local governments to develop an action plan, program guidelines, and a method of distribution for funds that would set the tone and guide the entire housing recovery process. AECOM provided the technical capability and staff dedication to support the goals and objectives set forth by MDA. The end result was a compliant program with no negative HUD audit findings over the lifespan of the eight-year contract.



# FEMA Public Assistance – Technical Assistance Contract

Client	Services	Start date	Relevance to NC CM Services
FEMA Sponsored Public Assistance Program	<ul style="list-style-type: none"> <li>Professional Services in Support of the Robert T. Stafford Disaster Relief and Emergency Assistance Act</li> </ul>	1997	<ul style="list-style-type: none"> <li>Client Similar to North Carolina</li> <li>Local Minority Subcontractors in Impacted Area</li> <li>FEMA Compliant Inspections</li> <li>Program Similar Size and Nature</li> <li>FEMA or Other Federal Funds</li> </ul>
Location		Completion date	
National		Ongoing	
		Overall value	
		\$2 Billion	

**AECOM's long-standing technical support to FEMA has included preparation of almost \$2.9B in public assistance grant applications.**

AECOM (and its predecessor ERPMC) has contracted with FEMA's Public Assistance (PA) Program since 1997 to provide architect-engineer, consultant, and other professional services in support of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

All assignments begin with rapid deployments of experts, often with less than 48hrs turnaround time. These efforts include hazard mitigation, insurance assessments, long-term recovery planning and the production of publications. AECOM Recovery has provided hazard mitigation support to FEMA on large and small disaster recovery efforts. Our Team has extensive experience developing cost-effective, technically feasible mitigation measures, and our specialists understand that the primary goal of the projects is to eliminate or reduce damages to eligible facilities and to enhance sustainability in future disaster events. Relevant assignments have included:



**AECOM has provided critical technical assistance to FEMA for over 20 years, assisting thousands of homeowners with post-disaster public assistance applications.**

- **Hurricane Sandy (4085-NY):** Assistance with the preparation of 33 Section 428 (Public Assistance Alternative Procedures) sub-grant applications for the New York City Housing Authority totaling \$2.87 billion. These applications, including hazard mitigation measures valued at \$1.4 billion, were developed in consultation with homeowners. Resiliency solutions included relocation of the mechanical and electrical systems into separate elevated structures, elevated emergency generators with full facility load capacity, and numerous dry flood proofing measures.
- **Hurricane Katrina (1603-LA):** AECOM serves as the Hazard Mitigation Program Advisor to FEMA's Public Assistance disaster recovery efforts for Hurricane Katrina in Louisiana. FEMA has funded hundreds of millions of dollars for Public Assistance hazard mitigation grants for projects including Southern University- New Orleans Campus (\$7.5M to construct exterior flood walls); New Orleans East Waste Water Treatment Plant (\$33M to expand and strengthen a protective berm); and City of New Orleans Coroner's Office (\$3.3M to relocate morgue functions to a higher elevation).

AECOM was recognized by its contracting officer for a "great level of effectiveness in forecasting, managing, and controlling cost" and for its "exemplary cost control capabilities and keen stewardship of Government monetary resources without compromising quality..." It was also noted that AECOM's "attention to detail and vast writing experience as well as knowledge of PA law, policy and regulation resolved many issues and provided the PA staff with a document that can be carried from disaster to disaster on unique issues and the outcome."



# San Marcos CDBG-DR Flood Recovery Program

Client	Services	Start date	Relevance to NC CM Services
City of San Marcos	<ul style="list-style-type: none"> <li>Needs Assessment</li> <li>Execution of HUD-approved Action Plan</li> <li>Impediments Analysis- Fair Housing</li> <li>Consolidated Plan Amendment</li> <li>Policy and Procedure Review</li> </ul>	2015	<ul style="list-style-type: none"> <li>Housing or Building Repair in Impacted Area</li> <li>Local Minority Subcontractors in Impacted Area</li> <li>FEMA Compliant Inspections</li> <li>FEMA or Other Federal Funds</li> </ul>
Location	Completion date	Overall value	
San Marcos	Ongoing	\$775K (estimated)	

**AECOM assisted the City of San Marcos in securing \$25 million in CDBG-DR funds, and in prioritizing infrastructure projects to protect against future flooding.**

Under separate procurements, AECOM continues to support the City of San Marcos as they recover from the Memorial Day and All Saints Day Floods of 2015. The first phase of AECOM's scope included partnering with the City to secure HUD approval for \$25 million in CDBG-DR funds. Services AECOM provides include Development of a Needs Assessment, Execution of a HUD-Approved Action Plan, Analysis of Impediments to Fair Housing, Consolidated Plan Amendment, and Policy and Procedure Review.

In a second phase, AECOM developed feasibility studies for a series of identified infrastructure projects. These studies highlighted the areas where the maximum benefit could be gained with the limited CDBG-DR funds available, identifying the amount of flood water that could be diverted or otherwise controlled with different combinations of projects. AECOM worked in close collaboration with the City of San Marcos to prioritize these projects so the citizens of San Marcos may be protected against the devastating impacts of future flooding.

AECOM is currently working with the City to implement its housing recovery program. Services include On-Site Case Management Services, Outreach Efforts, Damage Assessment and Estimated Cost to Repair Inspections, Damage Assessment and Estimated Cost to Repair (ECR), Tier II Environmental Clearance per 24 CFR 58, including Site Investigation for Lead-Based Paint Risk Assessments, Pre-Construction Services, to include topographical surveying, compliance with elevation requirements, and plans set development, Reporting and Document Management, and other services as requested.



**AECOM is assisting the City of San Marcos in recovering from devastating floods and reducing future impacts through priority infrastructure projects.**



Client	Services	Start date	Relevance to NC CM Services
New Jersey Department of Environmental Protection – Engineering and Construction, Bureau of Flood Resilience	<ul style="list-style-type: none"> <li>– Resilience planning</li> <li>– Design and construction document preparation</li> </ul>	2017	<ul style="list-style-type: none"> <li>– Client Similar to North Carolina</li> <li>– Local Minority Subcontractors in Impacted Area</li> <li>– Program Similar Size and Nature</li> <li>– FEMA or Other Federal Funds</li> </ul>
<b>Location</b>		<b>Completion date</b>	
Hoboken, Weehawken, JerseyCity, New Jersey		2022 (expected)	
		<b>Overall value</b>	
		\$20.5 Million to date (\$32 Million total expected)	

The Rebuild-by-Design (RBD) competition was launched by HUD in the summer of 2013 to develop ideas to improve physical, ecological, economic, and social resilience of regions affected by Hurricane Sandy. The competition promoted innovation by developing flexible solutions that would increase regional resilience.

The State of New Jersey was awarded the winning Rebuild By Design – Hudson River Project, and contracted with AECOM to implement it. With a total value of \$230M, the goal was to reduce frequent flooding due to storm surge, high tide, and heavy rainfall, with a focus on the municipalities of Hoboken, Weehawken, and Jersey City.



*AECOM's innovative approaches to coastal community resiliency are identifying actions to mitigate the impacts of future hurricanes and other extreme events.*

The project takes a multi-faceted approach that addresses flooding from major storm surges, high tides and heavy rainfall events. In addition to minimizing impacts from flood events, the project also provides benefits by enhancing the resiliency of highly developed urban areas. The state's Department of Environmental Protection is the lead agency.

AECOM is providing a full suite of services that include evaluation of data and information from a Feasibility Study, Environmental Impact Statement and other relevant documents; examining site area topography, land uses, structures and facilities; and identifying site constraints and opportunities. AECOM is also identifying and addressing data gaps, and securing additional data such as geotechnical borings, land surveys and traffic counts. This includes working with the state and private utility companies to identify critical existing infrastructure within the study area. Following this effort, AECOM will initiate a final level of design that focuses on how the design elements merge, interface, and function.

The data gathering and analysis process is facilitating AECOM's determination of site-specific efficiencies, construction cost estimates, permitting and regulatory compliance requirements, and construction design package. This will allow AECOM to prepare construction design packages at the 30%, 65%, 95% and 100% design completion stages.

# Recreate New York Smart Home Program

Client	Services	Start date	Relevance to NC CM Services
Dormitory Authority of the State of New York (DASNY)/ Housing Trust Fund	<ul style="list-style-type: none"> <li>– Inspection Damage Assessments</li> <li>– Environmental Hazard Identification</li> <li>– Operations Audit of Ten Intake</li> <li>– Buy-Out Centers</li> </ul>	2013	<ul style="list-style-type: none"> <li>– Client Similar to NC</li> <li>– Housing or Building Repair in Impacted Area</li> <li>– Local Minority Subcontractors in Impacted Area</li> <li>– FEMA Compliant Inspections</li> <li>– Program Similar Size and Nature</li> <li>– FEMA or Other Federal Funds</li> </ul>
Location	Completion date	Overall value	
Long Island and Upstate New York	2014	\$2 Billion	

**AECOM provided inspection damage assessments, including estimated cost of repair and environmental hazard identification, for approximately 2,100 homes.**

Under a term agreement with the Dormitory Authority of the State of New York, AECOM provided inspection damage assessments, including estimated cost of repair and environmental hazard identification for approximately 2,100 homes in Suffolk County, the Lower Hudson Valley and upstate New York damaged by Hurricane Sandy, Hurricane Irene or Tropical Storm Lee.

AECOM established a field office to manage a variety of tasks and provide a base of operations, as many of the 350 homes in upstate New York were located in small communities.

AECOM received Notice to Proceed on September 10, 2013, and ramped up to 58 inspectors on the ground on September 15th. Staffing topped out at 151 inspectors on September 26th. Work was performed twelve hours a day, seven days a week. All inspections and estimates for the initial 2,000+ assessments were complete and uploaded to the client by October 5th. AECOM was tasked with inspecting an additional 957 homes in late September; this work was completed in mid-October.

Estimated cost of repair was developed using Xactimate software in order for the information to be uploaded directly to the State's database.

Completion of this task allowed New York State to issue Award Letters to homeowners detailing the amount of HUD funds that would be paid to repair storm-related damage.

AECOM was subsequently tasked (in 2014) with performing operations audits of ten intake and buy-out centers on Staten Island and Long Island in support of the repair efforts.



**AECOM deployed 58 residential inspectors within days of NTP, and completed over 2,000 inspections in three weeks.**



# Disaster Recovery Repairs Following Hurricane Irma for Multiple Naval Facilities Command Structures

Client	Services	Construction and renovation	Relevance to NC CM Services
Naval Facilities Engineering Command (NAVFAC) Southeast	<ul style="list-style-type: none"> <li>Damage Assessments and Repairs</li> <li>Debris clearing and removal</li> <li>Stabilization of damaged facilities</li> <li>Mold remediation</li> <li>Exterior and interior repair and/or replacement</li> <li>Electrical work</li> </ul>	<p><b>Start date</b> 2017</p> <p><b>Completion date</b> 2018</p> <p><b>Overall value</b> \$24.8 Million</p>	<ul style="list-style-type: none"> <li>Client Similar to NC</li> <li>Local Minority Subcontractors</li> <li>in Impacted Area</li> <li>FEMA Compliant Inspections</li> <li>Program Similar Size and Nature</li> <li>FEMA or Other Federal Funds</li> </ul>
<b>Location</b> Miami and West Palm Beach, Florida			

## AECOM rapidly deployed to multiple NAVFAC sites to perform disaster recovery services following Hurricane Irma.

AECOM has provided an array of disaster recovery services under its NAVFAC Global Contingency Response contract. Among others, this has included Hurricane Irma recovery work in Florida and Georgia that demonstrates experience and expertise relevant to the North Carolina CDBG-DR Construction Management program. A summary of each of two task orders follows.

As prime contractor, AECOM provided planning and recovery support following Hurricane Irma at the Naval Air Station (NAS) Key West, FL and at two Navy operational support centers (NOSCs) in Miami, and West Palm Beach, Florida. AECOM provided a highly skilled and qualified three-person Initial Planning Management Team to plan and develop recovery efforts and begin initial dry-out of 10 severely damaged buildings, with follow-on repairs and reconstruction of numerous facilities. Recovery scope includes repair of electrical power degeneration and distribution, debris clearing and removal, stabilization of damaged facilities, mold remediation, and other construction related tasks of various facilities. In total, AECOM provided repairs to 35 buildings for this task order.

Also as prime contractor, AECOM provided planning and Hurricane Irma support at various Naval Installations, including Mayport, Mayport DLA Fuel Depot, Blount Island, and Jacksonville, FL, and Kings Bay, GA. Assessments were provided for over 100 facilities at multiple locations. Follow-on construction has included repairs to 52 buildings providing debris clearing and removal; stabilization of damaged facilities; mold and asbestos remediation; repair or replacement of roofing, flooring, siding, doors, drywall, and other related elements; electrical repair, and other construction related tasks of various facilities. Waterfront repairs have also been performed to a retaining wall, marine dock, and fuel pier.



**AECOM provided a full suite of services in 16 Mississippi counties impacted by Hurricane Katrina, including over 5,700 damage assessments and contractor coordination for more than 850 residential properties with environmental and historical project conditions.**

## Ability to work with persons with disabilities

AECOM has a diverse staff that is available to work with any person who comes forward with disabilities. We follow the HUD/US Department of Justice policies on ADA and will work with the homeowner to determine the best course of action. If an advocate is needed, we will look to local organizations to assist the applicant to ensure their rights are protected. In the event that an existing relationship exists, our staff will work with that person or group. Our staff will also be able to ask for any additional assistance needed to ensure that the special needs of the applicant is met depending on the major life activity that is the source of the disability.





# Federal and State Requirements

## Federal, State and Local Requirements

**RFP Section 4.3 (pg. 16):** *A description of your organization's ability to satisfy all federal, state and local reporting requirements and to maintain that documentation (paper and electronic) relating to the construction management of HUD-funded disaster recovery housing programs and your organization's years of experience doing so.*

Based on the details given in the RFP, and from long familiarity with implementing federally funded housing recovery programs, our team recognizes the wide range of reporting and documentation requirements that go with these programs. AECOM and our partners have designed reporting processes that will take the drudgery out of this process and provide a clear and concise snapshot of the program status, on a daily basis. In addition, our system will support documentation requirements for the state and HUD requirements directly applicable to CDBG-DR programs and also related to Environmental and Historic Preservation (EHP).

As identified in our Approach response in **Section II**, above, AECOM has extensive experience in complying with state and federal reporting and documentation requirements. When a disaster occurs, it is paramount that federal and state reporting requirements are met. We understand that it is the responsibility of the State to comply with these requirements to qualify for invoice reimbursement, comply with historical properties regulations, handle safety and ADA requirements and satisfy any environmental requirements. Sample report dashboards currently in use by the AECOM team are presented as an example of reports currently being generated to manage and report the current NC STEP program.

At a minimum, the types of reports that will be generated include:

- **Daily** production/progress reports to include construction scheduling activities, inspection status, work order development, construction activity and construction monitoring
- **Weekly** production reporting as determined by NCORR
- **Issues/complaints** and resolutions/escalations
- **Federal** and state compliance (e.g., Section 3, expenditure reporting)
- **Inspections:** AECOM tracks performance of all inspectors on the ground for accuracy, failure rate, expediency and other factors. Utilizing our handheld tablet systems developed in Louisiana and the USVI, we have the ability to capture much of this data and information in the field. Combined with the upload of the Scope of Work items, this makes us incredibly nimble and responsive to any unforeseen issues during the home repair phase and will help to resolve potential issues. This information is maintained in our reporting database and is used to identify individual inspectors and areas in need of improvement as well as outstanding performers. The data results in daily reports allow us to continuously improve the inspection process through training, policy and procedural changes, and technology enhancements. The result: faster and more reliable inspections, which in turn accelerate the construction process.
- **Environmental:** The project team will systematically support NEPA compliance for the program and will work with NCEM in consultation with FEMA's EHP program.
- **Construction:** Over the course of each construction project, our team will monitor construction activities by region and contractor/VOAD, document project progress, and report on the status to NCEM. Most importantly,

the team will track all key metrics such as the number of properties where work has been initiated, construction quality and scope management, duration of construction, and number of properties where work is complete. These metrics will be tracked real-time in our data management system.

The AECOM team will work with NCORR to identify additional and/or modified reports to meet its needs for situational awareness, transparency, and to drive NCORR decision making on the recovery program's direction and performance, as well as to meet regulatory requirements. We want to ensure NCORR has dashboard-level data with drill-down capabilities when and where NCORR needs it. As required by the RFP and demonstrated in our response **to 4.3.15/16 below**, we will work with NCORR to synchronize these data systems with Salesforce.

Our commitment to safeguard a workplace culture defined by integrity is paramount to AECOM's continued success. We all have a personal responsibility to make certain we and those we work with always provide our services ethically and in compliance with the law. While business results are a critical measure of our success, how we achieve those results is every bit as important. The mission of our Ethics + Compliance program is:

- To promote a workplace in which everyone is encouraged and expected to do the right thing
- To provide employees with training and tools to help them understand their responsibilities in dealing with challenging situations
- To advance AECOM's vision by providing training, guidance, support and awareness, consistent AECOM's Core Values
- To partner with operations towards these goals on a proactive basis

AECOM staff will execute business on an ethical basis and conduct themselves in accordance with the AECOM Code of Conduct, which includes areas of concern such as conflicts of interest, acceptance of gifts, Foreign Corrupt Practices Act, and Anti-Kickback Act. The Company requires ethics training annually for all employees, with documentation of this training maintained by our Human Resources (HR) Department. The company requires every employee to take annual training for ethics and compliance.

Our personnel will execute business in compliance with public laws. Applicable public laws are referenced in various procurement forms and checklists to support compliance. Training is provided to Buyers/Subcontract Administrators regarding Public Law compliance on a periodic basis. Compliance is verified through training, location supervisor, and senior management oversight, as well as internal review of procurement files. It is essential that the Company operate within the requirements of the law. Violations can disrupt approval of Company systems and lead to penalties, both to the Company and to individual employees.

**Our responses to the individual requirements are highlighted in the responses to Section 4.3.1-17 on the following pages.**

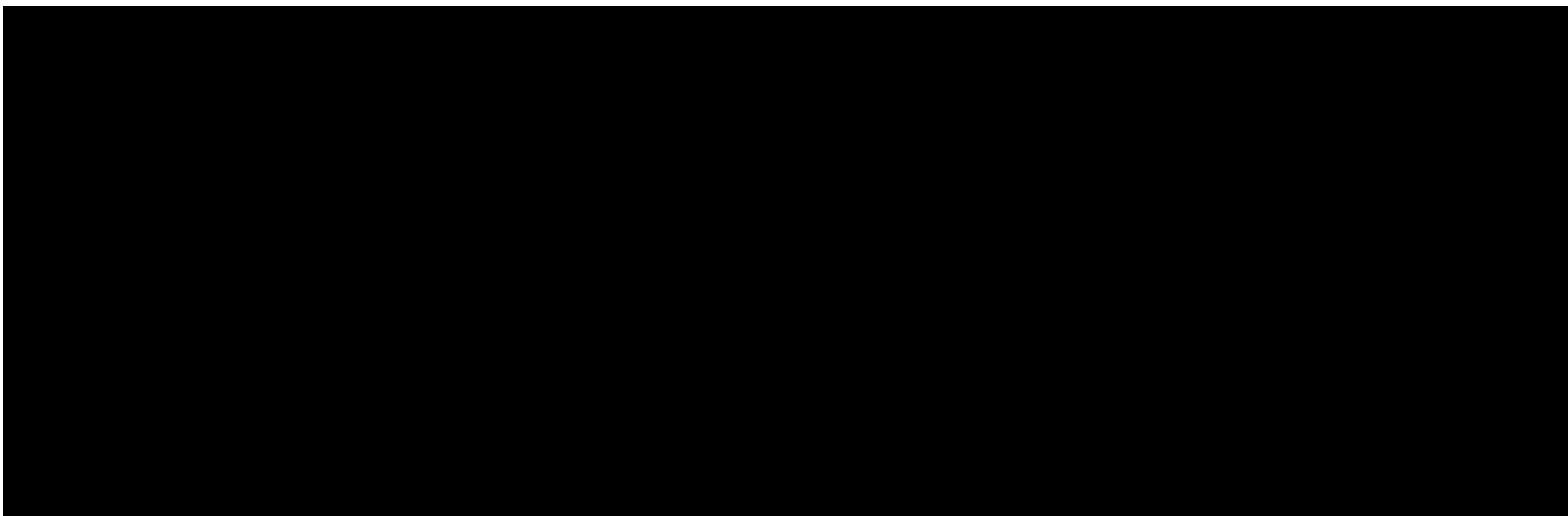
AECOM has been involved in all phases of CDBG-DR for more than a decade—often working on multiple programs at the same time. The AECOM team brings a wealth of experienced staff and team members including former public service direct staff with compliance and enforcement experience. In addition to ongoing inspection during construction, AECOM manages internal review teams to ensure program compliance and documentation throughout the process. These are HUD like reports that look at the overall program.

AECOM has designated national and local resources assigned to manage compliance and reporting activities from project set-up, in execution and through close-out. This internal designation of resources is a critical component of our historical success in maintaining a record of compliance, and a best-practice afforded to the clients we serve – reporting should never be a concern, as it is a matter of AECOM process.

As related to the data developed by our programs, and in compliance of the requirements in the RFP, AECOM will provide the data and information gathered to NCORR at the conclusion of the program. This data will be transitioned to Salesforce through procedures developed during **Milestones 3 and 6** as described in our Approach response.

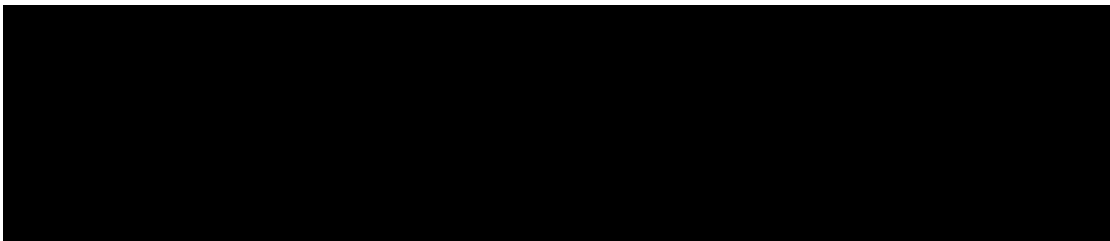
## Section 3 Certification

**RFP Section 4.3.1 (pg. 16):** Section 3 of the Housing and Urban Development Act. The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by Section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing. The parties to this contract agree to comply with HUD's regulations in 24 CFR part 135, which implement Section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the part 135 regulations. OFFEROR WILL ASSIST NCORR IN FACILITATING AND REPORTING OFFERORS' AND SUBCONTRACTORS' COMPLIANCE WITH SECTION 3 REGULATIONS.



## Labor Organizations and Collective Bargaining Agreements

**RFP Section 4.3.2 (pg. 16):** Offeror agrees to send to each labor organization or representative of workers with which the Offeror has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of Offeror's commitments under this Section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the Section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.



h whom we have an  
training. We will include  
the largest applicant pool.  
ing as well as qualifications.

## Subcontractor Violation Action

**RFP Section 4.3.3 (pg. 17):** Offeror agrees to include this Section 3 clause in every subcontract subject to compliance with regulations in 24 CFR part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this Section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR part 135. Offeror will not subcontract with any subcontractor where Offeror has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR part 135.

We will include the flow down language in our contracts and test to ensure subcontractor flow downs. We will not subcontract with any entity that we know is in violation of 24 CFR part 135. If at any point in a contractual relationship we become aware of any violation we will seek to terminate the affiliated agreement and report the finding to NCORR.

## Vacant Employment

**RFP Section 4.3.4 (pg. 17):** Offeror will certify that any vacant employment positions, including training positions, that are filled (1) after Offeror is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 135 require employment opportunities to be directed, were not filled to circumvent Offeror's obligations under 24 CFR part 135.

## Sanctions and Terminations

**RFP Section 4.3.5 (pg. 17):** Noncompliance with HUD's regulations in 24 CFR part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.

AECOM understands the regulations and requirements of 24 CFR part 135, and will, to the greatest extent feasible, implement the program under our policy developed for this program. We understand the penalties of non-compliance.

## Indian Housing Assistance

**RFP Section 4.3.6 (pg. 17):** With respect to work performed in connection with Section 3 covered Indian housing assistance, section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450e) also applies to the work to be performed under this contract. Section 7(b) requires that to the greatest extent feasible (i) preference and opportunities for training and employment shall be given to Indians, and (ii) preference in the award of contracts and subcontracts shall be given to Indian organizations and Indian-owned Economic Enterprises. Parties to this contract that are subject to the provisions of Section 3 and section 7(b) agree to comply with Section 3 to the maximum extent feasible, but not in derogation of compliance with section 7(b).

## Davis Bacon Act

**RFP Section 4.3.7 (pg. 17):** Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). All nonresidential prime construction contracts in excess of \$2,000, and all residential prime construction contracts involving 8 or more units, which are awarded through the HRP program must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, prime contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, prime contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. OFFEROR WILL ASSIST NCORR IN FACILITATING AND REPORTING CONTRACTORS' COMPLIANCE WITH AFOREMENTIONED FEDERAL PREVAILING WAGE LAWS AND REGULATIONS, WHERE APPLICABLE.

## Anti-Kickback Act

**RFP Section 4.3.8 (pg. 17):** *Anti-Kickback Rules. Offeror will comply with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). Under the Act, the Offeror is prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. NCORR must report all suspected or reported violations to the Federal awarding agency.*

AECOM accepts the standard and will include the required text in all subcontractor agreements and require flow downs. We will investigate any reports of violation and refer to the proper authorities if found to be credible.

## Overtime Standards

**RFP Section 4.3.9 (pg. 18):** *Contract Work Hours and Safety Standards Act (Overtime). Where applicable, all contracts funded by CDBG-DR and awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, every mechanic and laborer on a construction contract exceeding \$100,000 must be compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. Under 40 U.S.C. 3704, no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence. OFFEROR WILL ASSIST NCORR IN FACILITATING AND REPORTING CONTRACTORS' COMPLIANCE WITH THE CONTRACT WORK HOURS AND SAFETY STANDARDS ACT, WHERE APPLICABLE.*

AECOM accepts the standard and will include the required text in all subcontractor agreements and require flow downs. We will investigate any reports of violation and refer to the proper authorities as appropriate.

## Clean Air Act

**RFP Section 4.3.10 (pg. 18):** *Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended. Offeror will comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).*

AECOM accepts the standard and will include the required text in all subcontractor agreements and require flow downs. We will investigate any reports of violation and refer to the proper authorities as appropriate.

## Debarment and Suspension

**RFP Section 4.3.11 (pg. 18):** *Debarment and Suspension (Executive Orders 12549 and 12689). A contract award (see 2 CFR 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. Any Offeror that is debarred, suspended, or otherwise excluded from federal contracting is ineligible for this procurement.*

AECOM will conduct a System for Award Management (SAM) test for every subcontractor and require subcontractors to provide proof that any subcontractors are eligible for award.

The Company maintains registration in the SAM as a requirement to be awarded contracts by the Federal Government. Basic information relevant to procurement and financial transactions is included and is updated at least annually, or as required. Our Buyers/Subcontract Administrators are required to search SAM to verify suspended/debarred status for our subcontractors/vendors and to ensure that they do not have any active exclusions.

### **Byrd Anti-Lobbying Amendment**

**RFP Section 4.3.12 (pg. 18):** *Byrd Anti-Lobbying Amendment (31 U.S.C. 1352). Offerors and each of their subcontractors, if any, must file a certification to the tier above that they will not and have not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.*

AECOM accepts the standard and will include the required text in all subcontractor agreements and require flow downs. We have not nor will we use Federal appropriated funds to pay to influence or attempt to influence any officer or employee of any agency, member of Congress, or any employee of a member of Congress regarding any Federal contract. We will investigate any reports of violation and refer to the proper authorities as appropriate.

### **False Claims Acts**

**RFP Section 4.3.13 (pg. 18):** *The State and federal False Claims Acts, N.C. Gen. Stat. §§ 1-612 et seq., and 31 U.S.C. 3729 et seq., respectively, apply to the contract resulting from this RFP, as well as to the construction contracts and subcontractors Offeror(s) will be overseeing on behalf of NCORR as part of the construction management services requested by this RFP.*

AECOM accepts the standard and will include the required text in all subcontractor agreements and require flow downs. We will investigate any reports of violation and refer to the proper authorities as appropriate.

### **Minority- and Women-Owned Businesses**

**RFP Section 4.3.14 (pg. 18):** *Minority- and Women-Owned Business Inclusion. When feasible, Offerors shall employ local contractors, employees, and "minority businesses" as defined in N.C. Gen. Stat. § 143-128.2.*

**OFFEROR WILL ASSIST NCORR IN FACILITATING AND REPORTING CONTRACTORS' COMPLIANCE WITH HIRING AND CONTRACTING GOALS FOR MINORITY- AND WOMEN-OWNED BUSINESSES**

The AECOM team will provide a Policy and Procedure consistent with North Carolina and Federal law to provide good faith effort to obtain the Minority-and Women-Owned Business Inclusion goal set forth in state standards.



## Data and Systems Enhancements Applications

**RFP Section 4.3.15 (pg. 19):** *Any hardware, software, and communications enhancements/applications to the systems and/or data acquired and developed as part of this RFP shall be the property of the State and must be provided to the State when directed by NCORR. All systems must adhere to the standards documented in the North Carolina Statewide Technical Architecture.*

AECOM will provide any of the above items to North Carolina as required. During the development of Salesforce maps, reporting and procedures as detailed in **Milestones 3 and 6 of our Approach** response in Section II, we will create the procedure whereby all data and information will be provided to the NCORR, including, but not limited to the provision of daily data transfers and the transition of data at the conclusion of this Program. AECOM understands that the information utilized to populate Salesforce is the property of NCORR and the State, and will operate in compliance with this requirement.

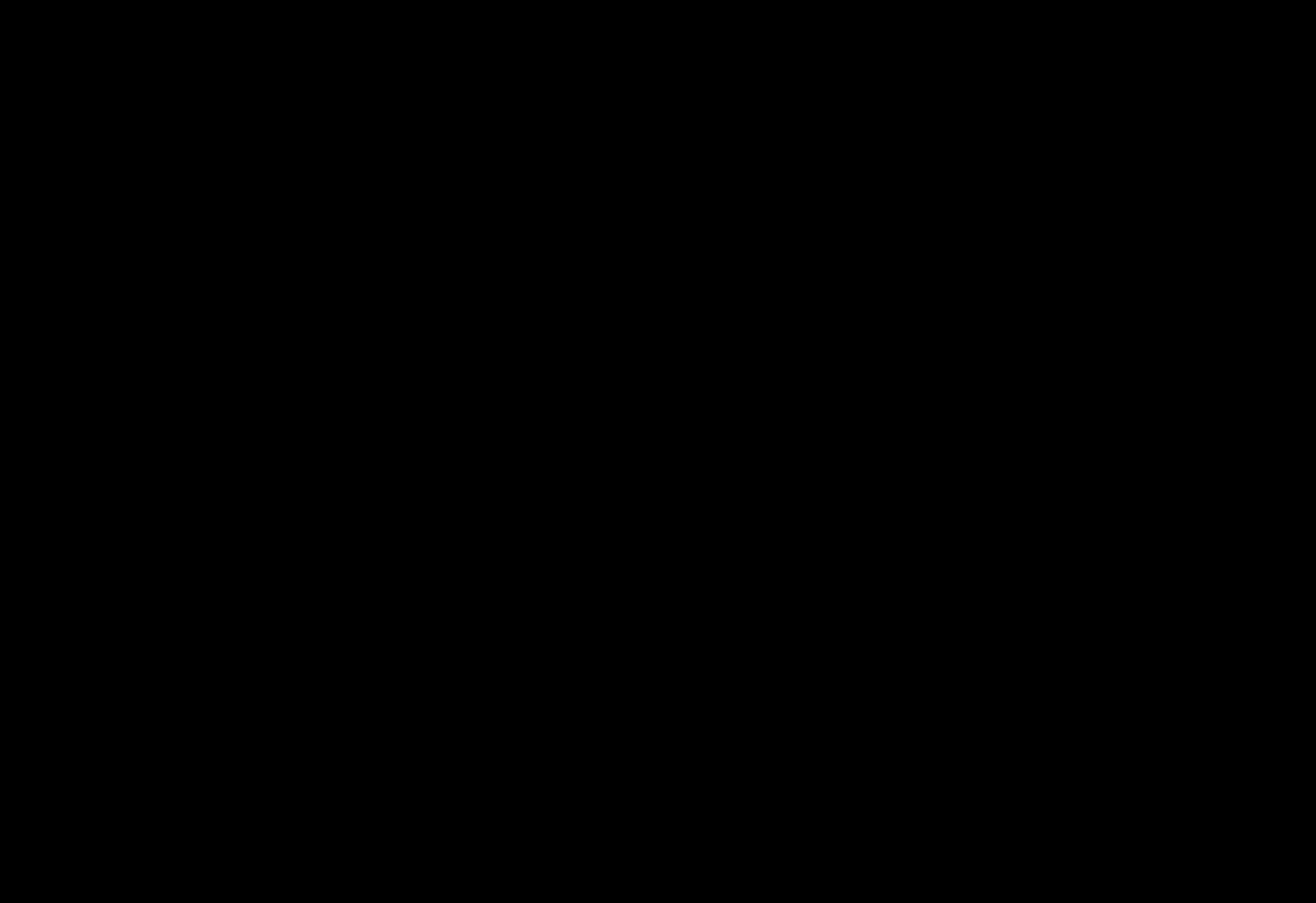
## Proprietary Software

**RFP Section 4.3.16 (pg. 19):** *Offeror using third-party proprietary software to produce deliverables under this procurement shall determine whether such software may be necessary for the State to use the deliverables, and if so, Offeror shall determine the costs thereof and specifically identify the software and costs in their proposal. Offeror and subcontractors shall also identify any third-party software that may be sublicensed by Offeror to the State together with any costs necessary to provide NCORR and the United States Government with a royalty-free, paid-up, perpetual, non-exclusive, non-transferable license necessary to access and manipulate deliverables.*

In accordance with the policies and procedures identified for the completion of Milestones 3 and 6, specifically for the development of reporting procedures and processes to integrate our data systems with Salesforce, AECOM will provide NCORR and the State with regular reporting and data that in formats that are owned by the State. No additional licensing or proprietary software access will be required to access the information on once delivered to the State, either periodically or at the close out of the program.

## Coordination with Agencies, Officials, Public

**RFP Section 4.3.17 (pg. 19):** *NCORR works in close coordination with other federal and state agencies. The selected Offeror(s) shall perform under the direction of NCORR and will also be required to coordinate with Federal and State agencies, local community officials, and the public as directed by NCORR.*



## Experience with other Governmental Entities

AECOM's disaster recovery experience includes every named storm since 2005, spanning several states throughout the country. **We have been, and still are, on the leading edge of disaster recovery programs throughout North America, funded by agencies such as FEMA, and HUD for decades.** AECOM has extensive experience in all aspects of disaster recovery work, as evidenced by a representative sampling of 14 relevant programs and projects successfully completed or underway in the last 10 years. Collectively, these 14 projects total well over \$10.2 billion in value. As demonstrated below, these programs/projects collectively speak to AECOM's demonstrated ability and success in rapidly mobilizing to address complex, large-scale challenges associated with some of the nation's most extensive natural disasters (e.g., Hurricanes Katrina, Matthew, Irma, Ike, and Sandy). Each of the following similar projects is extensively detailed in the References Section of this response. Eight of the 14 programs/projects listed above have an individual total value exceeding \$50 million, and 13 of the 14 listed ranges from \$18.2 million to \$5.4 billion in total value. Thus, AECOM has a wealth of experience in managing and completing projects of at least similar size and nature to that of the North Carolina Recovery program. In fact, AECOM has provided a full suite of recovery services to the great majority of major US hurricane disasters over the past two decades. In so doing, AECOM has demonstrated a successful approach to particularly large and complex disaster recovery challenges, including (among others), responses to some of the more recent hurricanes such as Ike, Irma, Florence, Harvey, Matthew, Maria, Michael and Sandy. The chart above provides the volume of experience requested by the RFP, and half of those profiled address all experience requirements. (Please see our response **in the References Section** for additional information on our large-scale disaster recovery projects.)

Nine of the 14 programs and projects described demonstrate AECOM's extensive experience with clean-up and repair of residential housing and buildings. Among them is the Hurricane Matthew Recovery Program that AECOM led for North Carolina Emergency Management. This ongoing program, with an overall estimated value of \$50 million, provided for disaster recovery services that included development of resilient redevelopment plans addressing housing, infrastructure, economic and development needs, and managing the applicant intake and eligibility process.

An additional eight programs and projects presented within (see items 2, 3, 5, 7, 8, and 10-12 in the **Figure** on the following page) involve residential housing clean-up and repair in other disaster recovery areas with needs like those in the 12 impacted North Carolina counties. In total, **AECOM has provided clean-up and repair services to**

**Figure 4.0 – 2 Similar Program/Projects**

PROJECT TITLE / CLIENT	DATE	EXPERIENCE			
		1	2	3	4
1 Hurricane Florence Recovery (STEP) / NC Emergency Mgmt.	2018-ongoing	●	●	●	●
2 Emergency Housing Repair (STEP) / USVI Housing Authority	2/18–11/18	●	●	●	●
3 Shelter at Home Program (STEP) / LA Governor's Office	2016 - 2017	●	●	●	●
4 Hurricane Matthew Recovery / NC Emergency Mgmt.	2017- ongoing	●	●		●
5 Virgin Islands Mass Care Technical Assist. / FEMA	2017-2017		●	●	●
6 New York City Build-it-Back (BiB) / City of New York	2013-2015	●	●	●	●
7 North Carolina SDE / FEMA	2012-ongoing		●	●	●
8 Hurricane Dolly/Ike CDBG-DR Housing Program / TX General Land Office	2012-ongoing	●	●	●	●
9 Hurricane Katrina CDBG-DR Housing / MS Development Authority	2007-2016	●	●	●	●
10 FEMA Public Assistance Technical Assistance / FEMA	1997-ongoing		●	●	●
11 San Marcos CDBG-DR Flood Protection / City of San Marcos	2015-ongoing	●	●	●	●
12 Rebuild by Design Hudson River Project / NJ Dept. of Env. Protection	2017-2022		●		●
13 Recreate New York Smart Home Program / Dormitory Authority - NY	2013-2014	●	●	●	●
14 Hurricane Irma Disaster Recovery Response / NAVFAC Southeast	2017-2018		●	●	●

**Experience Key/Relevance to the Contract:**

1. *Experience in the Cleanup and Repair of Residential Housing or Buildings*
2. *Experience with the Employment of Minority Subcontractors*
3. *Experience with Site Inspections in Compliance with regulations regarding Validation and Documentation of Structural Damage.*
4. *Experience in Managing and Completing Projects Funded by HUD CDBG-DR or Other Federal Funds.*

● A black dot denotes program/project-specific experience by the AECOM team (including subconsultants).

# Organizational Information, Qualifications, Experience, & References

**We offer global leadership in program and construction management**

**AECOM** AECOM is a global leader in program and construction management and has supported the delivery of programs that total to more than \$500 billion. North Carolina can have confidence that this program will be delivered with industry leading expertise, innovation and efficiency every step of the way.

## Company Background History

AECOM's roots in North Carolina date back over 20 years. Over this time period we have supported various departments of the State of North Carolina through growth, maintenance and emergency needs. We have intimate knowledge of the State's infrastructure and unique characteristics. We bring exceptionally qualified local design engineering and construction services as well as knowledge of the local community and agencies.

On April 6, 1990, AECOM became an independent company formed by the merger of five entities. While our official founding was in 1990, some of our predecessor firms had distinguished histories dating back more than 110 years. Since then, more than 50 companies have joined AECOM and, in 2007, we became a publicly traded company on the New York Stock Exchange (NYSE: ACM).

We design, build, finance, and operate infrastructure assets for governments, businesses and organizations in more than 150 countries. As a fully integrated firm, we connect knowledge and experience across our global network of experts to help clients solve their most complex challenges. From high-performance buildings and infrastructure to resilient communities and environments, to stable and secure nations, our work is transformative, differentiated and vital. A Fortune 500 Firm, AECOM had revenue of approximately \$18.2 billion during fiscal year 2017. More information on how we deliver what others can only imagine can be found at [aecom.com](http://aecom.com) and [@AECOM](https://www.instagram.com/AECOM).





## Company Organization

### Company Leadership

The AECOM team's key program leadership has worked tens of billions of dollars in disaster grant and recovery programs in recent years. Throughout this Response, we highlight CDBG-DR as well as STEP housing recovery programs AECOM has supported. Whether we worked directly for HUD, or for a grantee or sub-grantee, we have been championing the recovery of communities for many years and, in doing so, supported billions of dollars in relevant recovery operations. AECOM brings a proven blend of national and local staff who will help NCEM capitalize from our many strengths.

### Supervising the Program

Mark Breor will be responsible for overall program delivery and will be supported by the Principle in Charge, Bob Leonetti. In addition, Scott Edelman will ensure the project has the proper resources for successful completion. Resumes for both Scott and Bob have been included with the rest of our team further down in this Section.

### Principal in Charge



Bob Leonetti will be the overall AECOM officer responsible for the total performance and implementation of this program. Bob has AECOM Global Disaster Recovery Construction Service Business Line Leader. With nearly four decades of construction experience in both the public and private sectors, Bob brings extensive construction management knowledge and skill to the NCORR for this disaster recovery program. Bob is currently our Principal-in-Charge for the USVI Homes and Temporary Schools Program and is leading construction services for the NC STEP.

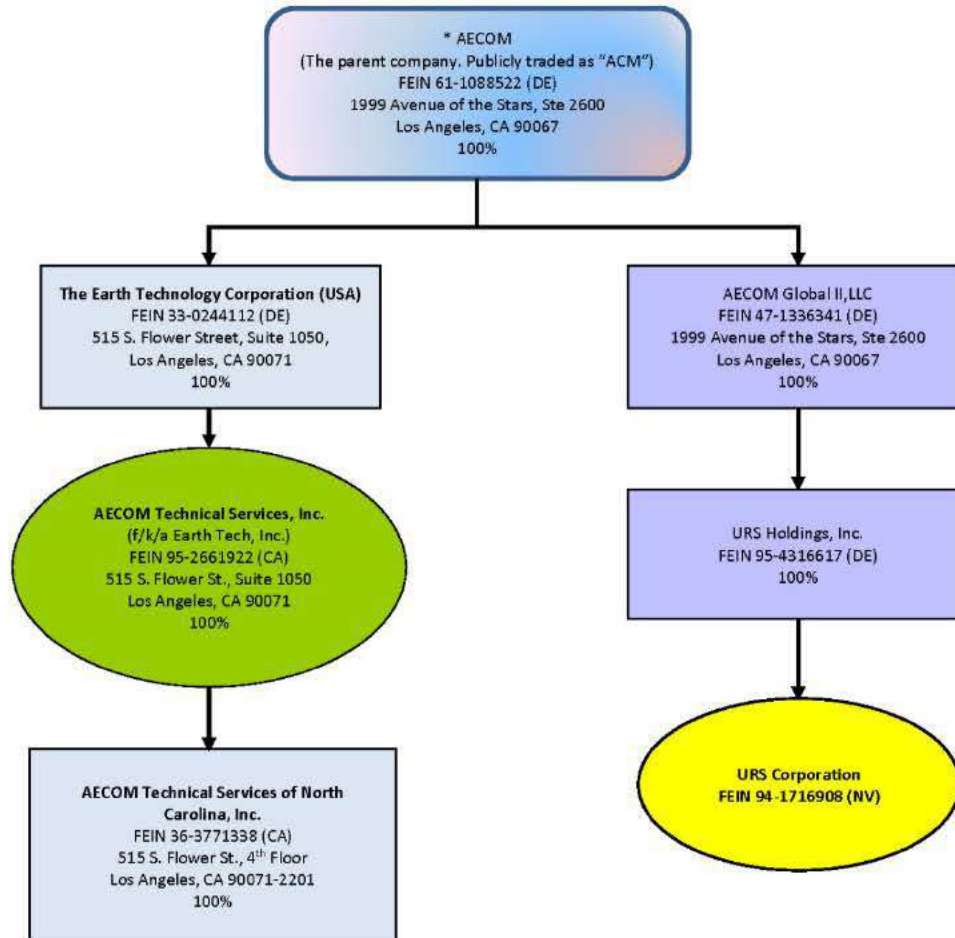


### Project Executive Continuity of North Carolina Disaster Recovery delivery

AECOM's proposed Project Executive, Scott Edelman, brings over 35 years of program, project, and operations experience to the NC STEP program. Scott has dedicated his career to disaster management projects. He is results oriented and has led several disaster recovery efforts and has influenced re-building and recovery in a sustainable manner by focusing on non-structural and structural solutions appropriate for the geographic area. Scott is the Principle-in-Charge for performing approximately 20% of the FEMA's coastal analysis in the past 5 years and has been responsible for over 30% of FEMA's flood maps nationally. In North Carolina, Scott has performed flood-related work in each of the state's 100 counties. In the 1980s, Scott helped found the North Carolina Floodplain Managers Association and served on the Greensboro Planning Board. He is currently serving as Project Director for the

North Carolina STEP program. In this role, Scott has physically been in the JFO nearly every day except for Thanksgiving and Christmas. **Scott's experience will bring a continuity of disaster recovery experience to NCORR.**

## Internal Partial Corporate Organization Structure



\* Effective 1/5/15, AECOM Technology Corporation changed its name to AECOM.

As of June 30, 2015, the single largest shareholder of AECOM ("ACM") is FMR LLC, a Fidelity company, which is a registered investment adviser that holds beneficially for its third party investors approximately 14.88% of ACM stock.

Wellington Management Company, LLP, ("Wellington Management") an investment advisor, holds approximately 8.07% of the shares of ACM stock. Wellington Management, in its capacity as investment advisor, may be deemed to beneficially own the shares of ACM which are held of record by clients of Wellington Management.

The Vanguard Group ("Vanguard") holds approximately 6.48% of ACM stock and has sole power to dispose or to direct the disposition of a portion of the shares and shared power to dispose or to direct the disposition of the remaining shares.

BlackRock Inc. ("BlackRock"), a holding company, holds approximately 6.05% of ACM stock. BlackRock has sole power to dispose or to direct the disposition of all of its shares.

## Internal Partial Corporate Organization Structure



Neither FMR LLC, Wellington Management, Vanguard nor BlackRock participate in ACM's day-to-day operations or policy and decision making processes. Their respective shares of ACM stock may change at any time, which will be disclosed to the U.S. Securities and Exchange Commission as public record.

## Project Team Organization

**RFP Section 4.8 (pg.21):** *In its Proposal, Offeror shall demonstrate experience with public and/or private sector clients with similar or greater size and complexity to the State of North Carolina. Offeror shall provide information as to the qualifications and experience of all executive, managerial, legal, and professional personnel to be assigned to this project, including resumes and biographical summaries citing experience with similar projects and the responsibilities to be assigned to each person.*

### AECOM is a national leader in major disaster recovery programs

- The AECOM team will provide North Carolina with the expert technical knowledge and proven delivery model necessary to succeed. We share the same goal as the State of North Carolina, to help the people of North Carolina finally move beyond recovery and fully return to their regular routines.
- AECOM has implemented over 40 major programs across North America, successfully overseeing over \$50 billion in improvements.
- Under the CDBG-DR housing program, AECOM has helped over 30,000 homeowners in Louisiana, Mississippi, Texas, New Jersey, and New York rebuild after catastrophic events.
- AECOM is FEMA's largest contractor providing disaster recovery assistance, and we have provided rapid assistance after every major disaster for the past 20 years.
- AECOM will provide continuity to the State in continuation of disaster recovery housing activities. As the State's STEP program manager, AECOM has over 2,000 homes under construction or completed as of March 18, 2019.

### Our Team Member Firms Fortify an Already Powerful Team

AECOM has assembled an outstanding team of five carefully selected subconsultants with extensive, specialized expertise in disaster recovery. Collectively, they address all experience requirements identified in the RFP, are intimately familiar with STEP-related needs in North Carolina, and have demonstrated records of success with the on-time and on-budget delivery of outstanding services. Significantly, AECOM has worked with all of these firms in the past, ensuring that team members will "hit the ground running" rather than use valuable time and resources to introduce themselves to one another.

**Plexos** offers innovations in software design and application to the STEP program in the North Carolina as well as to many CDBG-DR programs previously and is intimately familiar with the systems of record needed to make these programs successful. **Remora Consulting** offers special expertise in federal compliance. **BBFoster** offers specialty staffing services in the placement of minority professionals. **CMTS**, is a multi-faceted DBE organization offering expert services in project management, construction management, project controls, cost estimating, scheduling, construction inspection, document control and quality assurance services. Backed by the unparalleled resources of AECOM (the largest consulting firm in North Carolina and among the largest in the world), our team offers North Carolina the depth, breadth, experience and availability essential to successful program delivery. Finally, AECOM's size and local presence allows us to limit the number of sub consultants on our team, ensuring a highly efficient and streamlined approach to time-sensitive delivery of disaster recovery services.

Presented below is a summary of the experience and benefits each sub consultant partner contributes to the AECOM team. Each has been selected due to their technical knowledge, capable resources, and proven expertise assisting with efforts similar to the North Carolina CM/Recovery program. AECOM has a proud history of working with these companies on past projects and is confident that our commitment to quality and the timely delivery of services will provide significant value to our team as we successfully implement this program.

**Figure 4.0 – 1 AECOM's Team Consultants**

SUBCONSULTANTS / ROLE ON CONTRACT	EXPERIENCE	BENEFITS TO THE STATE OF NORTH CAROLINA
<p><b>PLEXOS</b> GROUP</p> <p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Damage Assessments</li> <li>• Inspections, Subject Matter Expertise</li> <li>• Finance</li> <li>• IT/Data Management</li> <li>• Reporting</li> <li>• Fraud</li> <li>• Compliance</li> </ul>	<p>Plexos Group is a full-service disaster recovery, business consulting, and engineering firm. Their staff has over 100 years of combined experience in maximizing the use of federal funds and administering disaster response, recovery, and housing rehabilitation; reconstruction; and redevelopment programs. Plexos has successfully managed a large portfolio of programs (over \$20 billion in total value) from concept design through implementation and closeout, including FEMA's Public Assistance and Hazard Mitigation Assistance programs, HUD Community Development Block Grant Disaster Recovery, housing and infrastructure, federal grant claims management and class-action claims administration programs.</p> <p><b>Plexos</b> has developed two unique data software currently in use by the NC STEP program: <b>PlexoSoft</b> is a customizable end-to-end system of record used for claims and grant management programs. Unique to the system is the ability to change the workflow process for processing a claim without the need to change the underlying code. <b>iPlexos</b> is a robust damage assessment platform that utilizes technology similar to UPS and Fedex for dispatching. iPlexos works on iPhones, iPads and Android-based tablets and is used for damage assessments and inspections for housing programs.</p>	<p><b>Value: Seamless IT Integration, AECOM Partner on NC STEP and USVI</b></p> <ul style="list-style-type: none"> <li>• Successfully managed a large portfolio of programs from concept design through implementation and closeout—this experience will greatly benefit North Carolina.</li> <li>• Plexos owns two data software systems, PlexoSoft and iPlexos. These two systems will provide North Carolina an incredible document repository, and a system that collects repair quantities including site conditions, exterior damages, and interior damages, environmental data, home location and GPS coordinates, photographs, notes, and signatures of the homeowners, damage assessment inspectors, contractor representatives, and environmental inspectors.</li> </ul>
<p><b>REMORA CONSULTING, LLC</b></p> <p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Legal, Compliance</li> <li>• QA/QC</li> </ul>	<p><b>Remora Consulting</b> (through Kevin Hamby) specializes in assisting public and private sector clients in designing programs and policies that meet or exceed federal compliance requirements. Kevin brings over 10 years of experience working with CDBG-DR through more than 10 different disaster programs, where he works with clients to develop programs that are compliant with federal regulations and streamlined.</p>	<p><b>Value: Reducing Program Risk</b></p> <ul style="list-style-type: none"> <li>• Kevin Hamby's thorough understanding of HUD and OIG requirements for the implementation of regulations, rules, and direct guidance will make for smooth coordination with federal agencies.</li> <li>• Remora will work to balance the risk of repayment against making the funds quickly available to assist the impacted public.</li> </ul>



**Figure 4.0 – 1 AECOM's Team Consultants**

SUBCONSULTANTS / ROLE ON CONTRACT	EXPERIENCE	BENEFITS TO THE STATE OF NORTH CAROLINA
 <p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Intake Center Grants Administration and Client Assistance, Infrastructure Inspection</li> <li>• Homeowner/Contractor Liaison Services</li> <li>• Engineering, Technical Assistance</li> <li>• D/M/WBE Contractor Assistance</li> <li>• Supportive Services</li> <li>• FEMA Housing Assessments</li> </ul>	<p><b>BBFoster Consulting</b> is a professional corporation providing civil engineering, program management, contract administration, inspection and grant administration services. BBFoster will provide experienced engineering and project management professionals to the team. They are experienced in managing large federal, public- and private-sector programs. They are thoroughly knowledgeable of specifications based on experience and they work with city, county, state, and private organizations. They provide FEMA residential and commercial property damage assessments and grants management services. They can provide OSHA 10- and OSHA 30-hour certified staff as well as licensed Project Management Professionals (PMPs), licensed professional engineers (NC, GA, SC, MI, IL, OH), former state DOT utility and permits managers. They have an International Coach Federation (ICF) Member - Associate Certified Coach (ACC) designation.</p> <p>They have provided technical assistance and support services for the North Carolina Department of Emergency Management Resilient Redevelopment Project and Grants Intake Centers; historically Underutilized Business (HUB) consultant business development and support services for the NC Department of Administration; and program director services for the NC Department of Transportation.</p>	<p><b>Value: Local Presence, Staffing to Support the Local Community and Minority Professionals</b></p> <ul style="list-style-type: none"> <li>• Company based in North Carolina and has performed a myriad of projects in the state. They know the area and live in the area.</li> <li>• BBFoster is a staffing firm focusing on the placement of minority professionals.</li> <li>• BBFoster will be instrumental in ensuring that appropriate staff resources are available for deployment on the program.</li> </ul>
 <p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Project Management</li> <li>• Construction Management</li> <li>• Field Inspectors</li> <li>• Safety Manager/ Coordinators</li> <li>• Document Control</li> <li>• QA/QC</li> <li>• Compliance</li> <li>• Project Controls</li> <li>• Laborers</li> <li>• Administrative support</li> </ul>	<p><b>CMTS</b> has provided professional engineering, inspection and project control services for clients at nine international airports, for over 50 city and county municipalities and for seven state departments of transportation. Projects have comprised of more than \$30 billion of construction value in the 35 years that CMTS has been in business. Areas of expertise includes public works capital improvement projects (including debris planning, inspection and monitoring), design/build public and private projects, including multi family, student housing and single-family homes, as well as commercial and industrial developments.</p> <p>Housing Projects include:</p> <ul style="list-style-type: none"> <li>• <i>"Move on Housing"</i> Program for the Los Angeles World Airports. CMTS assisted in</li> </ul>	<p><b>Value: Nationwide reach with local community sensitivity</b></p> <ul style="list-style-type: none"> <li>• CMTS is a construction management firm who has experience working in North Carolina. We are currently in the close out phase of the Rocky Mount Event Center with a 12-month warranty review scheduled for 2020.</li> <li>• We will be instrumental in placing highly experienced and trained professionals with required certifications to assist recovery efforts statewide.</li> </ul>

**Figure 4.0 – 1 AECOM's Team Consultants**

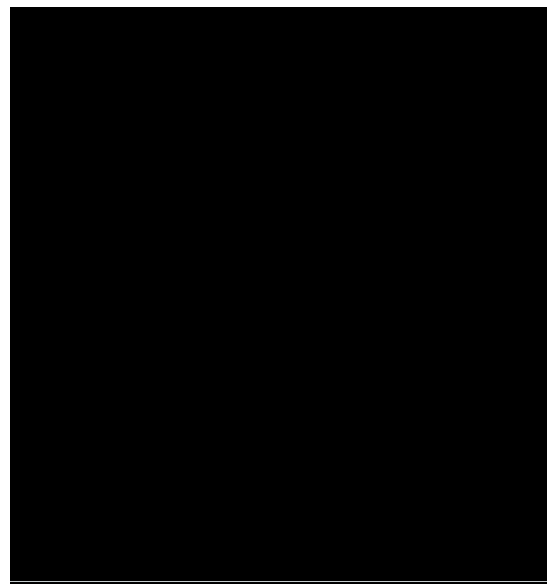
SUBCONSULTANTS / ROLE ON CONTRACT	EXPERIENCE	BENEFITS TO THE STATE OF NORTH CAROLINA
<ul style="list-style-type: none"> <li>Staff Augmentation</li> </ul>	<p>relocating 500 homes and multifamily dwellings planned to be destroyed due to Capital Improvement Projects. These homes were moved to a depressed area in the city. This created needed housing and increased real estate improvements in low income areas.</p> <ul style="list-style-type: none"> <li>University Park Apartments for California State University. CMTS managed the construction of a 15 multi-story student housing that was damaged to the Northridge Earthquake.</li> <li>Housing project for Stapleton International Airport in Denver, CO. CMTS implemented a <i>Noise Insulation Program</i> of 3,500 homes surrounding the airport.</li> <li>Douglass Apartments in the Horseshoe area of Detroit, MI. CMTS provided Construction Management Services for a low-rise public housing apartment complex.</li> </ul> <p>Emergency management projects include:</p> <ul style="list-style-type: none"> <li>Debris Management, recruitment and training of local personnel for field operations and office support for Hurricanes Irma and Matthew</li> <li>Estimations for over 100 damaged assets due to Hurricane Irma</li> </ul>	<ul style="list-style-type: none"> <li>We bring extensive experience in augmenting existing program staff and integrating workers seamlessly into current operations.</li> </ul>

## Staffing and Deployment

AECOM is the largest engineering firm in North Carolina and has been supporting local clients such as NCEM, for decades. In addition to AECOM's experienced staff, we have teamed with highly qualified partners to provide exceptional staff resources with relevant disaster recovery expertise. The project references and information sheets found in the **References section** of this Response, as well as the chart in **Figure 4.0 – 2** details how we have been actively engaged with 14 other governmental agencies of similar size and scope to NCORR over the last 14 years, well in excess of the required eight years identified in the RFP.

## Extensive Local and Regional Resources

AECOM is one of the world's premier, fully integrated engineering, architecture, infrastructure, program management, and support services firms. AECOM employs over 75,000 professionals with diverse backgrounds and provides expert services in over 150 countries. Beyond the core team we present in our Organization Chart below and within the immediate confines of Raleigh and the JFO, we have 50 construction management professionals and professional engineers available for Fast Start assistance if needed. Additionally, as **Figure 4.0 – 2** shows, within a four hour driving radius of Raleigh, we have an additional 240 professional engineers and construction managers accessible for rapid deployment and assistance to this program. Our experience with FEMA and HUD disaster recovery programs has provided us with the ability to rapidly identify, commit, and deploy required team resources to complex programs in post-disaster environments.



- AECOM deployed full-time staff to USVI within two days of the hurricane event. AECOM deployed 5 staff full time to NCEM prior to Hurricane Florence. For all projects listed by reference, AECOM has deployed staff to the affected State either before the disaster, or shortly thereafter. As we are currently on the ground here in NC, we will be able to transition and position our staff with efficiency and speed.
- Project dollars need to stay in the immediate area.
- The day-to-day work of disaster recovery should be done by the people of North Carolina, working for locally based companies when possible. As the largest Engineering firm in North Carolina, we have a vested interest in recovery and with keeping project dollars in the local communities.
- **Getting a Fast Start:** Our FastStart team has been identified in advance of award to begin preparing for this work. We are utilizing team leaders who are already on the ground and engaged with the local workforce and community. **These seasoned individuals are gathering as this proposal is being reviewed to develop project systems, tools, and processes while the balance of the core project management team prepares for mobilization and transit to North Carolina.**

AECOM has used a more traditionally-timed FastStart method on many of its program management assignments to ensure an efficiently launch of program execution, without unnecessary delays. After award, one of the first tasks will be requesting a full briefing with NCORR.

## Staffing Approach: Effective, Efficient, and Economic Deployment of Staff Resources

Our staffing plan is based on estimating the need, meeting the demand, and getting a fast start:

- Estimating the Need: Based on our experience with similar programs, AECOM has run multiple scenarios to determine estimated Level of Effort (LOE) for staff required to support the program.
- Meeting the Demand: In order to meet the required staffing demand, AECOM has assigned Resource Manager Margaret Dwyer. She will have access to our bench of experience AECOM staff resources developed through our disaster recovery programs. In addition, she will be able to reach into the overall AECOM organization of

more than 75,000 staff. A fast program start with schedule at the forefront is mission critical. For this requirement, AECOM has assembled a strong team with extensive experience managing large-scale HUD disaster recovery programs. Our **"Fast Start" team members** are identified by a lightning bolt icon on our Organization Chart.

- Based on our experience with similar CDBG-DR Programs, AECOM has developed a staffing plan for the NCORR program. The remainder of this Section provides the names of key staff working on the project who will provide services to NCORR, and other subject matter experts available to support AECOM and NCORR throughout the duration of the contract. We understand that outreach is not directly compensated as part of this contract. However we have included staffing to provide advice and coordination with NCORR and required activities they may have to perform. To ensure sufficient staffing AECOM will also maximize the use of local companies, staff, and organizations. Some examples include:
  - Maximize the use of locally based companies. To help staff these programs and provide inspectors, customer service reps and case managers, AECOM typically utilizes the services of BB Foster. BB Foster is a staffing firm specializing in the placement of minority employees. For this program, we will again call on BB Foster to assist with staffing this program, meeting MW/DBE and Section 3 hiring goals.
  - Job Fairs for Local Hiring. Similar to AECOM's commitment on other projects, AECOM will hold local job fairs to hire local staff for inspectors, payment processing, development of scopes of work, etc. We are committed to putting local residents back to work, and will work with local organizations to find appropriate staff for the project.
  - Ensuring Capacity Involvement if Subcontractors: AECOM's teaming partners are fully integrated into the team. AECOM utilizes the "best athlete" principle and will provide NCORR with the most highly qualified staff from our team. As mentioned, our partner BB Foster will help with the placement of minority professionals.

## AECOM Team Point of Contact

Provided below is the contact information for the AECOM team including name/title, e-mail, phone, and address.

Name / Title	Email / Telephone	Address
Scott Edelman, Senior Vice President / Authorized Signatory	<a href="mailto:scott.edelman@aecom.com">scott.edelman@aecom.com</a> 336 314-3435	1600 Perimeter Park Drive, Suite 400, Morrisville, NC 27560

## Project Team Organization

The right people make a difference. They are critical to the success of a project of this magnitude. The AECOM team is proud to introduce our project team which was hand selected based upon their qualifications, experience and availability to support this program for duration. Our anticipated Organizational Chart and the Resumes of our Project Manager and key team members have been included following this section.

### We are your team of the future, focused on getting residents back home.

#### Project Manager



AECOM's proposed Project Director, **Mark Breor**, a Region Business Leader with operational expertise. Mark recently served as Construction Manager for the USVI Emergency Home Repair Program and the Roof Hardening Program, and as the lead for the construction phase of the Build-it-Back program where he was responsible for overseeing the integrated design and construction for the rebuilding, elevating and renovating more than 1,000 homes impacted by effects of Hurricane Sandy. As Project Manager, he is responsible for project activity compliance with regulatory and client requirements by providing interpretation of design and application of construction methods. Mark brings proven ability to monitor and control construction projects to ensure project completion within budget and schedule. His ability to manage

multidisciplinary teams makes him the optimal manager to achieve high production rates while maximizing the efficiencies of the team. With safety and quality being paramount to achieve program success, we have designated a Senior Safety Officer, Lee Davis, and Construction Phase Manager, Daniel Augusti over the program.

#### Deputy Project Manager



AECOM's proposed **Deputy Project Manager, Lara Robertson**, brings 22 years of experience in the planning and implementation of disaster response and recovery initiatives, and executive management of diverse, legacy-scale programs in conformance with federal, state, and local laws. As a result of Hurricanes Katrina/Rita, she was responsible for designing and managing the largest housing elevation program in U.S. history jointly funded by HUD and FEMA. In addition, Lara has been directly responsible for the management and compliance of over \$11 billion in federally funded housing programs while working with HUD and FEMA officials to obtain the flexibility needed to effectively address recovery needs, streamline recovery processes, and achieve close out.

### A proven team focused on getting residents back home quickly.



## Team Capacity

	Benefits to the State
 <p><b>AECOM</b> Imagine it. Delivered.</p>	<ul style="list-style-type: none"> <li>– Program Manager</li> <li>– Response to more than 350 Disasters</li> <li>– Participated in 8 of past 11 CDBG-DR Programs</li> <li>– Over \$13 Billion in HUD CDBG</li> <li>– Over \$18 Billion in Annual Revenue</li> <li>– 700+ North Carolina Staff</li> <li>– Over 87,000 Staff Worldwide</li> </ul>
 <p><b>PLEXOS</b> G R O U P</p>	<ul style="list-style-type: none"> <li>– FEMA and HUD Policy Experts</li> <li>– Damage Assessments / Inspections</li> <li>– IT / Data Management</li> <li>– Finance</li> <li>– Major Disaster Recovery Experience (Virgin Islands)</li> </ul>
<p><b>REMORA CONSULTING, LLC</b></p>	<ul style="list-style-type: none"> <li>– Legal Support</li> <li>– Designs Programs and Policies that Meet or Exceed Federal Compliance Requirements</li> <li>– Develop Programs that are in Compliance with Federal Regulations and Streamlines Disaster Recovery Programs</li> </ul>
 <p><b>BBFoster</b> Consulting, PC</p>	<ul style="list-style-type: none"> <li>– Intake Center Grant Administration</li> <li>– Client Assistance</li> <li>– Infrastructure Inspection</li> <li>– Homeowner / Contractor Liaison</li> </ul>
 <p><b>CMTS</b></p>	<ul style="list-style-type: none"> <li>– Verify uploading of financial information into NCORR's System of Record</li> <li>– Compliance</li> <li>– Appeal Review and Recommendation Reporting</li> </ul>

Project Organization Chart



## **Resumes of Key Staff**

The resumes presented below represent our team as identified in the Organization Chart above. All of these team members are committed to the NCORR Construction Management project, and will be dedicated to this program for the duration of the contract. Should any member need to be replaced, we will promptly notify NCORR of the circumstances and identify an appropriate replacement from our team based upon role and skillset.



## Bob Leonetti

### Principal-in-Charge

Bob brings four decades of construction experience in both the public and private sectors to NCORR.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Disaster Recovery program management
- Construction Management

#### Firm

AECOM

#### Experience

38 years

#### Education

AS, Architecture

BS, Urban and  
Environmental Sciences

MS, Civil Engineering

### Career Summary

Bob is a motivational and results driven executive with nearly four decades of experience leading businesses in both the private and public sectors. He has a consistent record of delivering strong financial and operational performance results, customer service and safety performance. His strengths include aligning and focusing large-complex, diverse organizations to optimize performance and goal achievement, guiding organizations through disruptive change and developing high potential employees and driving high-performance teams.

Mr. Leonetti joined AECOM shortly after the acquisition of the URS Corporation. He has served in several executive management positions since joining the Enterprise.

### Relevant Experience

#### **Construction Services Group, AECOM, New York, NY, Senior Vice President.**

Working with and effectively collaborating across AECOM's operating groups, current responsibilities include the coordination of construction services globally to ensure that AECOM is well organized to respond to the unprecedented series of natural disasters. AECOM offers a broad spectrum of competencies for Disaster Response and Recovery services to government clients and private enterprises throughout the World. Recent hurricanes and fire storms events have devastated parts of our country, Puerto Rico and the U.S. Virgin Islands. Our disaster planning, recovery and construction services assist governments, survivors and businesses mitigate damage and help communities rebuild from natural disaster events with emphasis on implementing safe and resilient solutions.

**Civil Construction & Mining (CCM) Division, AECOM, New York, NY, President / General Manager.** Served as the Chief Executive responsible for driving safety, P&L and the strategic advancement of CCM's financial growth expectations. CCM is integral to AECOM's Integrated Service Delivery approach of combining AECOM's enterprise-wide design-build-finance-operate capabilities and construction services growth plans. Worked with peers across the AECOM enterprise providing a comprehensive and coordinated approach to developing and growing the business. Identified acquisition targets to grow the civil business and successfully completed the acquisition and integration of Shimmick Construction into construction services. Represent AECOM Construction Services on Joint Venture Review Boards as an Executive Board Member.

**Alternative Delivery Group (Design and Consultant Services – DCS), AECOM, New York, NY, Senior Vice President.** Principally responsible for directing AECOM's alternative delivery practice throughout the Americas. Worked with the AECOM DCS executive leadership team to develop and set strategic goals for the alternative delivery group that included Public-Private-Partnerships, Design-Build procurements and Construction Management at Risk projects. Directed alternative delivery pursuits valued at \$30 Billion per year and maintained teaming relationships with industry

## Bob Leonetti

partners and clients. Built a solid history of growing AECOM's alternative delivery business by focusing on winning large infrastructure and heavy civil construction projects throughout North America. Principal architect of AECOM's Integrated Delivery Steering Group that evaluates and prioritizes alternative delivery projects across the Enterprise.

**Business Development and Marketing, Granite Construction, Inc., Watsonville, CA, (2003-2015): Vice President.** Directed lead generation and marketing efforts for Granite Construction business units and subsidiaries nationwide and was an integral member of the corporate leadership team. Tracked over \$65 billion in P3, design-build and hard-bid opportunities; and was the key strategist in developing teaming relationships for \$7.8 billion in new sales over a two-year period building the largest backlog in Granite's history. Lead Granite's sales team and was the Capture Manager for the \$3.14B Tappan Zee Bridge project, the single-largest bridge contract in the country's history.

Managed national and regional business development managers with the development of strategic relationships and market plans that foster profitable growth in transportation, industrial, power, water and Federal end-markets. Supported corporate development with market analyses for potential acquisition/investment opportunities and participated in the development of playbook strategies during the post-merger integration for the Kenny acquisition. Served on many intergovernmental transportation committees, and represented Granite on numerous industry boards and associations throughout the United States.

**Business Development and Marketing, Yonkers Contracting Company, Inc., Yonkers, NY, (1999-2003): Vice President / Corporate Officer.** Reported directly to President and CEO. Positioned the Company strategically to meet emerging growth opportunities; and developed and implemented strategic short-term and long-term business plans to ensure that growth initiatives were met. Operational responsibilities included the management and monitored revenue forecasts and cash flow on all projects. Developed and maintained key business relationships throughout the industry, nationwide. Appointed Corporate Compliance Officer and administered/managed the Company's

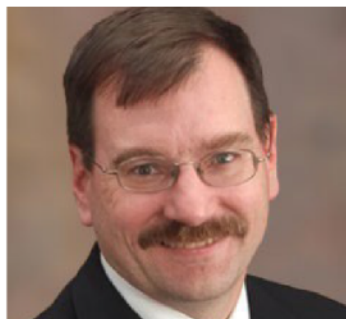
**Ethics and Integrity Program, Transportation Division, URS Corporation, New York, NY, (1994-1999): Deputy Manager.** Provided P&L operational support to Northeast Regional Manager and NY Office Manager tracking project performance across the design and transportation planning division; prepared strategic business plans,

tracked the financial and technical performance of all transportation division projects. Maintained ongoing relationships with key client decision-makers within public agencies in the New York Metropolitan area, and provided recommendations for pursuit strategies to senior management. Served as Principal-in-Charge and Program Manager on many planning, engineering and organizational development studies. Identified potential targets for investment, acquisition and strategic partnerships. Performed market analyses and due diligence that culminated in successful growth of URS through the acquisitions of Greiner; Woodward-Clyde; and Dames and Moore. Served as the Quality Assurance Officer for the Transportation Planning Division.

**City of Yonkers - Yonkers, NY (1989 – 1993) Acting Commissioner/Deputy Commissioner of Public Works.** Directed 20 operating divisions and managed annual budgets totaling \$136 million. Planned and administered the City's Capital Improvement Program and supervised all infrastructure improvements that included highways, roads, bridges, public buildings, water systems, recycling and general municipal operating services. Granted permits for local highway and capital infrastructure improvements for public and private ventures. Represented the Department of Public Works regarding all City of Yonkers Board of Contract and Supply Awards for goods and services procured by the City. Represented the city of Yonkers on many interagency steering committees. The most notable influenced the implementation of electronic toll collection technology (EZ-Pass) for fourteen individual toll agencies located in the Northeastern U.S.

**City of Yonkers - Yonkers, NY (1980 – 1989) City Traffic Engineer.** Managed the traffic engineering, transportation planning, parking, traffic signing, pavement markings, traffic signals, and street lighting for city with 225,000 in population. Supervised the preparation of plans and specifications for traffic signals and other related capital improvements; responsible for the planning, design, bid document preparation, and construction supervision for arterial highway reconstruction, and reviewed permits and licensing for state, county and local roads.





## Scott Edelman, PE Project Executive

Scott brings valuable experience from leading the current NC STEP program providing NCORR continuity in recovery delivery

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Disaster Response and Recovery
- Program Management

### Firm

AECOM

### Experience

35 years

### Education

BS, Civil Engineering,  
Pennsylvania State  
University, 1981

### Training / Certifications

Professional Engineer, North  
Carolina, #012954, Issued  
01/01/1986

Professional Engineer, South  
Carolina, #17156, Issued  
11/01/1995

Professional Engineer,  
Mississippi, #18625, Issued  
07/14/2008

Professional Engineer,  
Massachusetts, #47059,  
Issued 06/19/2007

Professional Engineer,  
Maryland, #17213, Issued  
01/01/1991

### Career Summary

As a Senior Vice President, Scott oversees AECOM's Emergency Response & Recovery, Hazard Mitigation, and Flood Control practices. He is responsible for over \$500M in annual revenue, overall direction, and performance related to these services throughout North America. This high level responsibility provides North Carolina with a person at the table who has the ability to bring abundant resources and make decisions.

In North Carolina, Scott has performed flood-related work in each of the state's 100 counties. He helped found the North Carolina Floodplain Managers Association in the 1980s and has served on the Greensboro Planning Board and was President of one of the largest homeowners associations in Greensboro.

Scott is serving as the start-up program manager for the North Carolina STEP program that was awarded on November 16, 2018 and is currently being re-competed with this advertisement. In this role, Scott has physically been in the JFO nearly every day except for Thanksgiving and Christmas.

Scott has dedicated his career to disaster management projects. He has led several disaster recovery efforts and has influenced re-building and recovery in a sustainable manner by focusing on non-structural and structural solutions appropriate for the geographic area. Scott is the Principle-in-Charge for performing approximately 20% of the FEMA's coastal analysis in the past 5 years and has been responsible for over 30% of FEMA's flood maps nationally.

### Relevant Experience

**North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present): Scott is currently serving as the start-up Program Director for the NC STEP program.** He is leading the AECOM team in providing project management and grant administration services to provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as Program Director, Scott led the successful implementation of the following start-up activities: developed over 100 key NC-specific policies to implement the program, developed 82 items of the construction pick list (e.g., repair and replacement of windows, doors, plumbing, floors, drywall); in conjunction with NCEM, drafted two "Request for Extension of Right of Entry (ROE) Deadline" documents, (both of which were supported by the FEMA Federal Coordinating Officer (FCO); coordinated open houses in all 12 eligible counties to obtain ROEs; developed an applicant portal for ROE collection and status reporting including a first of its kind electronic DocuSign capability; developed and mailed postcards explaining the STEP program to all eligible applicants; called over 11,000 applicants to obtain ROEs and is scheduling and completing Initial Site Visits (ISVs); and assigned 350 homes to the VOADs for construction.

## Scott Edelman, PE

### **Virgin Islands STEP and Other Support (2017- 2018):** **Scott served as the start-up project manager for STEP.**

He was on the island within a few days after the disaster. This was a challenging environment—for the first two months the island was under a 20- hour curfew with people only being allowed off of their property from noon to 4:00 pm. Scott assisted the Program Manager and the Virginia Islands with obtaining the funding from Office of Management and Budget (OMB) and Congress to fund the entire recovery. Specifically, he directed damage assessments for all government buildings and infrastructure (schools, airport, and water/wastewater) and housing as well as preparing Governor Mapp for meetings in Washington, DC. As a STEP start-up project manager, Scott led the approach for how the work would be accomplished and led the policy development. This included: call center start up within 7 days of the contract; overseeing the intake for STEP that included public outreach, community centers, mobile outreach centers, door-to-door campaigns, radio and newspaper ads; developing and recommending policies needed to implement the program; coordinating extreme logistics for obtaining materials for re-building; directing work to re-build the homes as the General Contractor; and, overseeing more than 10,000 applicants and 8,000 homes for \$350MM in delivered work.

**Jeddah Flood Protection:** In this project, Scott was responsible for the start-up of a very complex water resource effort to protect Jeddah, Saudi Arabia from floods that it received from 2009 and 2011 events. This effort required 147 AECOM engineers and planners to be mobilized within two weeks of notification; mobilization of 400 AECOM staff within 4 weeks; supply of more than 1,000 AECOM inspectors in 12 weeks; production of over \$250MM of construction drawings in three months (that were completed in two months); production of more than \$900MM of construction drawings in seven months which was then completed within the year. This massive project provides significant flood risk reduction for Jeddah.

**FEMA RiskMAP:** Scott has directed either as Project Manager or Principle-in-Charge riverine and coastal flood insurance studies in all FEMA regions since 1984, totaling nearly \$600MM in engineering fees. As a part of this work, Scott was responsible for all direct disaster-

related work including substantial damage estimates (SDEs), development of building sciences reports, which recommend how to strengthen building codes to reduce damage and provide program development and broad technical and policy support for disasters.

**FEMA PA TAC:** PA TAC has assigned to **AECOM** over \$500MM in tasks to support disasters. In Scott's role for all water resources work, he oversaw the development of more than 15,000 project work sheets (project worksheets are the instruments that FEMA uses to move funds to the state or local community); reviewed mitigation and hazard plans for all states in the nation; provided staff for ongoing disasters over the past 12 months; and received assignments in 49 states.

**NC DEM Flood Mapping Program:** Scott has been the Principle-in-Charge or Project Manager for more than 100 task orders that have totaled over \$100MM in engineering fees. This work included working in 11 of NC's river basins covering 70% of the state. Major accomplishments include: obtained LIDAR for over 50% of the state; created over 17,000 miles of engineering studies with over 50,000 base map elevations on more than 8,500 FEMA panels; developed multi-hazard risk assessment tools for 10 natural hazards; and, created a mitigation tool for 8 North Carolina counties to develop mitigation plans at the parcel level.

**Louisiana GOSHEP, Baton Rouge Louisiana:** As part of Scott's role in the firm, he was part of AECOM's effort to deliver the project and make certain that resources were applied correctly. This project was a \$150MM shelter- in-place program following the August 2016 floods. Within 14 days of the disaster and two days after selection, AECOM established a call center and provided case management (including walk-in locations), home inspections, and program management to over 18,000 applicants. This 4- month effort was completed with over 125 staff at its peak.



## Mark Breor, GC Project Manager

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Extensive CDBG-DR experience
- Strong Contractor Management
- Program Compliance knowledge

### Firm

AECOM

### Experience

38 years

### Education

MS, Business Administration  
BS, Physics

### Training / Certifications

Licensed General  
Contractor

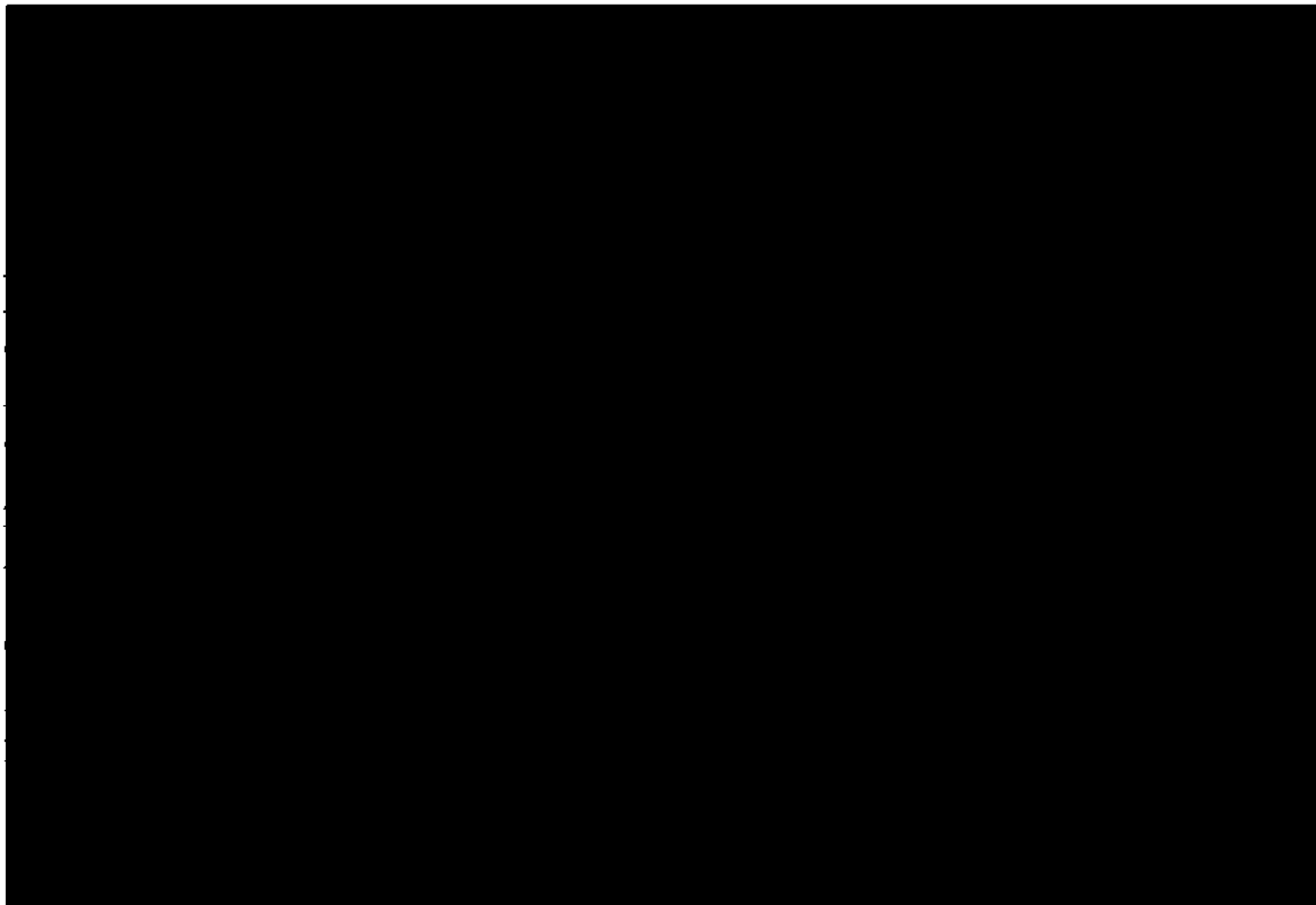
Mark's skill with leading complex disaster recovery programs including the recent Emergency Repair program in the USVI and the Hurricane Sandy Build-it-Back program in New York, gives Mark the foundation to support NCORR and deliver this program efficiently and safely.

### Career Summary

Mark will support Dave as Construction Operations Manager. He just finished NYC Department of Design and Construction, Hurricane Sandy Build-It-Back Program, a very similar program to COH. The benefit of Mark to the COH will be his extensive knowledge in maximizing productivity during construction especially where work sites are scattered. Instrumental in developing a strong rapport between design and construction to maximize construction productivity. Trained architects to provide sketches and redesigns in the field to correct unforeseen field conditions or errors. Trained GCs in advance on standard details and submittal requirements minimizing delays and contractor errors. Mark has more than 38 years of experience providing strategic leadership for complex military and private consulting programs. This program required rigorous analysis to ensure compliance with some of the most onerous building, fire, wetlands, and zoning regulations in the country. Mark established a framework for managing the complex requirements which identified solutions to satisfy the needs of the homeowners within the guidelines of the program.

In the military, Mark served in various leadership roles for the US Navy culminating in a position as the advisor to the President of the United States for operations and maintenance of command and control systems of U.S. nuclear weapons (which included safety and security). Mark was singled out by the National Security Council for achieving a more timely, more accurate and transparent status. As a consultant, Mark has successfully led major complex programs. All of his programs involved the management of external stakeholders, political complexity, aggressive schedules and evolving priorities. Some of which involved national security objectives and were briefed daily to the National Security Council. His combined military and consulting experience will provide exceptional skills in leadership, vision, and integrity as he leads our team.

## **Mark Breor, GC**







## Lara Robertson, AICP Deputy Project Manager

Lara knows North Carolina, she has worked on policy issues for Matthew's CDBG-DR and NC STEP to develop NC specific waivers

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Disaster Recovery Programs Policy
- Project Management
- Strategy
- Process Improvement

### Firm

Plexos Group, L.L.C.

### Experience

22 years

### Education

MS, City and Regional Planning  
BA, Political Science

### Training / Certifications

American Institute of Certified Planners (AICP, Certificate, #102183)  
Certified Community Development Block Grant (CDBG) Administrator

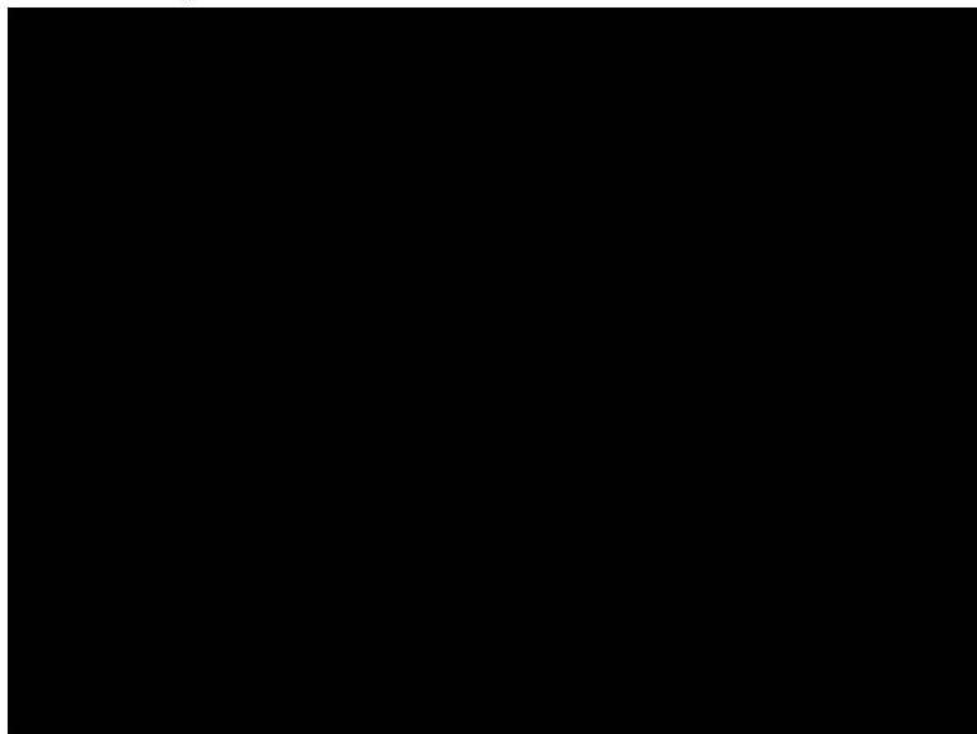
### Career Summary

Lara has 22 years of experience in the planning and implementation of disaster response and recovery initiatives, and executive management of diverse, legacy-scale programs in conformance with federal, state, and local laws. As a result of Hurricanes Katrina/Rita, she was responsible for designing and managing the largest housing elevation program in U.S. history jointly funded by HUD and FEMA. This effort resulted in the elevation of over 11,000 homes in Louisiana.

In addition, Lara has been directly responsible for the management and compliance of over \$11 billion in federally funded housing programs while working with HUD and FEMA officials to obtain the flexibility needed to effectively address recovery needs, streamline recovery processes, and achieve close out.

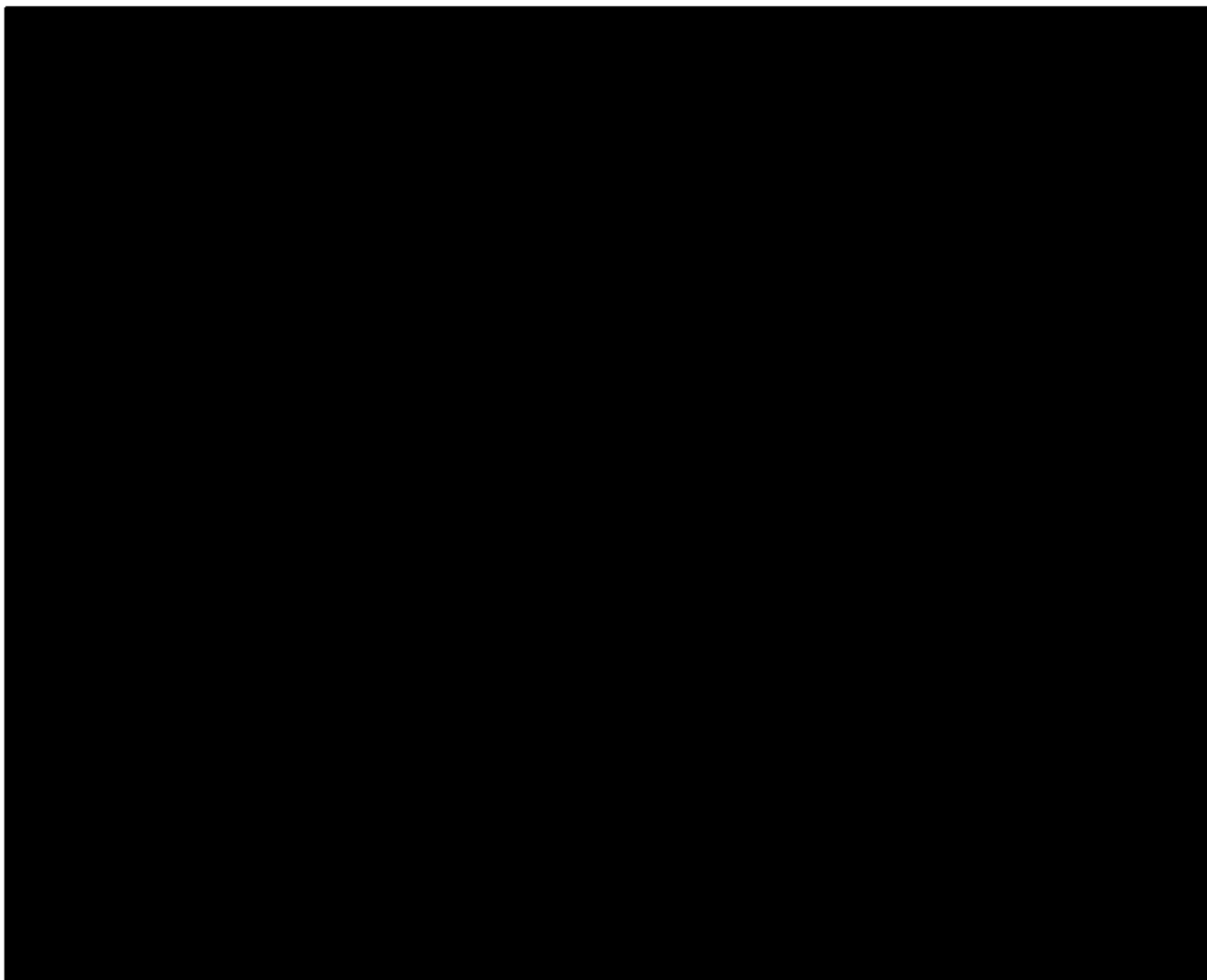
Prior to serving as Senior Vice President of Plexos, Lara served in the capacity of Director for the State of LA, Office of Community Development (OCD-DRU), which is the state agency responsible for the administration of \$13.4B in CDBG funding allocated to the state for Hurricanes Katrina and Rita and \$1B for Hurricanes Gustav and Ike.

### Relevant Experience





## **Lara Robertson, AICP**





## Patrick Reily

### Pre-Construction Phase Manager

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Patrick brings recent disaster recovery program construction management experience from the USVI to NCORR.

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#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Prior construction management
- Disaster Recovery Programs

#### Firm

AECOM

#### Experience

31 years

#### Education

BSc, Civil Engineering -  
Civil and Construction, US  
Military Academy - West  
Point, 1983

MSc, Advanced  
Construction Management,  
University of Texas, 1994

#### Training / Certifications

Professional Engineer,  
Virginia

Professional Engineer, USVI

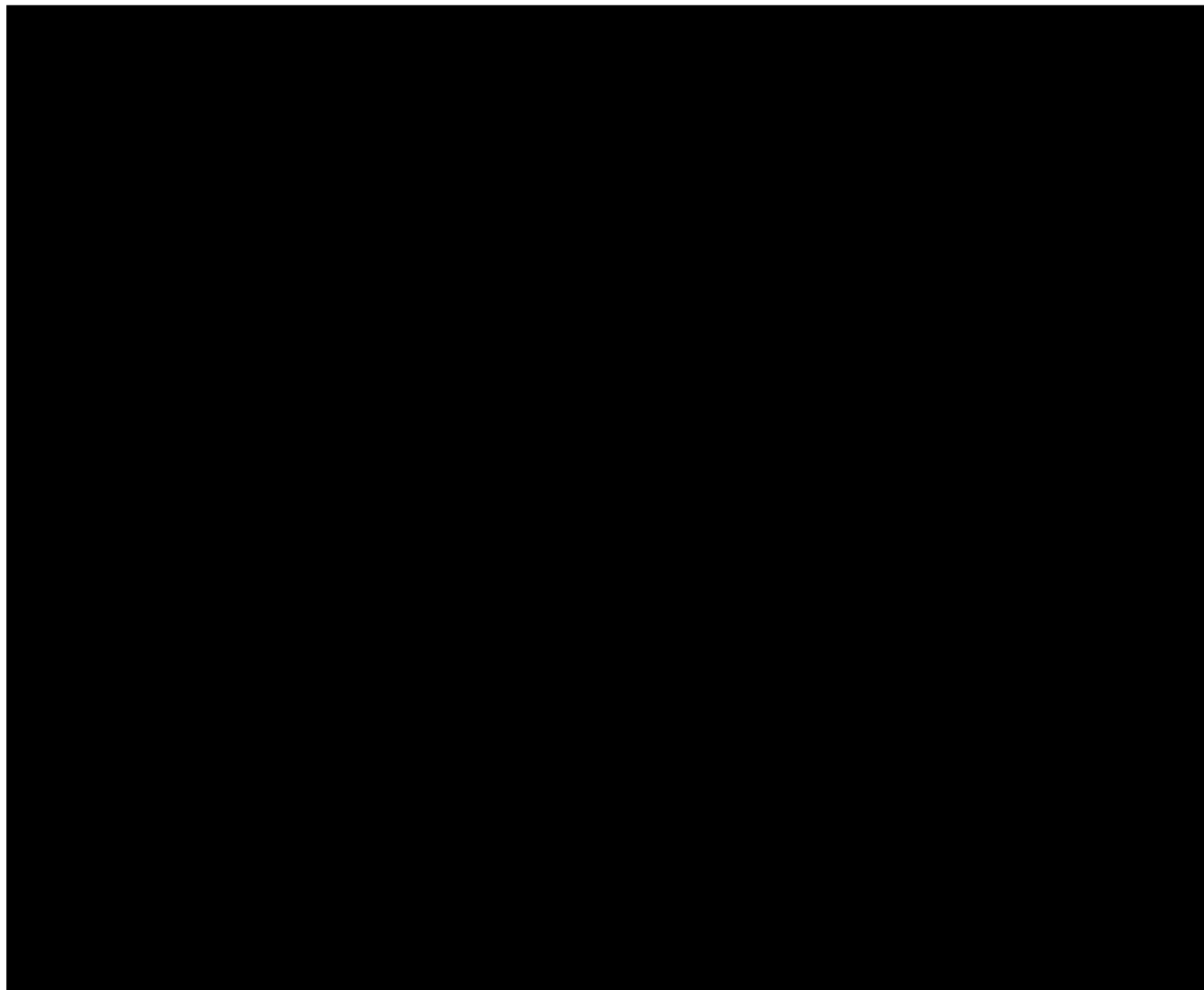
Society of American Military  
Engineers

### Career Summary

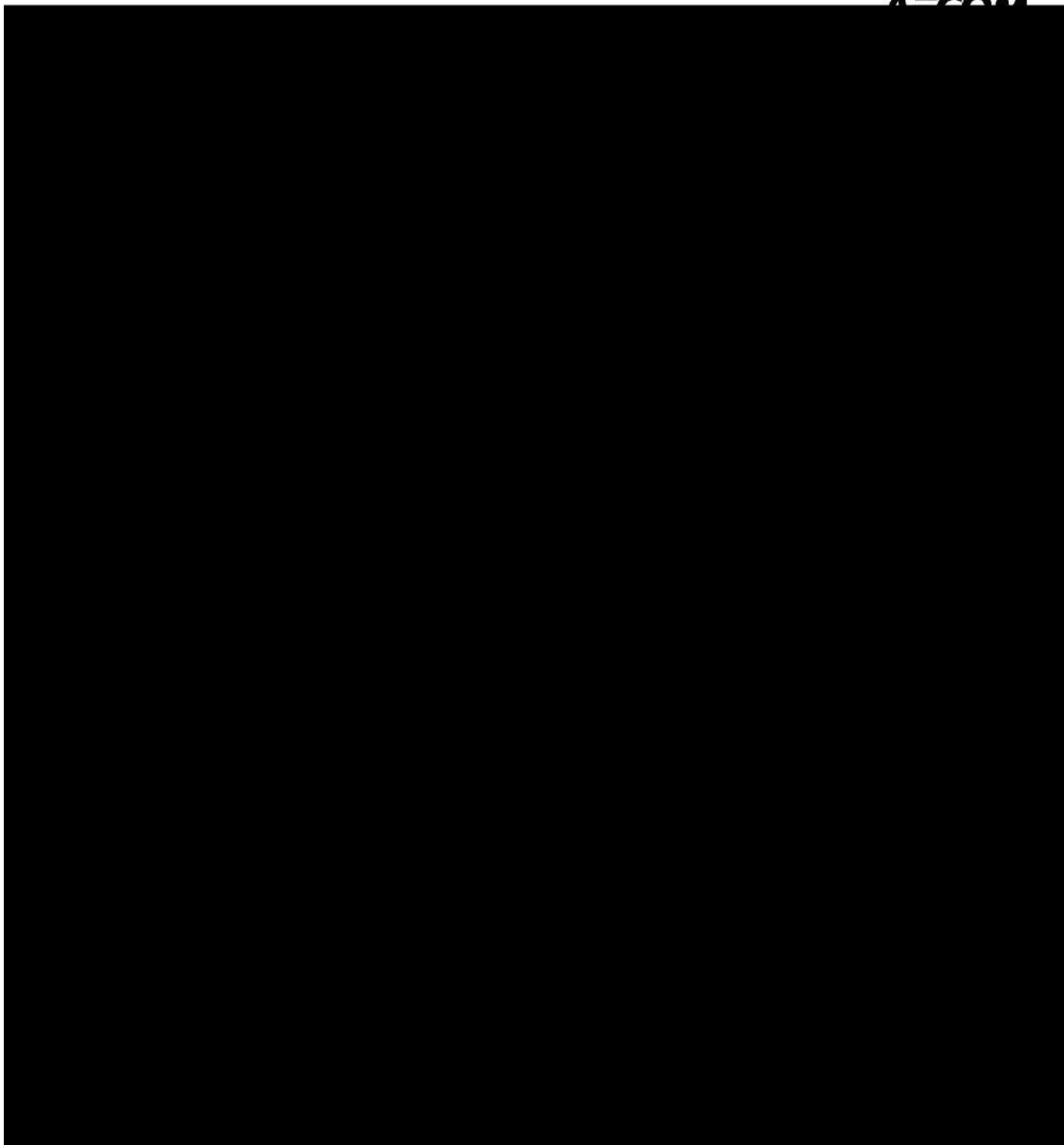
Pat has over 30 years of experience in executive, managerial, and key leadership roles in capital construction programs, project planning, development, and execution. He is an innovative team builder, trainer, and strategic planner practiced in establishing and achieving goals and objectives in support of broad missions. Pat is a technically focused and politically aware decision-maker adept at leader development and managing human resources while using innovative approaches to meet complex challenges in rapidly changing situations. Pat has served both the public and private sectors. He has been responsible for the management and performance of multibillion dollar programs and projects involving site layouts; environmental, design, and construction management duties; and actual construction of diverse projects. This includes the management of extensive facility and infrastructure projects and programs in remote areas. Pat has significant client management experience briefing public agency directors, and elected and appointed officials at high levels of government.

### Relevant Experience

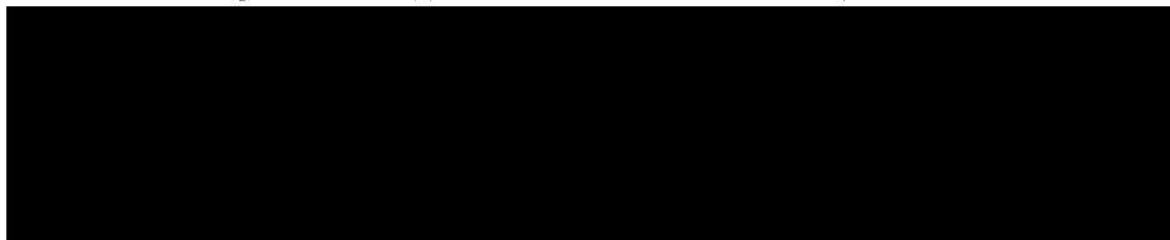
## **Patrick Reilly**



AECOM



direct guidance and support to a team of over 50 construction personnel onsite.



## Dan Augusti, PE, DBIA

### **PDM Property Management Services, Housing Renovations to 100 Units, Burlington VT, \$600K.**

**(2003): Construction Services Manager.** Dan managed and executed the overhaul and upgrade of the kitchen, bath, and flooring for approximately 100 residential rental units alongside a construction team of three individuals. Properties were in physically separate locations and required just-in-time delivery of all flooring, plumbing, tile, fixtures, and appliances. Upgrades required a two-day turn-around per unit, and accommodating the relocation of the resident for the period of the work. During the renovation process, Dan was also responsible for the normal upkeep and maintenance duties on the units, occupying over 10 acres of well-manicured land, as well as several commercial properties owned and operated by PDM.

**Multi-Story Dormitory for Bowdoin College, Brunswick ME, \$25M. (1997-1999): Project Engineer.** Dan served as project engineer reviewing shop drawings, providing logistics support, and performing structural layout and coordination of the structural steel installation for this four story, 50,000 SF residence hall. Chamberlain Hall is a four-story, brick residence that houses approximately 136 students in singles, doubles and quads.

Construction of the facility began in the summer of 1998, with completion required by the start of the fall semester of 1999. Construction took place on this populated and operational campus over a period of 14 months and was completed on schedule. This residence hall features

upscale and renewable finishes, as well as information systems designed to facilitate campus life. There are male and female bathrooms on each hallway for the single and double residents. The quad residents have a private bathroom within their quad. There are two common rooms and a kitchen on the first floor and a study room on the 2nd, 3rd and 4th floors. There is a full-sized elevator in the building.

### **DC Water and Sewer Authority, Blue Plains Tunnel Dewatering Pump Station and Enhanced Clarification Facility D-B Project, Washington, DC, \$2B. (2016-2017): Construction Services**

**Manager.** Dan served as Owner's Project Manager responsible for the Design-Build completion of a 250 MGD pump station in central Washington DC. Responsibilities included daily management of Project Staff, monitoring schedule, progress, reviewing requests for payment, evaluating Consultant and Contractor requests for contractual changes, coordinating efforts and resolving issues between internal and external stakeholders, preparing contract correspondence, and rendering accurate and timely contract-based decisions to enable the project to proceed.





## Blaine Thibodeaux

### Residential Contractor Liaison

Blaine's ability to communicate effectively will successfully engage homeowners, contractors, and program staff to work smart - increasing productivity and generating high-quality work.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Production Management
- Operations Management
- Damage Assessments
- Homeowner Assistance
- Project Closeout

#### Firm

Plexos Group, L.L.C.

#### Experience

24 years

#### Education

Agriculture Leadership Program, LSU, Nicholls State University

#### Training / Certifications

FEMA Construction/Subcontractor Badge

Safety Leadership Series: Subcontractor Pre-qualification Incident Investigation and Workers Comp, Best Practice

LAGRANT

#### Career Summary

Mr. Thibodeaux has 24 years' experience in Management, Safety, Supervision of Production and Construction Industry, specializes in Quality Control and Supply Chain Management focusing on customer/client relationships and services. Work experiences for the Federal Government include Federal Emergency Management Agency (FEMA), Louisiana State Housing Authority and Environmental Protection Agency (EPA). Assists with Implementations of Environmental Health & Safety plans and maintain records and logs as required by EHS Department. Inspects work areas, machinery, equipment, and working conditions to ensure compliance with company, state, and federal safety policies and regulations. During his career he has demonstrated his ability to plan and organize accordingly, problem-solve any situation, and communicate effectively with all departments to increase productivity and generate the highest quality of work.

#### Relevant Experience

##### ISV/FSV Quality Control Lead

- Provide definition, oversight and management for the Quality Control functions of the Emergency Home Repairs VI program.
- Manage staff functions under sub-sections of the Quality Control Group, including:
  - Inspection Controls
  - Initial Site Visits
  - Final Site Visits
  - ISV and FSV Training and Updates
  - Quality Control and Quality Assurance of ISV and FSV Inspections
  - Scoping Policy and Guidance
- Participate and engage with other Program functional groups to coordinate, support and align functions.
- Maintain and adjust organizational structure of Quality Control group to adapt to program needs, resource requirements and risks.
- Maintain and onboarding training process and daily feedback briefings of the Quality Control staff to ensure that new and existing staff are indoctrinated in the latest policies, procedures and frequently asked questions.
- Communicate daily with lessons learned to Quality Control Group Members and stakeholders.
- Resolve conflicts between stakeholders in an effective and sustainable manner.
- Other duties as assigned.

## Blaine Thibodeaux

### Tank Specialties/Safety and Compliance

- Responsible to ensure all operators are current with training requirements of company and contract.
- Ensure safety manuals, programs, policies and practices are current and meet the needs of the operating divisions.
- Verify all new hires meet minimum general qualifications for each division including background and DMV checks.
- Make certain that Safety technology tools are used, and those results are examined, trend data is analyzed and plans are developed to reduce and then prevent future safety incidents.
- Ensure a consistent Safety Culture throughout the locations that incorporate operations, safety and maintenance departments and emphasizes the team approach and individual responsibility of all employees to achieve common goals.
- Managed successful completion of all related audits including those conducted by corporate and client staff and by state and federal regulatory agencies.
- Reporting of all vehicular, passenger and employee accidents/incidents for determination of cause and preventability, identifying potential trends to be addressed in future training efforts.
- Provided functional expertise in safety regarding hiring of safety department exempt employees.
- All project training materials are up to date, that necessary supplies are available and that inventories are secured and kept up to date.

### Shaw E&I/CB & I (Chicago Bridge and Iron)/Lead Building Inspector/Document Control

- Project start up team implementing all policies and procedures for project.
- Trained Inspectors and Construction Managers on the program Word track and HDP2 both tracking and QC systems required by the state of Louisiana
- Scheduled, inspected, tracked and recorded all work orders and permits from client
- Managed all Inspector's performance, efficiency and quality of work to meet the client's expectations
- Daily coordination with Subcontractors, Construction Managers, City of New Orleans and Safety

### Shaw E&I LA-TAC FEMA Ia. Housing/Field QC Manager

- Direct personnel on installation of FEMA Homes
- Communicate, coordinate, and schedule daily work orders
- Maintain daily production, budget and quality reports for client, sub-contractor and Shaw team

- Worked closely with local governments, and FEMA to ensure work meets or exceeds the requirements of the client
- Supervise and monitor sub-contractor

### Shaw E&I/Facility Manager

- Supervise and Manage Housing Advisors and Shaw staff (up to 55 employees)
- Support ICF staff with daily activities
- Responsible for daily reports, document control, daily deliverables, record keeping, and weekly inventory on properties
- Conducted quarterly audits for Government property on the Shaw Audit Team. Each audit consisted of ten
- HAC Centers throughout the Metro New Orleans area and state

### Shaw E&I/Close-Out of the La. Road Home/Evaluation

- Implemented a document control process with coordination with the project management team.
- Responsible for data processing
- Documenting files (43,000 files)
- Auditing property
- Creating a close-out report, requested by the client

### Shaw E&I/Building Inspector/Evaluator/Trainer

- Assigned work orders on a daily basis to evaluate and inspect privately own homes
- Document the estimated cost and percentage of damages to homes
- Contacting and setting up appointments with homeowners
- Verified square footages, damages, and created files for properties using HDP computer program
- Daily tracking of the homeowner files and produce reports that accurately reflect productivity
- Trained new employees on procedures and policies to follow safety, quality standards
- Assisted the client as a Quality Control Manager reviewing files and backups

### Shaw E&I/QA/QC Manager/Special Operation

- Managed sub-contractors on the installation of FEMA homes
- Lead Manager of the Construction and Customer Service Reps in Jefferson parish
- Worked closely with sub-contractors and emergencies response group to produce daily reports that accurately reflect productivity and other performance metrics



## Kevin Hamby

### Close Out-Phase Manager

Remora Consulting,  
A Limited Liability Company

Kevin brings "outside" audit experience on disaster programs to protect NCORR.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Developed Policies and Implemented Programs for the NJ RREM, NY Rising DR and NYC BIB Programs following Superstorm Sandy
- Provided guidance to CDBG funded programs on Section 3, Fair Housing, Davis Bacon Laws, compliance with ADA and Section 504, Uniform Relocation Act, and HUD recordkeeping.

#### Firm

Remora Consulting, LLC

#### Experience

25 years

#### Education

Juris Doctor, The Catholic University of America, 1993, Washington, DC  
BA, Government, The University of Texas, 1981, Austin, TX

#### Training / Certifications

State Bar of Texas, Attorney and Counselor at Law, SBN 00787631

#### Career Summary

Kevin is the principal and counselor for Remora Consulting, LLC based out of Austin, Texas. His public experience has allowed him to work with Federal Policy at the US Department of Justice, as an assistant attorney general in Texas, and as a General Counsel of the Texas Department of Housing and Community Affairs (TDHCA). The knowledge gained in public service has been transferred into a successful private practice assisting with the delivery of CDBG DR or other services to impacted communities. Kevin began working at the TDHCA the day after Katrina devastated the residents of Louisiana. In addition to assisting with Katrina issues in Texas, Kevin worked in the public and private sectors developing policies consistent with HUD requirements for Hurricanes Rita, Dolly, Ike, and superstorm Sandy and then implementing those policies.

Kevin transferred from being General Counsel to program management of the Hurricane Ike and Dolly programs to increase the speed with which benefits were being provided to impacted Texans. Kevin entered the private sector when the Ike and Dolly DR programs were fully functioning and a Fair Housing claim had been settled. As a private consultant, Kevin worked with several program administrators to ensure that the programs met the state and federal policy by drafting policy manuals, application guidance and working with civil rights activists to implement the Texas Programs. Kevin also assisted in the development and staffed a review program to provide program guidance to the administrative team and review resident appeals generating more than 75 recommendations to assist the program's determination.

After super storm Sandy made landfall on the East Coast, he was asked to help develop policies and implement programs for the New Jersey RREM program, New York Rising DR Program and NYC BIB programs. Kevin drafted policies for all three programs based on Federal Register directives and HUD overall CDBG Program guidance. Kevin has also served as an advisor on Federal compliance to the City of Norman and New Meadowlands Rebuild by Design programs that were both financed with Sandy funding. A few of the policies developed for these Sandy programs included Issues like: Recordkeeping, Uniform Relocation Act, Section 3 and management applications for program policies.

Kevin has also provided comprehensive guidance to other CDBG funded programs on Section 3, Fair Housing, Davis Bacon Laws, compliance with ADA and Section 504, Uniform Relocation Act, and HUD recordkeeping for both infrastructure and housing programs. As part of this process, Kevin has also conducted routine "HUD like" reviews to prevent findings or concerns by HUD or HUD OIG during their monitoring visits.

## Kevin Hamby

### Relevant Experience

**North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):** Kevin is currently serving as the startup Compliance lead for the NC STEP program. He is supporting the AECOM team in providing project management and grant administration services in order to provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as Compliance lead, Kevin supported the development of dozens of key NC specific policies to implement the program.

**US Virgin Islands, FEMA STEP Program, USVI.** Kevin provided support and policy guidance on Federal compliance issues and housing policies for program to shelter in place residents of the U.S. Virgin Islands impacted by Hurricanes. Focus was on compliance with federal regulations.

**NYC BiB Construction Procurement and Close Out Support, NY.** Kevin is providing support and policy guidance for NYC BiB construction manager for Staten Island on procurement, contract development and close out documentation from HUD standpoint. Primary duties are to provide a policy and project plan for close out procedures.

**New Meadowlands Rebuild by Design New Jersey, HUD Compliance Advisor, NJ.** 2016-2018. Kevin is providing guidance to the State of New Jersey program administrator on a rebuild by design program to alleviate flooding in the New Meadowlands Region to provide local residents and

businesses relief from flooding due to weather events. Work is primarily related to HUD compliance in procurement, Section 3, federal participation program requirements, record keeping and policy development by drafting policies and periodic monitoring reviews.

**New York City Build It Back (BiB) Program, NY.** 2014-2015. Kevin provided oversight and guidance to program administrators on a variety of HUD compliance. Primary focus was on program intake functions that were completed in 2015. Policy development included drafting and/or review of all intake policies and drafting of policies to address overall program consistency related to implementation of HUD and City policies including on Section 3, URA, and file maintenance. The file maintenance policy was drafted to address a HUD concern raised prior to client's administrative function being brought to the program.

**State of New York, NY Rising Housing Recovery Program, NY, Program Advisor, NY.** 2013-2015. Kevin served as advisor to program administrator on implementation strategies based on HUD policies. Drafted guidance, policies and contracts for implementation of the program.

**State of New Jersey, Repair, Reconstruct, Elevate, and Mitigate (RREM) Program, NJ.** 2013-2014. Kevin developed start-up policies and began operational design for recruiting builders to assist the residents impacted in New Jersey. The design involved public outreach and pre-clearance of qualifications for builders. In addition, reviewed and commented on the State of New Jersey policies that were developed.





## Henry Mitchell

### Construction Financial Services

Henry's expertise with the development and implementation of standardized operational and financial reporting and end-to-end quality reviews and tools will help the State of North Carolina comply with CDBG-DR guidelines.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Ad-Hoc Reporting
- Analytical tools
- Vendor Scorecards
- Statistical Sample Reviews
- Vendor Performance Reviews

#### Firm

Plexos Group, L.L.C.

#### Experience

7 years

#### Education

BS, Bachelor of Science,  
Louisiana State University

Masters of Business  
Administration, Louisiana  
State University

#### Training / Certifications

Tableau formulas Advanced  
Visual Analysis

### Career Summary

Henry Mitchell has seven years of professional experience serving disaster recovery programs. His experience includes leading the analytics and reporting roles for the US Virgin Islands Emergency Home Repair (STEP) Program and New York City's CDBG-DR Build-It-Back program. Henry was instrumental in developing reports for the Restore Louisiana Program and oversaw the internal audit team for the Deepwater Horizon Economic and Property Damage Settlement Program. Henry developed numerous cost and utilization models and vendor scorecards to identify an annual cost savings of \$16 million. His analyses were referenced in numerous media publications including the *New York Times*, *Bloomberg*, and *60 Minutes*.

### Relevant Experience

#### Emergency Home Repairs (STEP) Program, St. Thomas, US Virgin Islands

- Defined business requirements for PlexoSoft, the application processing system, for each process step from application intake, through damage assessment and construction, all the way to close out.
- Performed testing of the application processing system and documented results of testing for the Information Technology development team.
- Managed the development of over 65 Tableau Workbook Reports and over 200 Tableau Views that were used by all business units on the program.
- Defined the requirements and logic for SQL views and tables that were used to support the reporting team's efforts.
- Developed all program external facing reports, including reports for FEMA and the Virgin Island's governor.
- Managed Tableau Server, the online repository for all Tableau reports, to ensure reports were updated each day and reported accurate and complete information.
- Designed, administered, and maintained the public website for the EHRVI program.

#### Restore Louisiana Homeowner Assistance Program, Baton Rouge, LA

- Consolidated multiple data sources into a single comprehensive SQL database and corresponding reporting platform in Tableau.
- Developed and maintained operational and financial reports that are used by executive management and business-unit managers.



## Henry Mitchell

### Build It Back Program, New York, NY

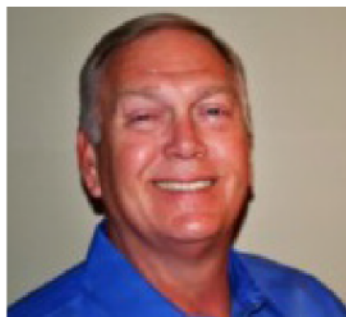
- Developed and implemented standardized operational reports that provide executive management with the tools necessary to make strategic program decisions.
- Developed, tested, and implemented several process tools that have been used by reviewers to process over 6,000 change orders. The process tools have increased transparency, consolidated all change orders by project, decreased reviewer errors, and increased the accuracy of project cost, scope, and duration.
- Managed the quality assurance quality control (QAQC) for construction change orders and reported findings to client on a monthly frequency. Findings included a root cause analysis, trends, and recommendations.
- Established and programmed a comprehensive HUD compliance checklist for end-to-end QAQC file reviews. Files were reviewed to ensure compliance with federal requirements, CDBG guidelines, and program policies for Temporary Displacement, National Objective, Lead Based Paint, Asbestos, Tier II Environmental Reports, Occupancy, Design, and Construction.

### City of Columbia, South Carolina

- Advised the City of Columbia for the development of the city's Community Development Block Grant Disaster Recovery Action Plan for submittal to the U.S. Department of Housing and Urban Development.
- Collected and analyzed all FEMA, HUD, and SBA data to estimate the funding allocations, national objective, and unmet needs for Housing, Economic Development, and Infrastructure.

### Deepwater Horizon Economic and Property Damage Settlement Program Claims Center

- Heavily involved in the day to day operations of internal audit, analytics and reporting, and vendor management for multi-billion-dollar class action settlement.
- Reviewed a statistically significant sample size by claim type for a total sample size in excess of \$500 million.
- Developed and utilized numerous cost / utilization models and vendor scorecards to identify annual cost savings of \$16 million.
- Oversight of the Internal Audit department (15 employees) to ensure that audits were completed as scheduled, results were communicated to the appropriate vendors, exceptions were remediated by the vendors in a timely manner, and additional operational controls were instituted to mitigate the risk of future exceptions.
- Developed and maintained executive and middle- management analytic tools including pipeline reports, trending analyses, quarterly production reports, quarterly audit reports, and numerous ad hoc reporting requests.
- Analyzed complex databases for ad-hoc reporting requests. His analyses have been presented in the United States Eastern District Court of Louisiana hearings and have been referenced in numerous media publications including the *New York Times*, *Bloomberg*, and *60 Minutes*.
- Assembled and managed teams to effectively execute projects set forth by the Director of Operations, COO, and CEO.
- Developed and maintained utilization models, cost models, and vendor scorecards to analyze vendor performance on a monthly basis. Results of the models and scorecards were used to determine claim queue allocations, vendor scopes, vendor staffing requirements, and other direct cost requirements.



## Lee Davis Safety

Lee developed the NC STEP safety program and will transition this to the NCORR program.

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Health & Safety in support of major programs

### Firm

AECOM

### Experience

24 years

### Education

BS, Civil Engineering,  
University of Toledo, 1981

### Training / Certifications

Certified Safety Professional  
Safety Trained Supervisor

### Career Summary

Lee has over 24 years of experience in Health, Safety, and Environmental Management including disaster recovery settings. He has served in a Safety and Compliance roles for clients in the high tech, nuclear power, petrochemical, automotive, and Government and military clients. Lee is proficient in medical case management, policy and procedure development, and training. He has a strong background in Human Performance and Continuous Improvement.

### Relevant Experience

**Senior Safety, Health, & Environmental Manager. AECOM Senior Southeast SH&E Manager.** As the Senior SH&E Manager for DCS Americas (DCSA) Southeast, Lee's functional responsibilities in support of the VP and AVP DCSA SH&E include: hazard assessments and mitigation planning; safety training delivery and program management; supporting compliance with AECOM safety policies and procedures; assessing (sub)contractor SH&E performance and qualifications; project/program SH&E auditing; input on proposals; project/ program SH&E oversight; implementing behavioral based safety programs; accident/incident investigation; management of Core Value Metrics and leading indicator measurements; practicing prevention through design and other proactive safety management system elements. Lee also supports SH&E representatives and associated monthly calls, entering and support. His responsibilities also entail directly supporting client needs for SH&E including SH&E work plan development, site/facility SH&E auditing, technical evaluations, incident investigations. As the Senior SH&E Manager, DCS Americas Southeast, Lee's further roles and responsibilities include, but are not limited to: support and develop SH&E representatives and project/program level SH&E professionals; perform a leadership role in incident investigation, case management, and internal management; identify deficiencies or areas needing loss control or compliance attention and arranges for corrective measures; develop and/or approves health and safety plans for regional managers; communicate audit/inspection results to management and ensures that follow-up inspections are performed to ensure compliance with standard operating procedures and regulations; support development and continuous improvement of the Safety For Life Integrated Management System; and present internally and externally on the AECOM Safety For Life Program, core value metrics tracking, training tracking, statistics generation, etc.

**North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):** Lee is currently serving as the startup Safety lead for the NC STEP program. He is supporting the AECOM team in providing project management and grant administration services in order to provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as Safety Lead, Lee supported the successful implementation of the following start-up activities: developed

## Lee Davis

dozens of key NC specific policies to implement the program; and, called over 11,000 applicants to obtain ROE's and is scheduling and completing Initial Site Visits (ISVs); and assigned 350 homes to the VOADs for construction.

**Area HSE Operations Manager.** Lee served as Area Manager to a confidential owner overseeing two Multi-Billion Dollar heavy industrial sites, assigned to provide health, safety, & industrial hygiene, consulting services overseeing day-to-day HSE Operations working as the owners representative to achieve an incident and injury free environment.

**FERMI Unit 2 for Refuel 16, Safety Manager** working support the Refuel Outage by providing onsite consultation on safe work practices and analysis of BBS observations.

**TVA Watts Bar Unit 2. 10-Million Dollar Project.** HSE Manager for Auxillary Feed Water Tank to comply with NRC Fukushima Rules. Lee provided EHS Oversight to include writing site specific procedures, reviewing work packages to ensure safe work methods were planned into the task.

**USACE Olmsted Dam, Olmsted II.** HSE Manager for 1.5 Billion Dollar Dam Project spanning the Ohio River from IL to KY. The Dam is being built in "the wet". Lee audited the projects lifting and rigging activities and provided mentorship to the EHS Staff.

**TVA Sequoyah Unit 2 Steam Generator Replacement Project Chattanooga, TN.** HSE Manager. This project was performed under the Steam Generator Team (SGT), LLC. This is a 168 million Steam Generator Replacement Project of four loop Westinghouse ice condenser, 2,333 MW capacity nuclear power plant. SGT was responsible for planning and engineering (general design, safety analysis and licensing), and construction of temporary and permanent facilities, removal of existing steam generator, installation of replacement steam generator, supply and install new insulation, return to service testing and restoration of the plant. The Project was awarded the AECOM's Presidents Award for achieving one-million work hours without a lost workday case.

**Progress Energy Crystal River 3 Commercial Nuclear Power Station- Crystal River, FL.** HSE Manager for this \$93 million delimitation project that was performed under the Steam Generator Team (SGT), LLC. Lee provided HSE oversight to a first of its kind project in the commercial nuclear industry, the removal of delimited concrete and rebuilding of the containment wall. Responsible for tracking trending of behavior based observations, workers compensation management and providing oversight of work packages. Assisted, project management with the coordination of task activities; providing management and supervisors standard interpretations to perform their task following federal regulation, industry standards and industrial hygiene standards.



## Jagadish M. Prakash, AICP Operations Support

Jagadish has been leading case management and operational support efforts in North Carolina.

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Urban and Regional Planning
- Economic Development
- Market Research
- Socioeconomic Analyses, Environmental Assessment and Impact Studies

### Firm

AECOM

### Experience

16 years

### Education

MCRP/Urban and Regional Planning/2002  
M.S/Development Planning/1998

### Training / Certifications

2006/American Institute of Certified Planners (AICP), License # 021033

### Career Summary

Mr. Prakash has more than 16 years of experience as an urban planner working in the areas of disaster response and recovery. He has been heavily involved in working on various phases of recent Community Development Block Grant -Disaster Recovery (CDBG-DR) and Sheltering and Temporary Essential Power (STEP) programs across the nation. His experience includes working with disaster survivors through Case Management/Intake, Eligibility Reviews and Duplication of Benefits (DOB) reviews along with leading the entire QA/QC process for NYC Build It Back program following Superstorm Sandy. As a AICP credentialed urban planner, he has performed several high-profile community planning, post-disaster recovery and environmental studies for public and private sector clients nationwide. Mr. Prakash has developed implementation frameworks to help turn long range plans into reality on several previous engagements. Mr. Prakash has extensive experience in the use of GIS, spreadsheet, database, and statistical software.

### Relevant Experience

**Case Management.** Lead for the NC STEP Program, responsible for managing a call center with 20 staff and managing applicant progress through the project life cycle. Responsibilities include generating call lists for call center staff, obtaining Right-of-Entry forms from eligible applicants and scheduling Initial and Final Site Visits. Resolving issues and complaints from applicants and contractors is another call center function that is being currently being addressed.

**CDBG-DR Case Management.** Hurricane Matthew Recovery and Resilience Planning. Managed an Application Intake Center in Goldsboro, Wayne County in support of the Case Management Delivery Order issued by NCEM. The federally-funded CDBG-DR Housing Program is assisting homeowners, landlords and tenants in Wayne County whose homes were impacted by Hurricane Matthew. Specific tasks involved standing up intake center, hiring and training of intake specialists and daily operations.

**CDBG-DR Case Management.** Eligibility and Duplication of Benefits (DOB) Reviews. Hurricane Matthew Recovery and Resilience Planning. Following the successful intake phase of the program, currently managing the eligibility and duplication of benefits reviews for several hundred applications received during the intake phase of the program. Specific tasks include managing workload of various reviewers, troubleshooting issues with individual applications and coordinating redviews with various stakeholders.

**CDBG-DR Environmental Reviews.** Hurricane Matthew Recovery and Resilience Planning. Managing the preparation of three Environmental Assessments (EAs) in accordance with HUD Environmental Review Procedures and applicable Federal related laws and authorities. The EAs are being prepared to analyze the impacts from the range of housing recovery programs in Wayne, Edgecombe and Cumberland counties.

**Hurricane Matthew Recovery and Resilience Planning.** Resilient Redevelopment Planning. Supervised the preparation of multiple Resilient Redevelopment Plans for

## Jagadish M. Prakash, AICP

of potential recovery projects in each of the North Carolina counties impacted by Hurricane Matthew. The projects included in the Resilient Redevelopment Plans were identified through extensive community meetings and were designed to address resilience within four key community elements: Housing, Infrastructure, Business Development, and Environment. Projects were crafted and revised with community input, then evaluated for practicability and compliance with applicable guidance and regulations.

**New York City Build it Back Program for Hurricane Sandy Recovery CDBG-DR Program.** Managed a 15-staff Housing Recovery Center (HRC) on the south shore of Staten Island in support of NYC's Build it Back Program. The federally-funded CDBG-DR Housing Program was created to assist homeowners, landlords and tenants in the five NYC boroughs whose homes were impacted by Hurricane Sandy.

**In addition to managing the HRC, providing project management assistance during the application intake phase of the program and developed the Intake Checklist to ensure all required documents are submitted as per program requirements.** Responsibilities included evaluating the City-developed process, policy and procedures to recommend staffing needs, database support requirements, and statutorily required compliance measures and monitoring activities.

**Housing Recovery Rapid Repair, New York Regional Catastrophic Planning Team (RCPT), New York, NY.** Project team member responsible for developing a Program Plan and Bid Specification that will guide the range of activities that must take place, simultaneously and on a large scale, to activate and implement a Housing Recovery Rapid Repair (H3R) program following a catastrophic event. The Program Plan utilizes proven processes developed by URS for CDBG-DR Program Management. The deliverables will form part of the RCPT's Housing Resource Center, a toolbox for housing recovery.

**North East Regional Catastrophic Planning Initiative (NERCPI).** Housing Recovery Plan Development. Developed the pre-disaster housing stock analysis report along with housing strategies for the NERCPI region. The study report included guidance to local planners and emergency professionals on how to conduct a housing stock analysis and needs assessment study and identify housing strategies for affected persons following a disaster.

**Environmental Impact Statement (EIS) for the Rebuild by Design Meadowlands Flood Protection Project in Bergen County, New Jersey.** Task leader responsible for preparing the socioeconomic, environmental justice, land use and zoning, recreation, utilities and public services of this high-profile and multi-million dollar study. The EIS

will analyze the environmental effects of alternatives for the construction of flood risk reduction measures within the Boroughs of Little Ferry, Moonachie, Carlstadt, and Teterboro, and the Township of South Hackensack in Bergen County. Such measures will be designed to address the impacts of coastal and riverine (fluvial) flooding on the quality of the human environment in the Project Area due to both sea level rise and storm hazards, including heavy rainfall events and intense coastal storm events.

**Louisiana Costal Protection and Restoration (LACPR), USACE, New Orleans District.** Prepared the socioeconomic impact analyses of the LACPR study undertaken to assess the range of flood control, coastal restoration, and hurricane protection measures for Southern Louisiana following the Hurricane Katrina and Rita. The study was undertaken by USACE per direction from Congress so that decisions could be made regarding coastal restoration and mitigation following the hurricanes that had affected the entire Gulf Coast.

**Other Social Effects (OSE) Analysis, USACE St. Paul District.** Developed the methodology and guidance to incorporate Other Social Effects (OSE) in Alternatives Analysis for a Flood Risk Management Study along the Red River bordering Minnesota and North Dakota. The guidance included the development of tools and methods to incorporate social factors and environmental justice into alternatives analysis and project planning. The guidance provided a detailed methodology on how to develop and apply site specific metrics to assist with alternatives evaluation. As part of this contract, developed the Environmental Justice Analysis report for inclusion into the Environmental Impact Statement.

**Developing and Reviewing Hazard Mitigation Plans, Nationwide.** Drafted floodplain management section of hazard mitigation plans for Union County, PA; Greene County, NY and Monroe County, FL. Reviewed local hazard mitigation plans and plans prepared by universities for compliance with requirements of federal legislation.

**FEMA, National Technical Review, Nationwide, Technical Reviewer.** Technical reviewer of benefit-cost analysis (BCAs) submitted in support of the Hazard Mitigation Assistance (HMA) Grant Program (PDM, FMA, RFC, and SRL applications), task scheduling for the BCA team, and final report preparation to FEMA. In addition, conducted independent reanalysis of applicant BCAs to provide technically correct analyses.





## Joe Chapman, PE, CFM

### Project Controls

Joe's recent experience co-leading the NC STEP Program provides continuity of disaster recovery operations and familiarity with processes.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Over 30 Years' Experience in FEMA Flood Studies and Post- Disaster Damage Assessments
- Regulation Interpretation and Application
- Staff and Team Management

#### Firm

AECOM

#### Experience

30 years

#### Education

BS, Civil Engineering,  
Clemson University, 1988

#### Training / Certifications

Professional Engineer,  
North Carolina

Certified Floodplain  
Manager

### Career Summary

Joe has extensive experience in flood and disaster risk management projects in support of federal (FEMA), state, and local agencies. He has provided post-disaster support ranging from field damage assessments, resilient redevelopment planning and housing recovery program implementation to support rebuilding efforts.

### Relevant Experience

**North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):** Joe is currently serving as the start-up Deputy Program Director for the NC STEP program. He is supporting the AECOM team in providing project management and grant administration services to give quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as Deputy Program Director, Joe supported the successful implementation of the following start-up activities: developed dozens of key NC-specific policies to implement the program, in conjunction with NCEM, drafted two "Request for Extension of Right of Entry (ROE) deadline" documents (both of which were supported by the FEMA Federal Coordinating Officer (FCO); coordinated open houses in all 12 eligible counties to obtain ROEs including meeting facilitation and direct interface with applicants at selected meetings; coordinated the development and mailing of postcards explaining the STEP program to all eligible applicants; STEP overview training for NCEM Disaster Case Management contractors, called over 11,000 applicants to obtain ROEs and is scheduling and completing Initial Site Visits (ISVs); and assigned 350 homes to the VOADs for construction.

**US Virgin Islands Government STEP Housing Program and Disaster Recovery Initiatives (2017-2018):** As a Senior Advisor, Joe was responsible for coordination with local construction partners in the USVI to ensure they had adequate staffing and resources to undertake STEP program at the outset. He assisted with damage inspections of public facilities in the immediate aftermath of these devastating hurricane events. In addition, he assisted in compiling damage assessments from various sources including government departments to help with the development of funding requests by the USVI to Congress and the White House on November 2017.

**Hurricane Matthew Resilient Redevelopment Planning, North Carolina Division of Emergency Management.** Joe was Senior Advisor and project reviewer for multiple Hurricane Matthew related delivery orders. He was instrumental in coming up with the staffing and teaming approach for the Resilient Redevelopment Planning effort. He also provided quality assurance reviews for the RRP template and the Executive Summary. He has been involved as a quality assurance reviewer for deliverables associated with the Edgecombe and Wayne County Intake Centers, and is leading the corporate support for all matters related to this opportunity.

## Joe Chapman, PE, CFM

**FEMA Production and Technical Services for the Risk MAP, HMTAP and Building Sciences Program.** HQ, Regions I, III, IV, V, VI and VIII. Senior Technical Advisor. Provides ad-hoc technical support on issues related to flood risk management.

**Special projects include: providing technical support to the development of an issue paper on the use of two-dimensional models for FEMA flood hazard analysis, and an issue paper identifying the challenges associated with implementing Executive Order 13690 and the Federal Flood Risk Management**

**Federal Emergency Management Agency - Region IV, Flood Insurance Studies and Digital Flood Insurance Rate Map (DFIRM) Production Indefinite Delivery/Indefinite Quantity Contract, Program Manager.** Joe served as Program Manager in Tennessee, Florida, and Kentucky, which includes 90+ plus countywide DFIRM projects. He managed study implementation, cost estimating, and contract negotiations; scoping; LIDAR acquisition; technical study initiation; implementation of earned value management system reporting procedures; mapping information platform workflow processes.

**In this role, Joe was responsible for overall study quality, compliance with floodplain boundary standards, data capture standards, and FEMA guidelines and specs.** He coordinated independent quality assurance/quality control efforts performed with other partners; participated in resolution of technical and programmatic issues related to coastal analysis and levee certification, and contributed to community outreach efforts through scoping meetings, final meetings (to present revised maps), and ongoing project meetings and conference calls as needed for specific studies.

**Emergency Flood Response Planning, Ministry of Municipal and Rural Affairs (MOMRA), Riyadh, Saudi Arabia – Joe served as Subject Matter Expert related to flood response and emergency planning efforts as part of AECOM's ongoing project work for MOMRA.** Assisted in the development of a strategy to update emergency response plan guidelines for municipalities across the Kingdom. Met with local officials in several communities to review current plans and provide feedback on best practices that could be implemented to enhance response efforts.

### **Federal Emergency Management Agency, Post-Disaster Damage Assessments, Nationwide.**

Joe performed field damage assessments and completed more than 30 damage assessment reports under FEMA's Public Assistance program, as part of disaster declarations in San Francisco and Santa Cruz, California; Spring Hill, Tennessee; Elba, Alabama; and Charleston, South Carolina.

**South Carolina Department of Natural Resources, South Carolina Flood Map Modernization, SC (Statewide).** Principal-In-Charge. Joe served as Principal-In-Charge for the contract with the state, as Cooperating Technical Partner supporting FEMA's flood map modernization efforts. He provided guidance and direction related to contract negotiations, program specifications and priorities, and senior technical guidance for study production. Joe also participated in outreach activities associated with scoping and preliminary digital flood insurance rate map community council meetings. To date, studies have included over 1,000 stream miles of complete detail, limited detail, approximate hydrologic and hydraulic engineering and more than 350 completed vector-based DFIRM panels.

**State of North Carolina, North Carolina Floodplain Mapping Program, NC.** Senior Engineer. Joe oversaw the engineering DFIRM mapping production. To date, project has resulted in field survey of more than 3,000 bridges and culverts; 5,000 miles of hydrologic and hydraulic analysis; and production of 3,000 DFIRM panels for 33 counties in a period of 28 months. The project included future conditions analysis on detail and limited detail study streams in Wake, New Hanover, Orange, and Durham counties



## Pratyush Kumar Information Technology

Pratyush understands the data needs and systems North Carolina utilizes and will manage the system of record for this program.

### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Disaster Recovery Programs (STEP, HMGP, CDBG-DR)
- Technology Leadership
- Process Improvement

### Firm

Plexos

### Experience

20 years

### Education

BS, Business Management,  
Western Governors  
University, UT

### Training / Certifications

Certified Project  
Management Professional  
Certified Quality Auditor ISO  
9000

### Career Summary

Pratyush has over 20 years of work experience in the field of project management, process design, audit and analysis, including serving the New York City CDBG-DR funded Build it Back Program. Pratyush has a proven track record to plan, organize & integrate cross-functional projects to deliver improved services aligned with business and customer needs. Kumar is an excellent leader with an aptitude of assessing corporate needs and delivering programs that meet the company's needs and goals and remain in budgetary guidelines.

### Relevant Experience

#### North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):

Pratyush is currently serving as start-up Data and Reporting support for the NC STEP program. He is supporting the AECOM team in providing project management and grant administration services in order to provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as start-up Data and Reporting, Pratyush supported the successful implementation of the following start-up activities: developed dozens of key NC specific policies to implement the program; developed 82 items of the construction pick list (e.g. repair and replacement of windows, doors, plumbing, floors, drywall); and, developed an applicant portal for ROE collection and status reporting including a first of its kind electronic DocuSign capability.

**US Virgin Islands, FEMA STEP Program, USVI. \$230M. (2018-Present):** Senior Analyst and Quality and Process Manager. Review systems and implement changes to support needs of housing management program, including building architecture, capturing of data and designing tools to provide real-time data. Support Reporting and Analytics team with IT Requests. Comprehensive design and implementation of field (mobile) data capture and integration with systems of record. Design and implementation of process for data exchange between system of records and third party. Manage team of more than 50 people including QA, software developer, reporting team to stand up and deliver the solution in high paced environment.

#### Restore Louisiana Homeowner Assistance Program, Baton Rouge, LA, \$1.8B.

Senior Analyst and Quality and Process Manager. Provided analysis and design of claim data stored in eGrants, an Oracle-based claim management system. This project included building a reporting architecture to generate executive dashboard from disparate data sources, implementing Tableau BI & data analysis tool to capture real-time trends and program performance matrix, generated several ad hoc reporting by merging and aggregating data coming from multiple sources using DTS (Data transfer services) packages, integrating Business Objects into reporting processes, and the support Reporting and Analytics teams with IT requests.

**New York City Build it Back Program (CDBG-DR Funded),  
New York City, New York, NY, \$1.4B. (2015-Present):**

Quality Control and Process Manager. Actively involved in building a robust, scalable & secure architecture for transmitting, storing and processing QA/QC data in the AWS (Amazon) cloud. All the data is stored in one secure location using SharePoint online and AWS server. Built and implemented comprehensive process for data quality control and improvement with inbuilt exception catching routine integrated with JIRA. Designed and implemented a Tableau reporting system complete with data analytics, DTS data packages for automated data update, and dashboard reports for use by the program in QA/QC and production monitoring. Implemented the FieldLens software for Construction Management and Inspections including the creation of dashboard reports from the FieldLens data source.

**Plexos Software Platforms, Plexos Group,  
L.L.C., Baton Rouge, LA, (2015-Present):  
Software Developer/ Database Administrator.**

Provided development and maintenance of the Plexosoft Claims Management System which is used on Class Action Settlement programs for claims nationwide. Provided development and maintenance of the Plexos Dashboard Reporting System which incorporates various disparate data sources including Oracle, SQL Server, DB2, excel spreadsheets, and third-party software packages such as eGrants, FieldLens and Tenrox into the system for real-time, online dashboard reporting through Tableau Servers.



## Marisa Mason

### Compliance/Policy & Procedures

Marisa is well versed in the development of compliance policies and procedures, and led these activities for the recent NC STEP.

#### Unique Qualifications for the Construction Management Services for State's Hurricane Recovery Program

- Program Policy Development based on Federal Guiding Policy
- Monitoring and Compliance operations with federal regulations
- Compliance with State and Federal Reporting and Documentation Requirements
- Training Development

#### Firm

AECOM

#### Experience

13 years

#### Education

Attended Texas State University for Environmental Studies

#### Training / Certifications

AECOM Project Management  
FEMA Professional Development  
State Auditing Office (SAO) Auditing Skills Certification  
National Center for Housing Management - Certified Occupancy Specialist  
HUD CDBG-DR Implementation Training  
HUD Environmental Training  
ASTM Phase I and Phase II training

### Career Summary

Marisa has more than 13 years of experience working in the federal and state disaster planning, response, and recovery arena. Her applied knowledge translates effectively into policy development including analysis and updating of existing grantee policies, program and project planning and management, program compliance and monitoring, development of new Standard Operating Procedures (SOPs) based on program policies, quality control, development of and training on processes for large disaster recovery programs, federal grant funding research, government regulation interpretation, and disaster mobilization planning. Her experience in working for both the public and private sector over the years has given her the ability to understand the needs of complex projects at various levels and push them forward to success.

### Relevant Experience

**North Carolina Division of Emergency Management, Project Management for Sheltering and Temporary Essential Power (STEP) Program (2018-present):** Marisa is currently serving as the start-up Policies and Procedures lead for the NC STEP program. She is supporting the AECOM team in providing project management and grant administration services in order to provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes. Serving as Policy and Procedures lead, Marisa supported the successful implementation of the following start-up activities: developed dozens of key NC specific policies to implement the program; in conjunction with NCEM, drafted two "Request for Extension of Right of Entry (ROE) deadline" (both of which were supported by the FEMA Federal Coordinating Officer (FCO); coordinated open houses in all 12 eligible counties to obtain ROEs; and, developed and mailed postcards explaining the STEP program to all eligible applicants.

**New York City Build it Back Program for Hurricane Sandy Recovery, NY. Senior Policy Advisor and Quality Assurance Manager.** Serving as the Senior Policy Advisor on the New York City Hurricane Sandy Community Development Block Grant - Disaster Recovery (CDBG-DR) project, Marisa's responsibilities included providing expertise in evaluating potential impacts of programmatic decisions and policy changes on customer operations, drawing upon experience with lessons learned from other Disaster Recovery grant programs in various disasters to recommend program implementation strategies, and the development and administration of training programs to support roll out of new policies or to onboard new program staff. Quality Assurance responsibilities included drafting and executing internal monitoring of Program processes to ensure compliance with SOPs. Additionally, Marisa was responsible for working directly with Housing Recovery Center Site Supervisors to facilitate execution of new programmatic policies, procedures, and implementation strategies.



## Marisa Mason

**New York City Build it Back Program for Hurricane Sandy Recovery, NY. Deputy Program/Project Manager for Development.** Marisa was responsible for coordinating the design, development, training, and targeted implementation of revised and/or new program elements. These elements included internal and external areas of focus, such as but not limited to Standard Operating Procedure (SOP) development, building program processes in compliance with HUD statutes and regulations, training development and delivery, Quality Control of applicant and overall file processing, ensuring SOPs were implemented in the field as written, and serving as a liaison to New York City Housing Recovery Office's Policy and Legal department.

**City of San Marcos, TX, Development of Action Plan and Needs Assessment for 2015 Flood Recovery, TX. Project Manager.** Marisa led a team of CDBG DR experts through the drafting of the Needs Assessment and Action Plan as required by the Federal Register for recovery funding allocated to the City following the 2015 floods; coordinated and facilitated public meetings to garner community input and support for the Needs Assessment and Action Plan as drafted; coordinated and facilitated two community stakeholder meetings by creating a Needs Assessment Task Force that included key players in the community's ongoing recovery; serving as the primary point of contact for the City of San Marcos for technical assistance, regulation interpretation, and recovery program planning.

**City of New York Department of Design and Construction, Disaster Mobilization Plan Development, NY. Lead Author.** Marisa led development of a Disaster Readiness and Mobilization Plan to document the framework and process necessary for consistent service delivery by AECOM leading up to and following a disaster. The plan included the identification of assets and capabilities as it relates to AECOM's assistance in disaster response, communication plans, mobilization and deployment timelines, and demobilization plans as well as the identification of key staff for the response and their respective certifications or licenses.

**State of Texas General Land Office & Texas Dept. of Housing and Community Affairs (TDHCA), TX. Disaster Recovery Grant Compliance Specialist.** Marisa developed audit and monitoring scopes and objectives based on program procedures and deliverables; performed audits and monitoring assignments of CDBG DR subrecipients as well as provided oversight and guidance to others in their auditing assignments; conducted in-depth desk and on-site reviews to verify accuracy and compliance with contracts, federal and state regulations, accounting practices and program requirements; verified the allowability and reasonableness of program expenses under all applicable conditions of grant award; prepared and reviewed monitoring reports which address findings of non-compliance, required corrective actions and recommendations for all contracts reviewed; advised agency officials on contract administration problems and technical phases of projects.

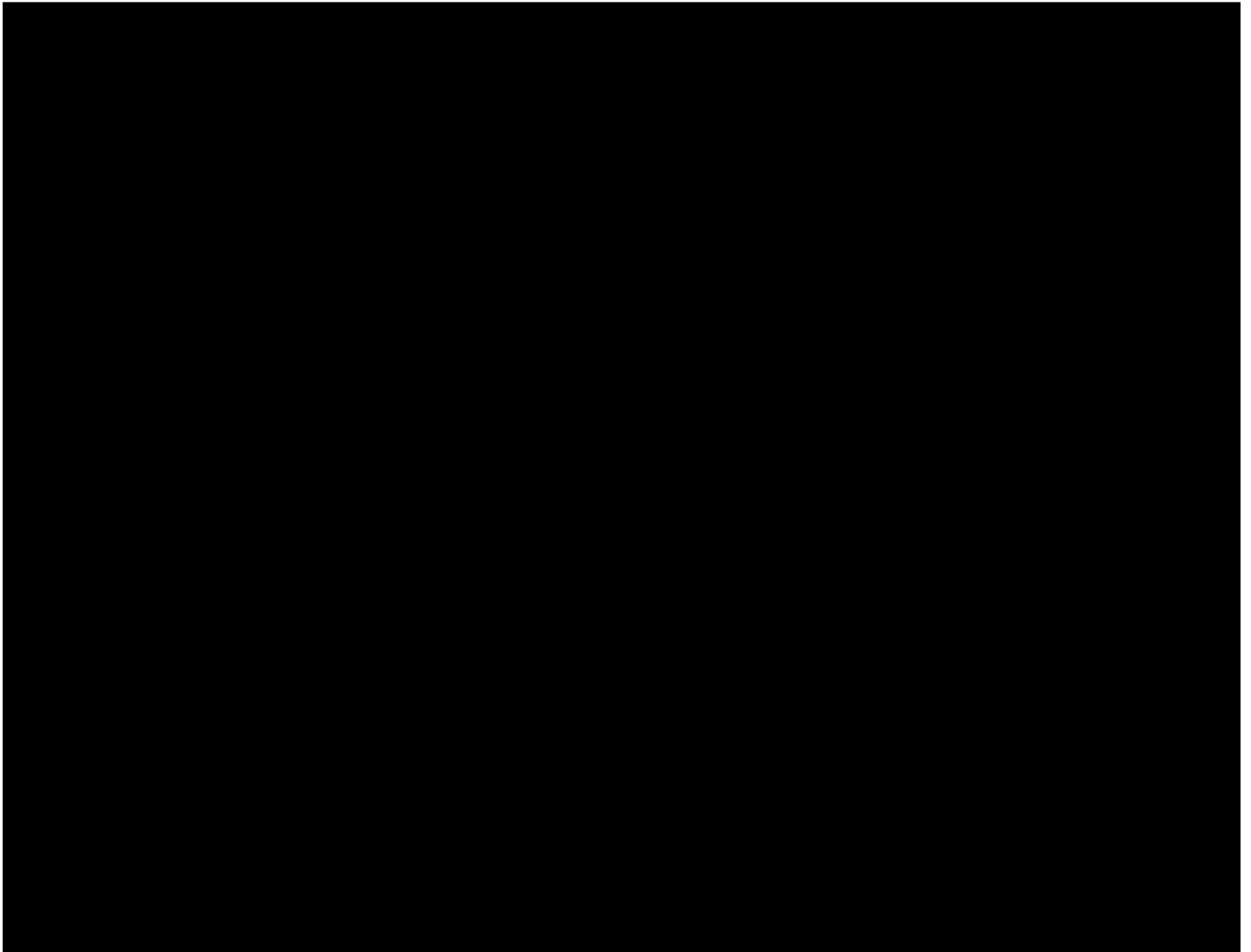
**Texas Dept. of Housing and Community Affairs (TDHCA), TX. CDBG DR Environmental Review Specialist** [position held concurrently with Grant Oversight position]. Marisa reviewed and approved Environmental Assessments for Round II of the CDBG Disaster Recovery Program for Hurricane Rita in Texas, Provided guidance and technical assistance to Environmental firms for multi and single family projects in Texas to ensure Federal and State requirements were met.

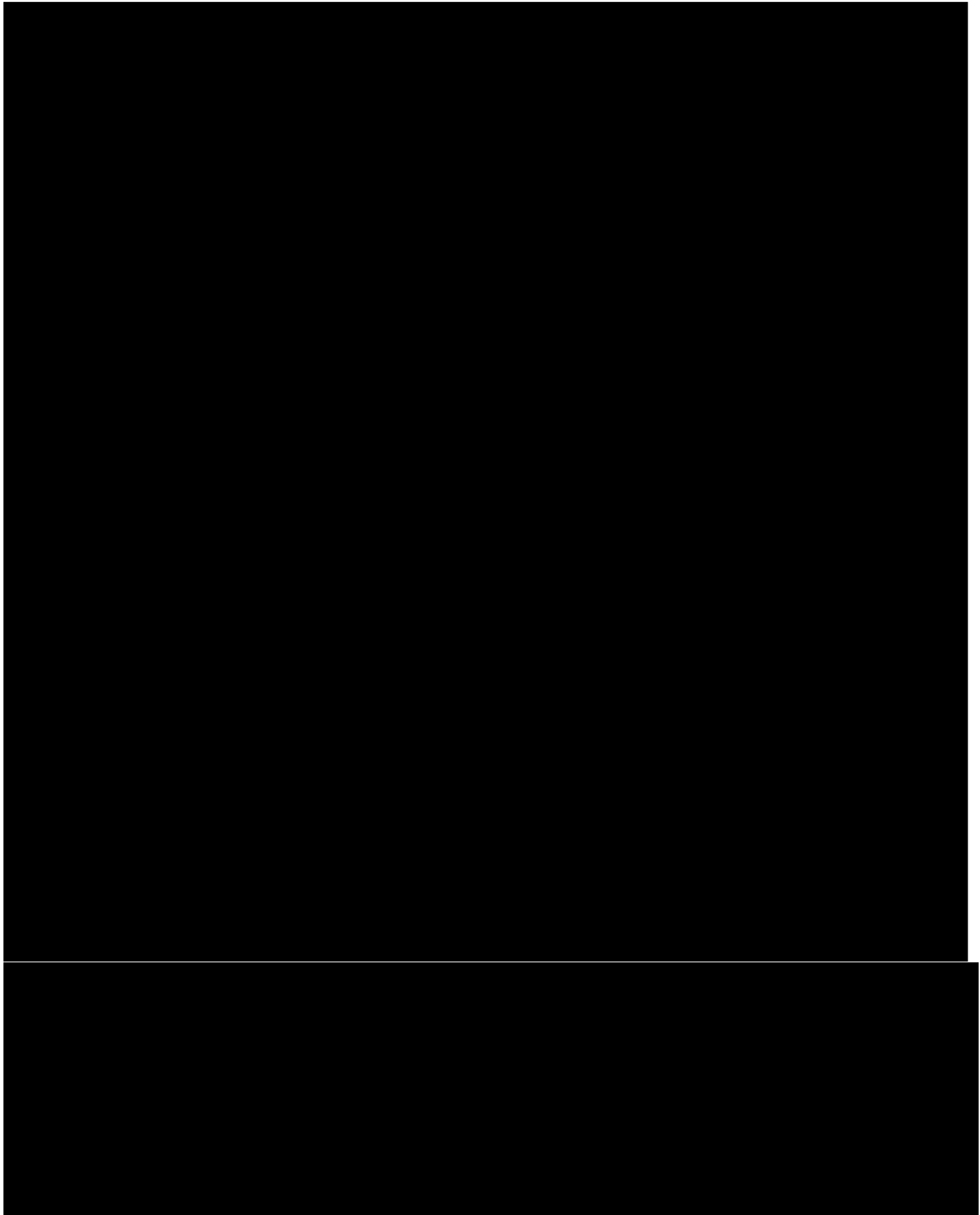
**Texas Dept. of Housing and Community Affairs (TDHCA), TX. Disaster Recovery Grant Oversight Specialist.** Marisa developed criteria for evaluating programs, proposals, and other pertinent information related to project assignments; developed project budgets, schedules, work plans, resource requirements, and projections; reviewed and recommended project proposals and bids to management; monitored and managed project quality to ensure project deliverables were acceptable and fulfilled the terms of the project contract; identified potential project risks or difficulties and designed strategies to mitigate or avoid them.

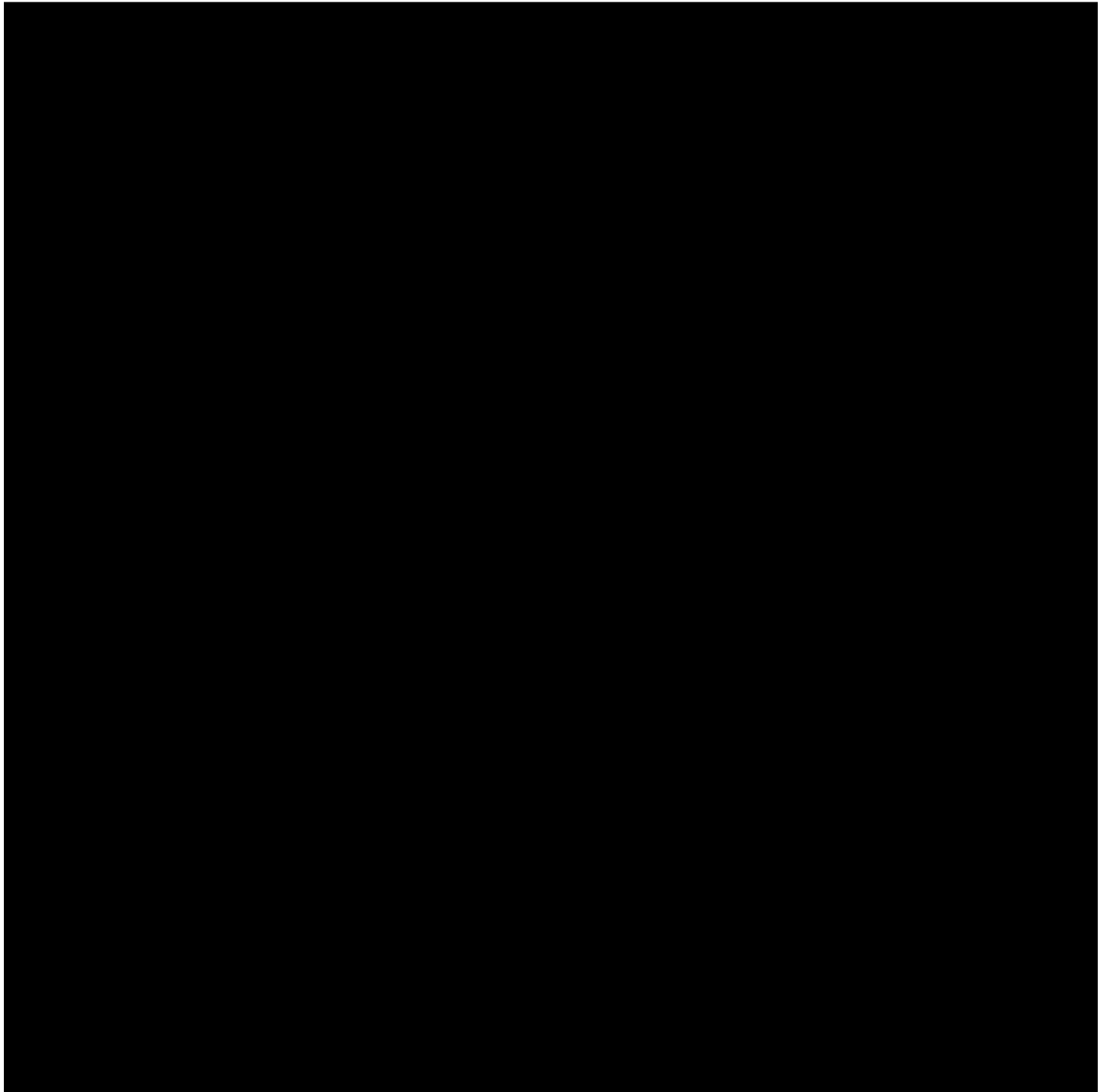
## Financial Stability

**RFP Section 4.7 (pg. 21):** *G.S. §143-59.1 bars the Secretary of Administration from entering into Contracts with Offeror if Offeror or its affiliates meet one of the conditions of G. S. §10 164.8(b) and refuses to collect use tax on sales of tangible personal property to purchasers in North Carolina and the conditions include: (1) Maintenance of a retail establishment or office; (2) Presence of representatives in the State that solicit sales or transact business on behalf of Offeror; and (3) Systematic exploitation of the market by media-assisted, media-facilitated, or media-solicited means. By execution of the proposal document Offeror certifies that it and all of its affiliates (if it has affiliates) will collect(s) the appropriate taxes. a) All agencies participating in this Contract are exempt from Federal Taxes, such as excise and transportation. Exemption forms submitted by Offeror will be executed and returned by the using agency. b) Prices offered are not to include any personal property taxes, nor any sales or use tax (or fees)*

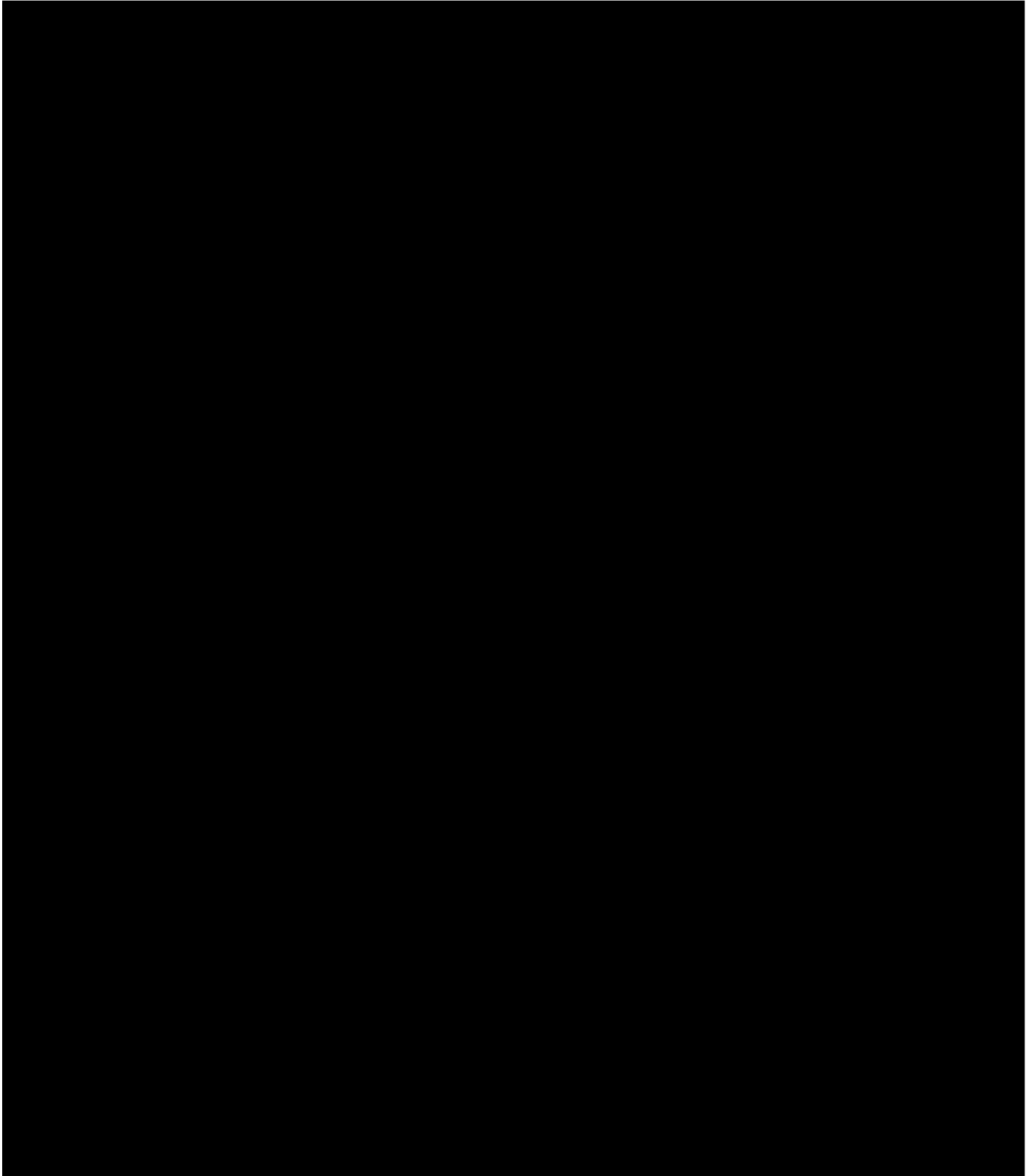
AECOM is a multi-national, publicly traded corporation under the trading symbol of ACM on the NYSE. AECOM is the ultimate parent of AECOM Technical Services of North Carolina, Inc. Financial information concerning AECOM is available on AECOM's website at [www.aecom.com](http://www.aecom.com), or on the SEC's website at [www.sec.gov](http://www.sec.gov). Although the financial strength of our various subsidiary entities is reflected in AECOM financials, we do not make public the various financial statements for these individual entities. Our most recent audited overhead rate has been included following this page.

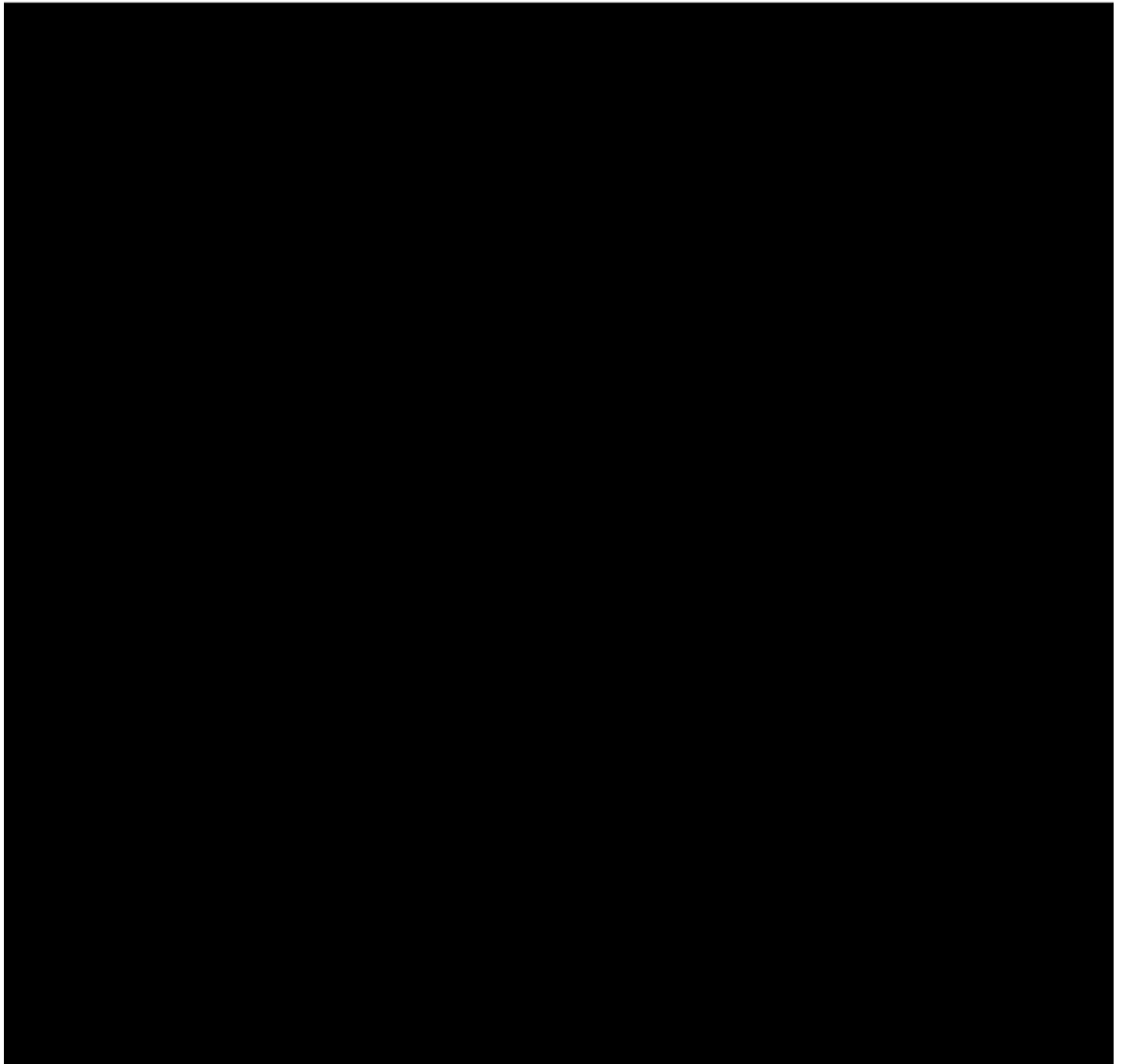


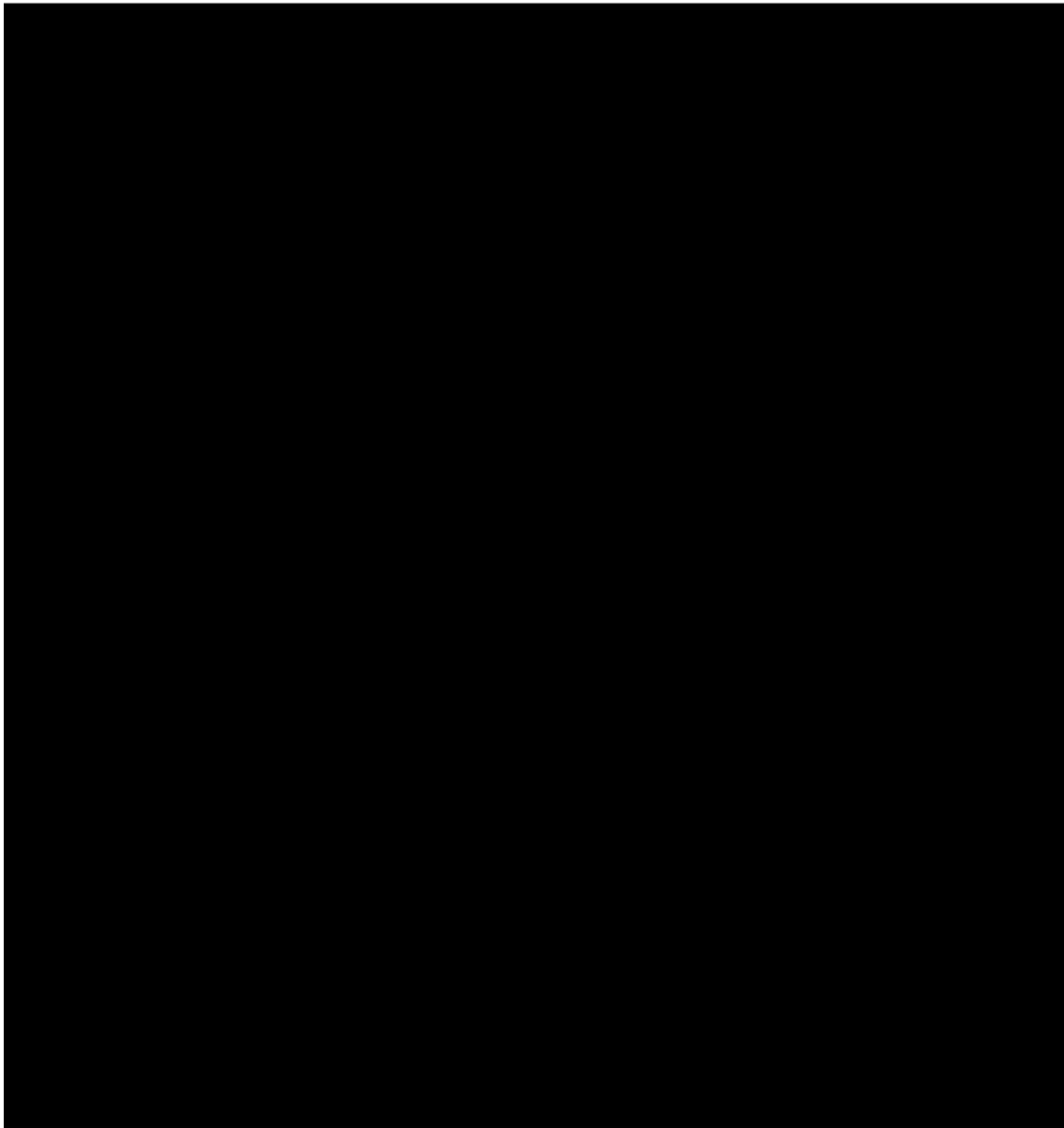


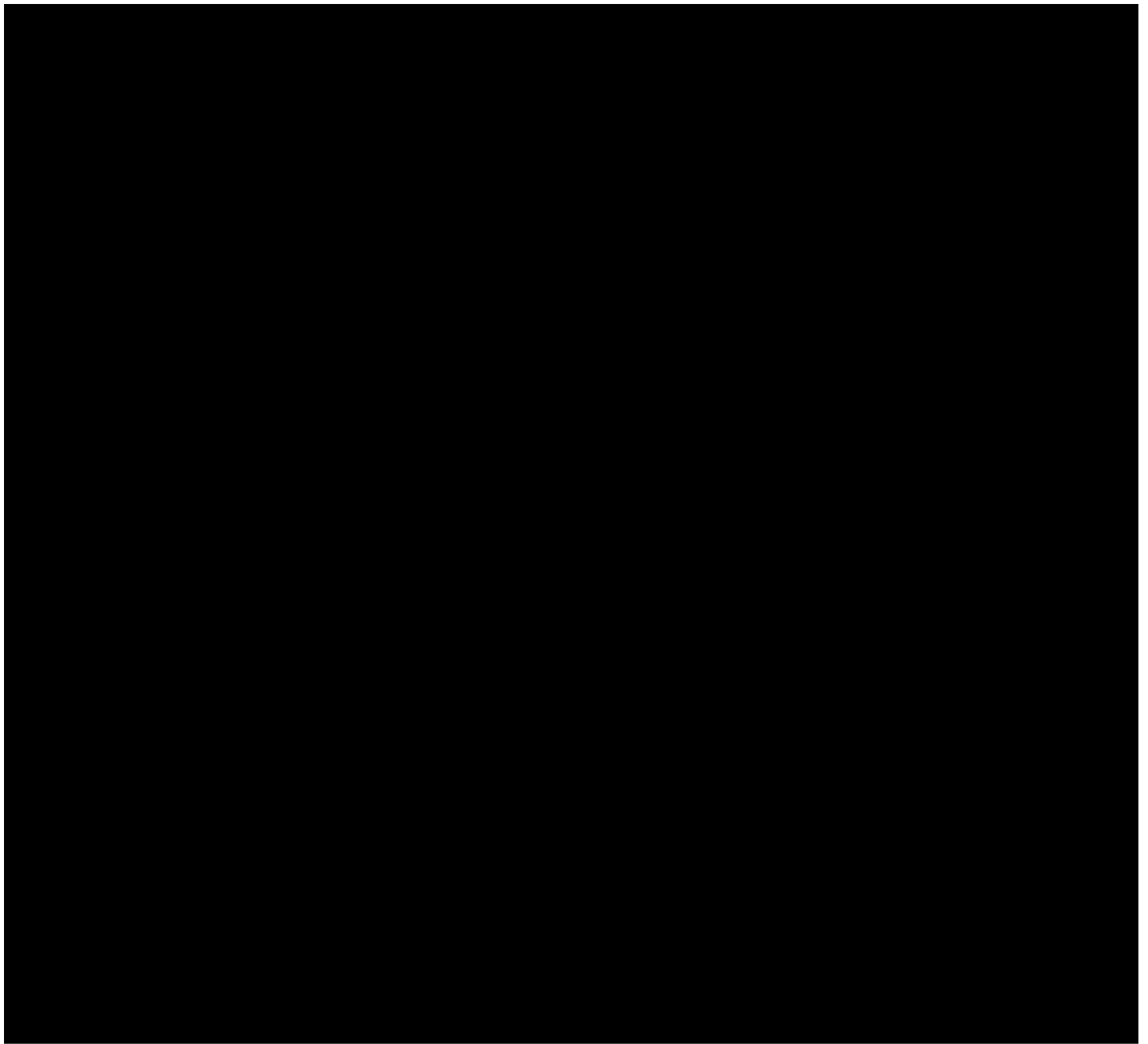


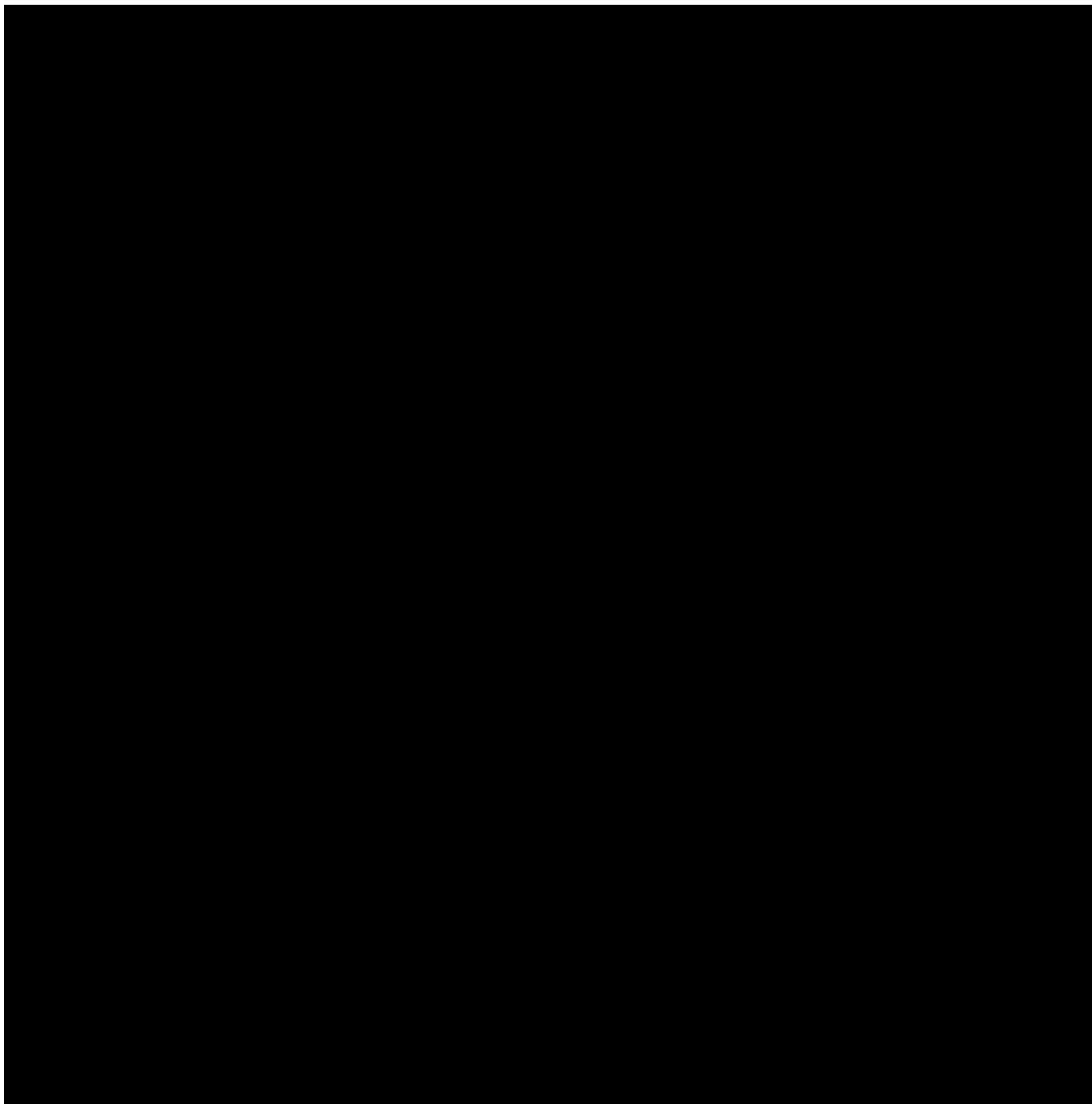






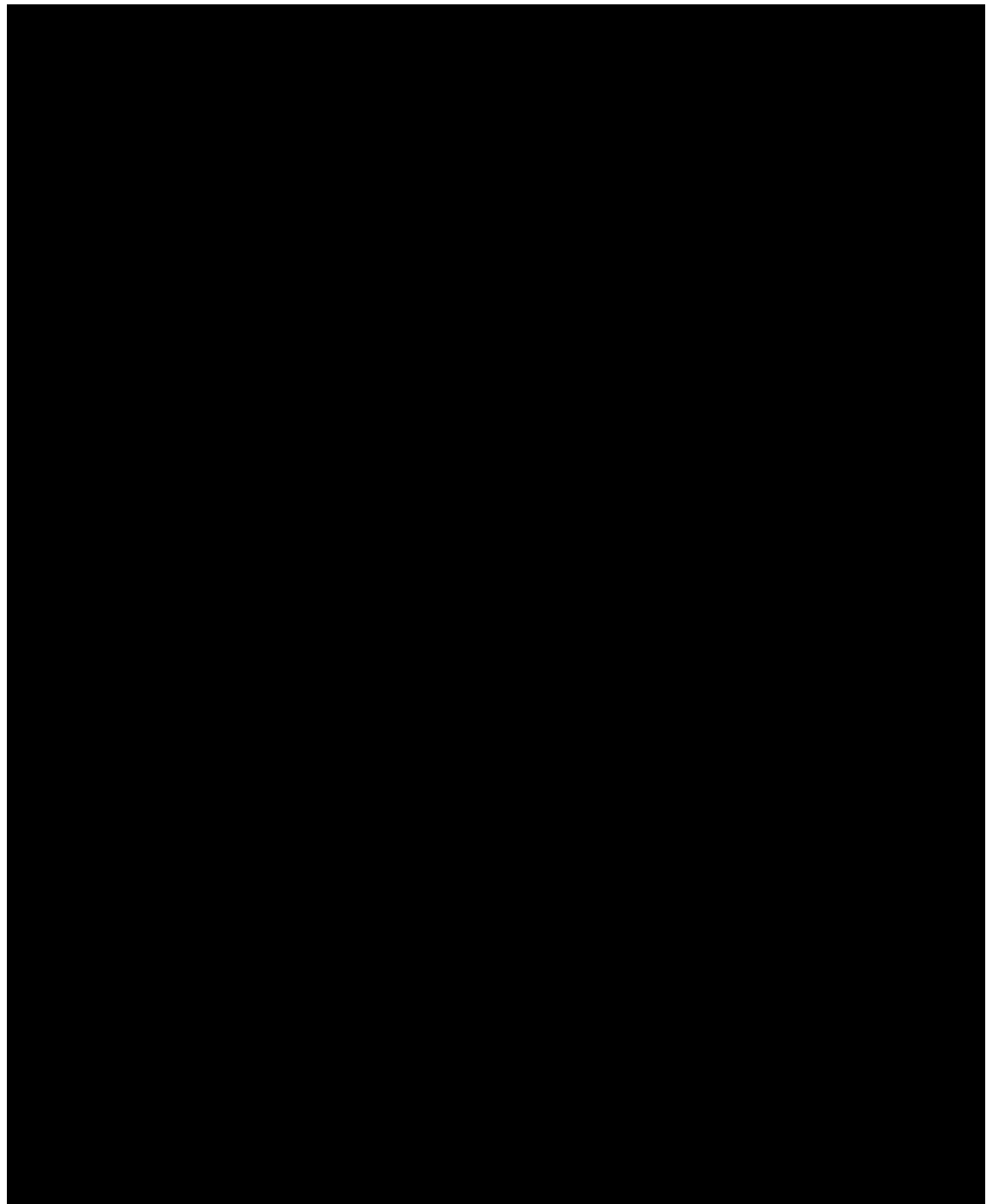


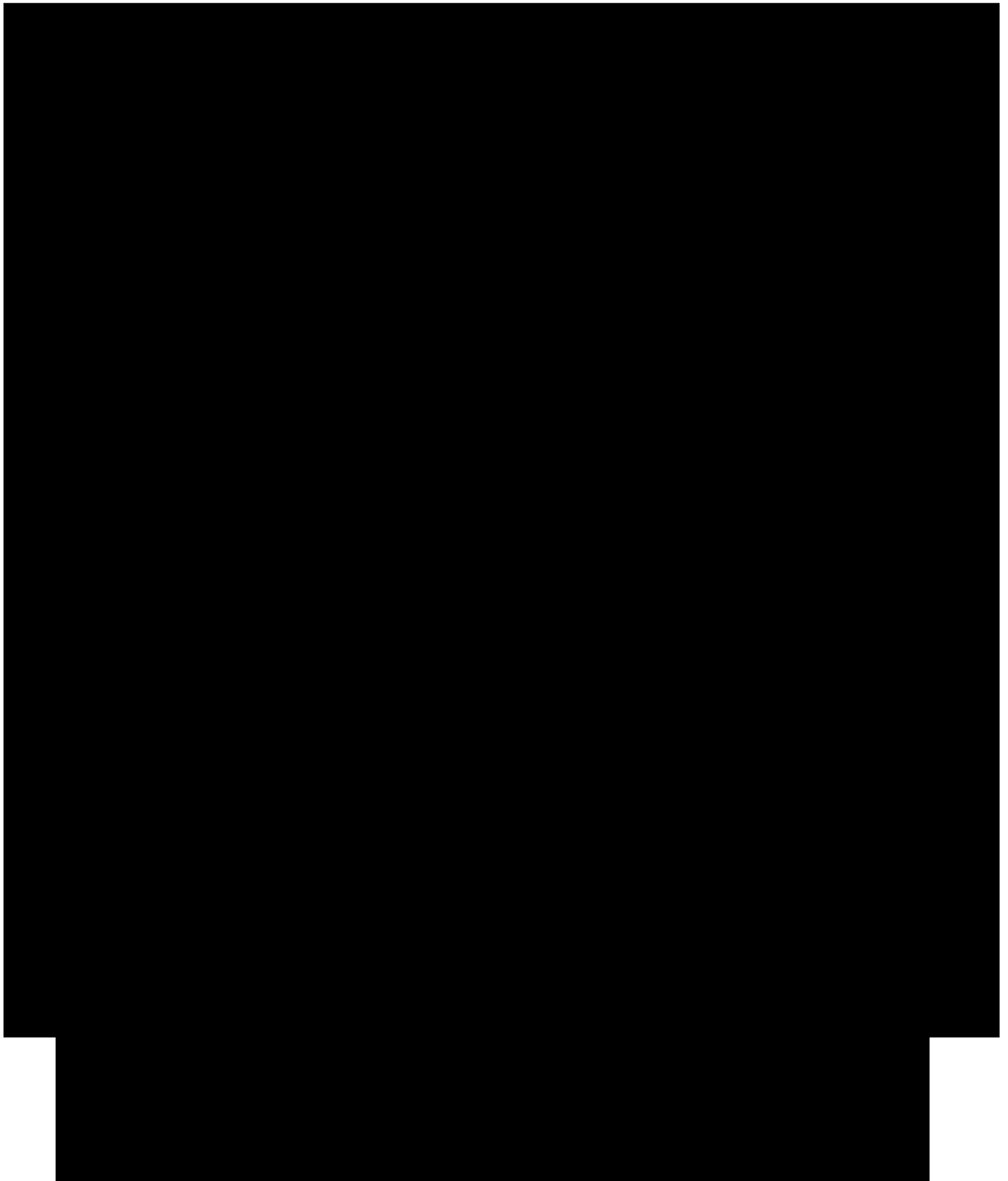


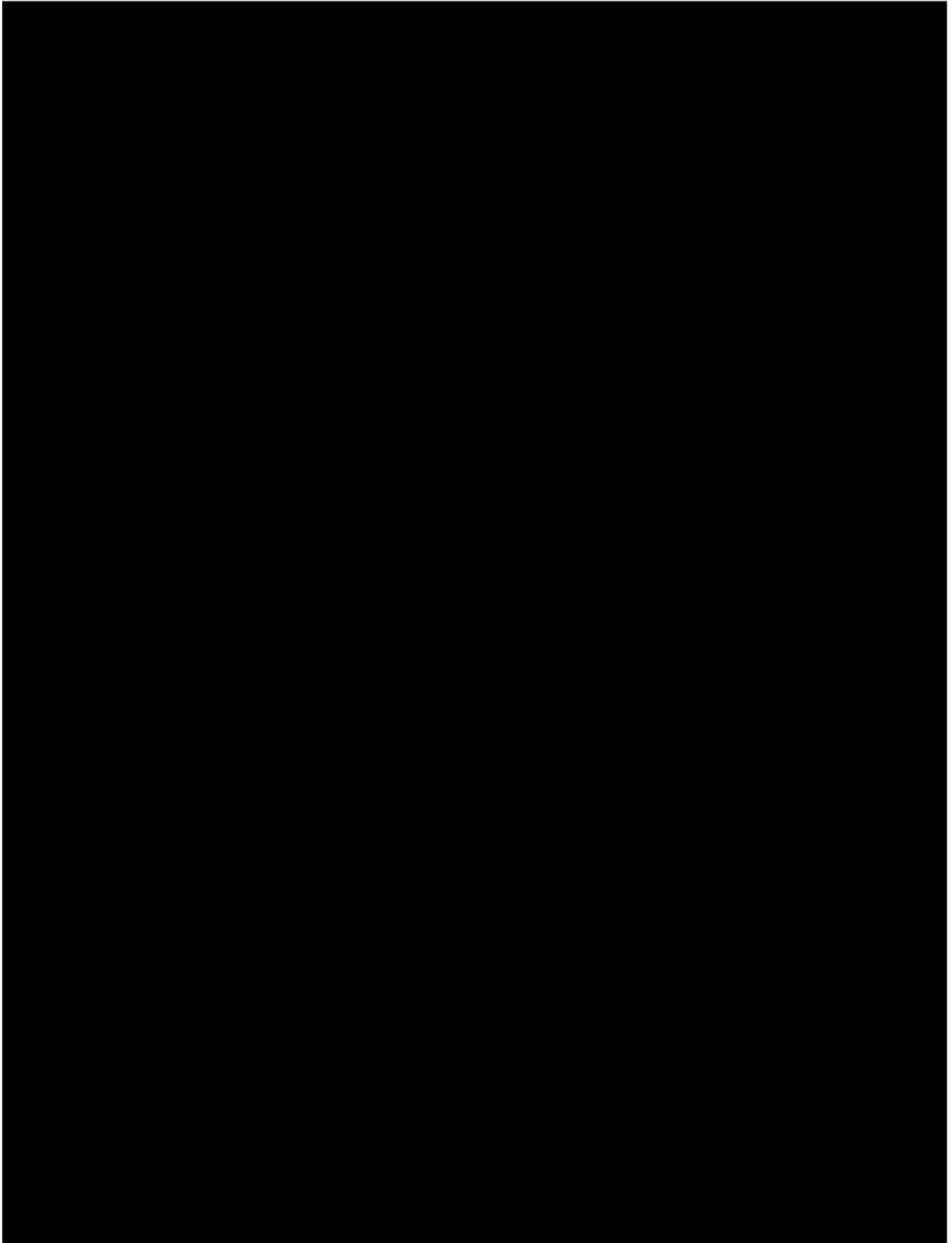


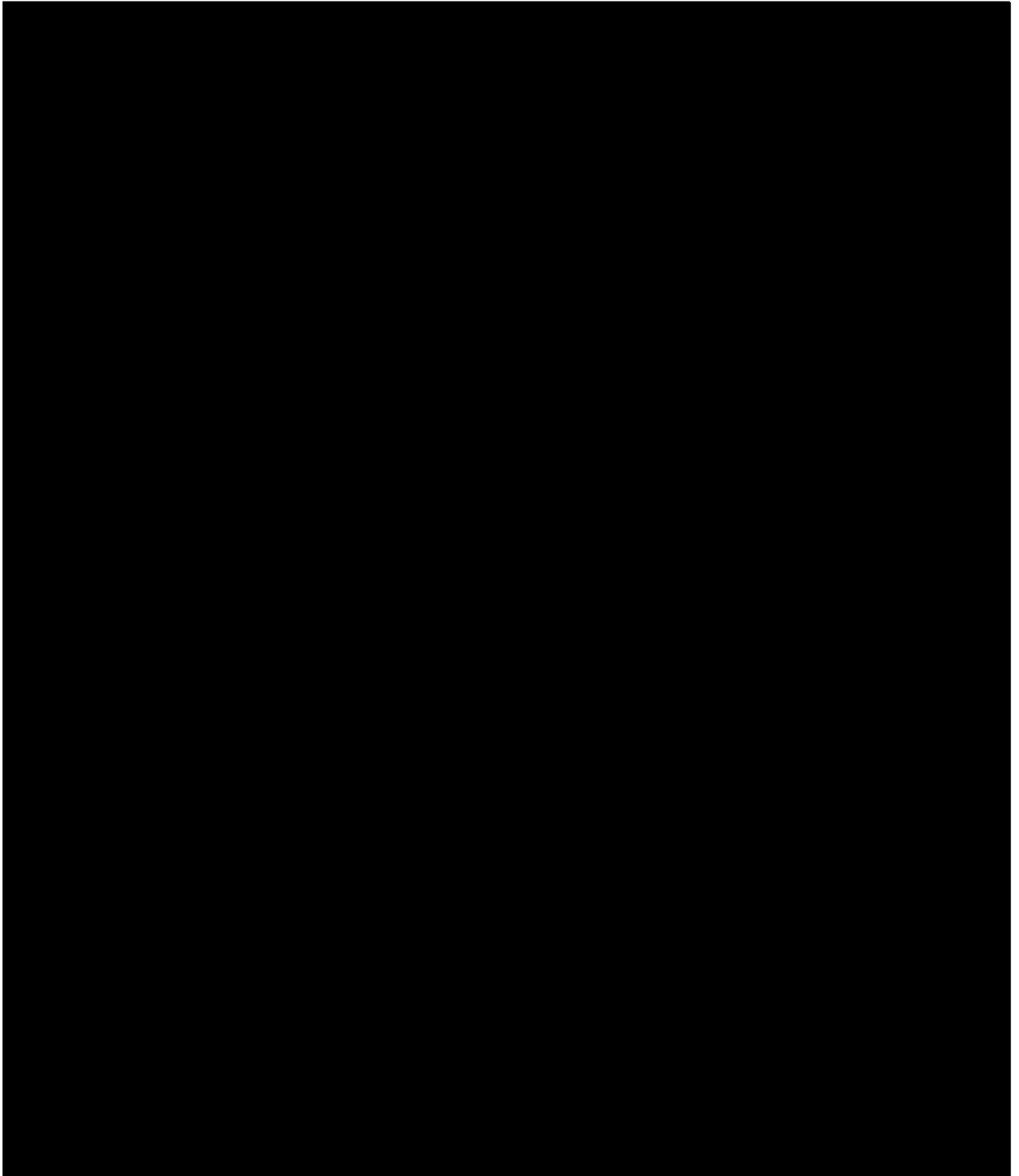
The accompanying notes are an integral part of these schedules.

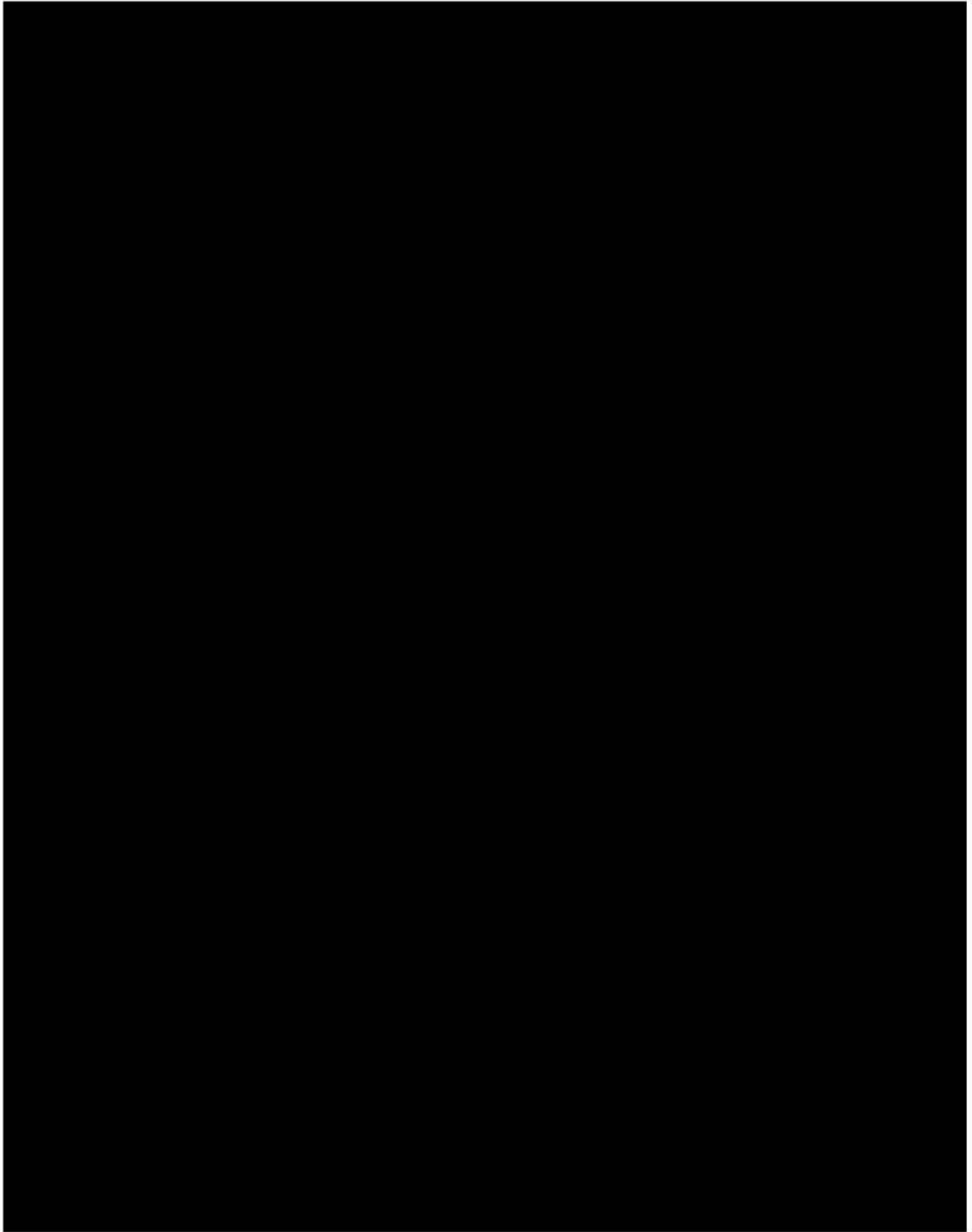


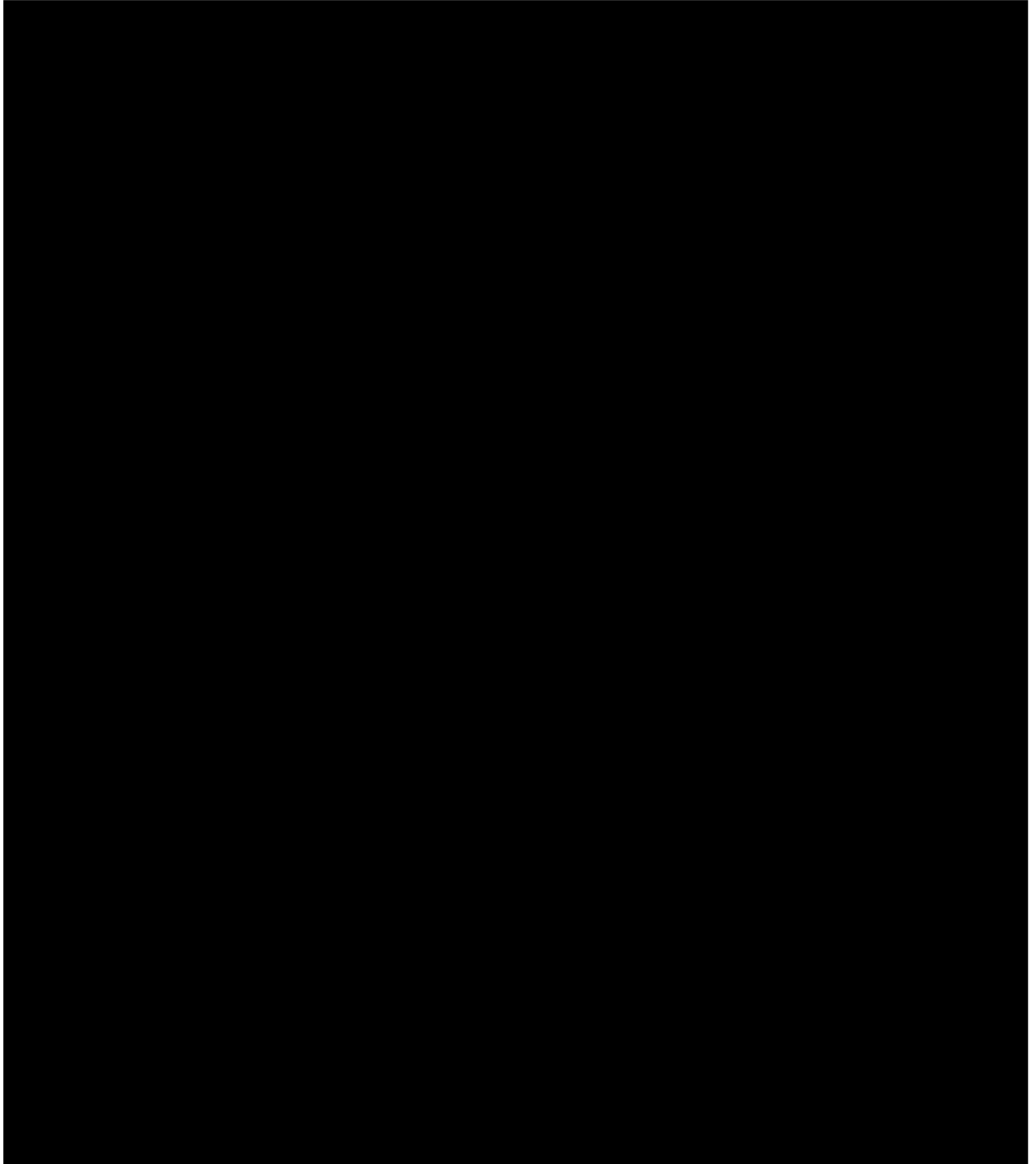




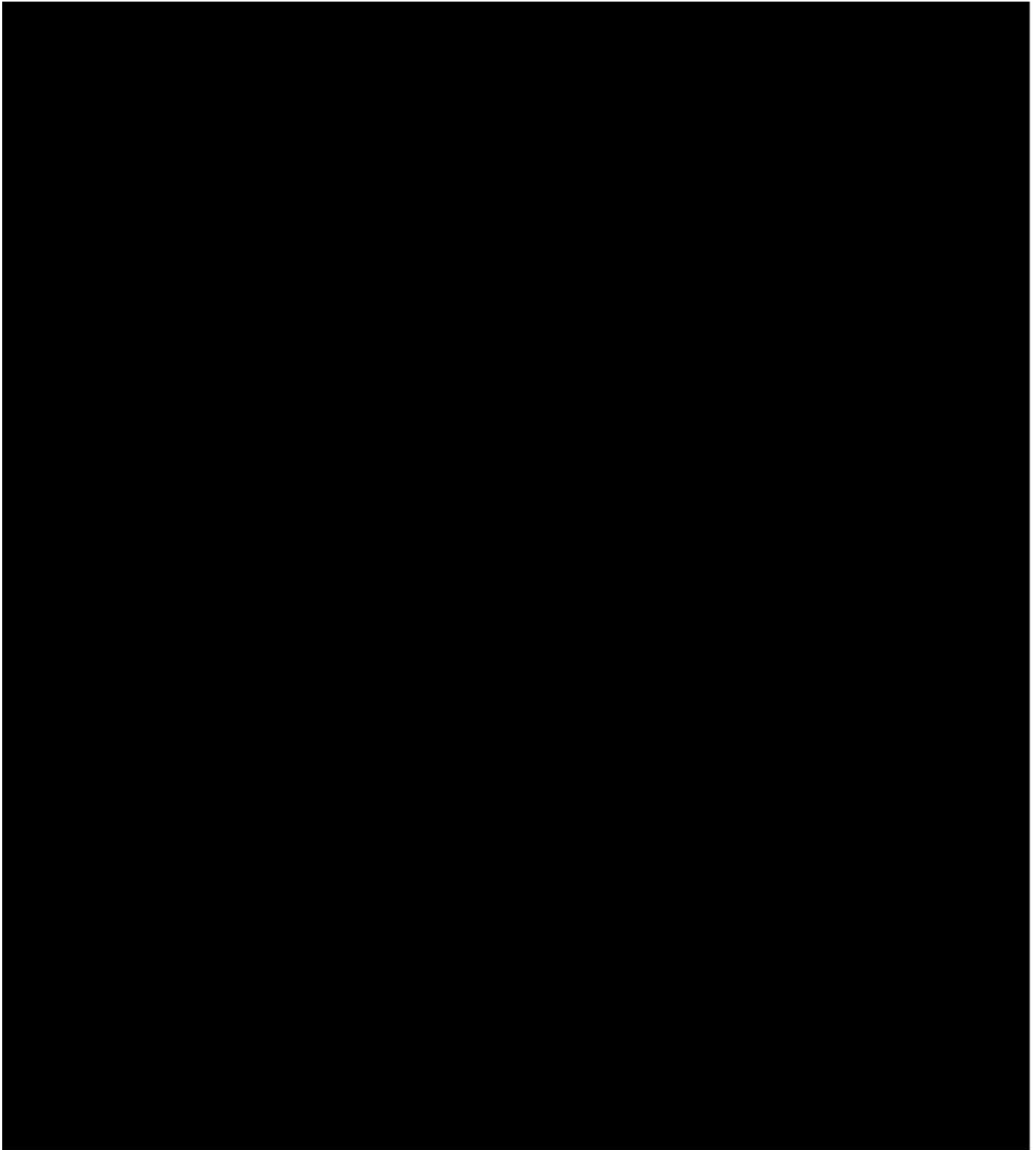


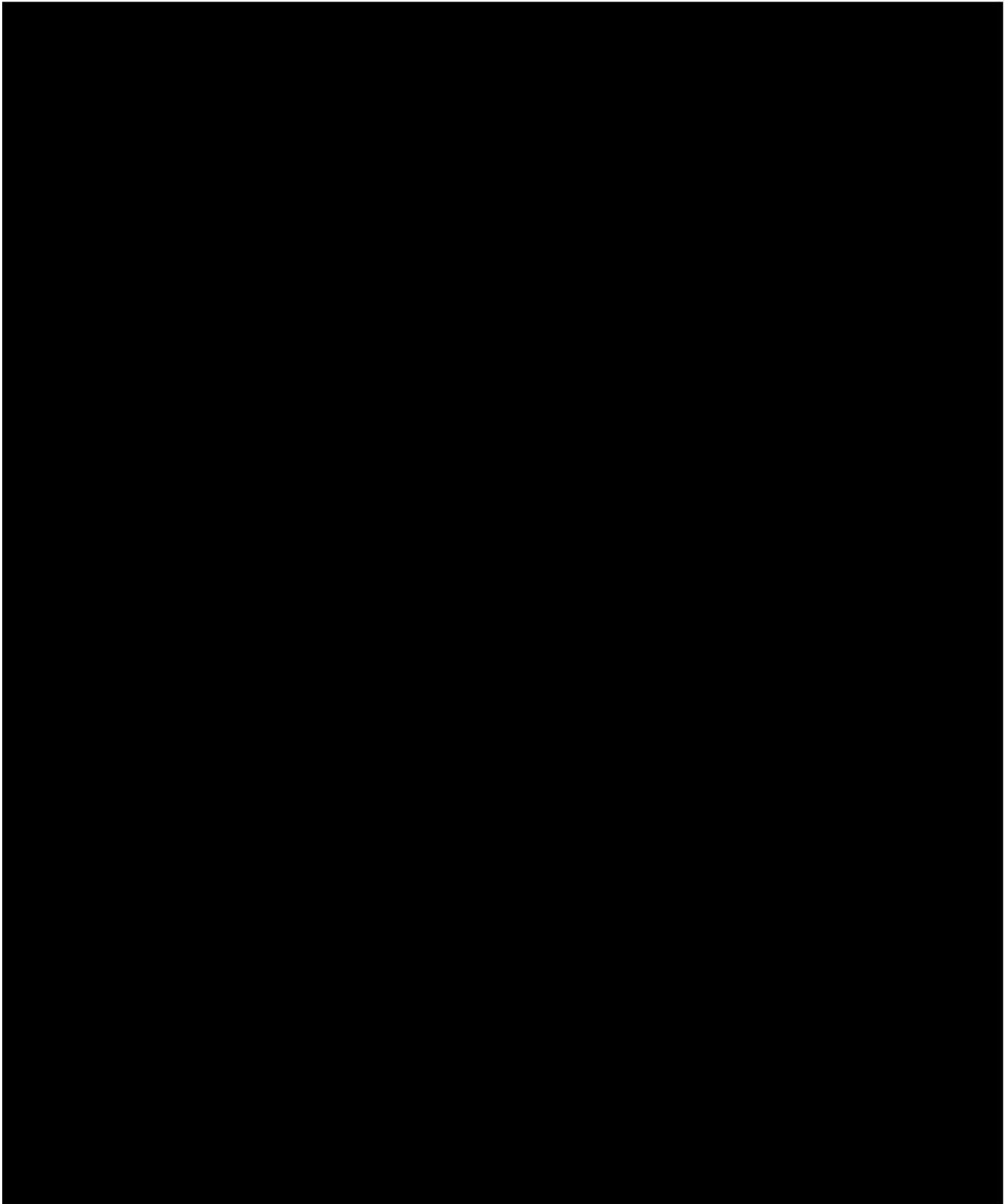


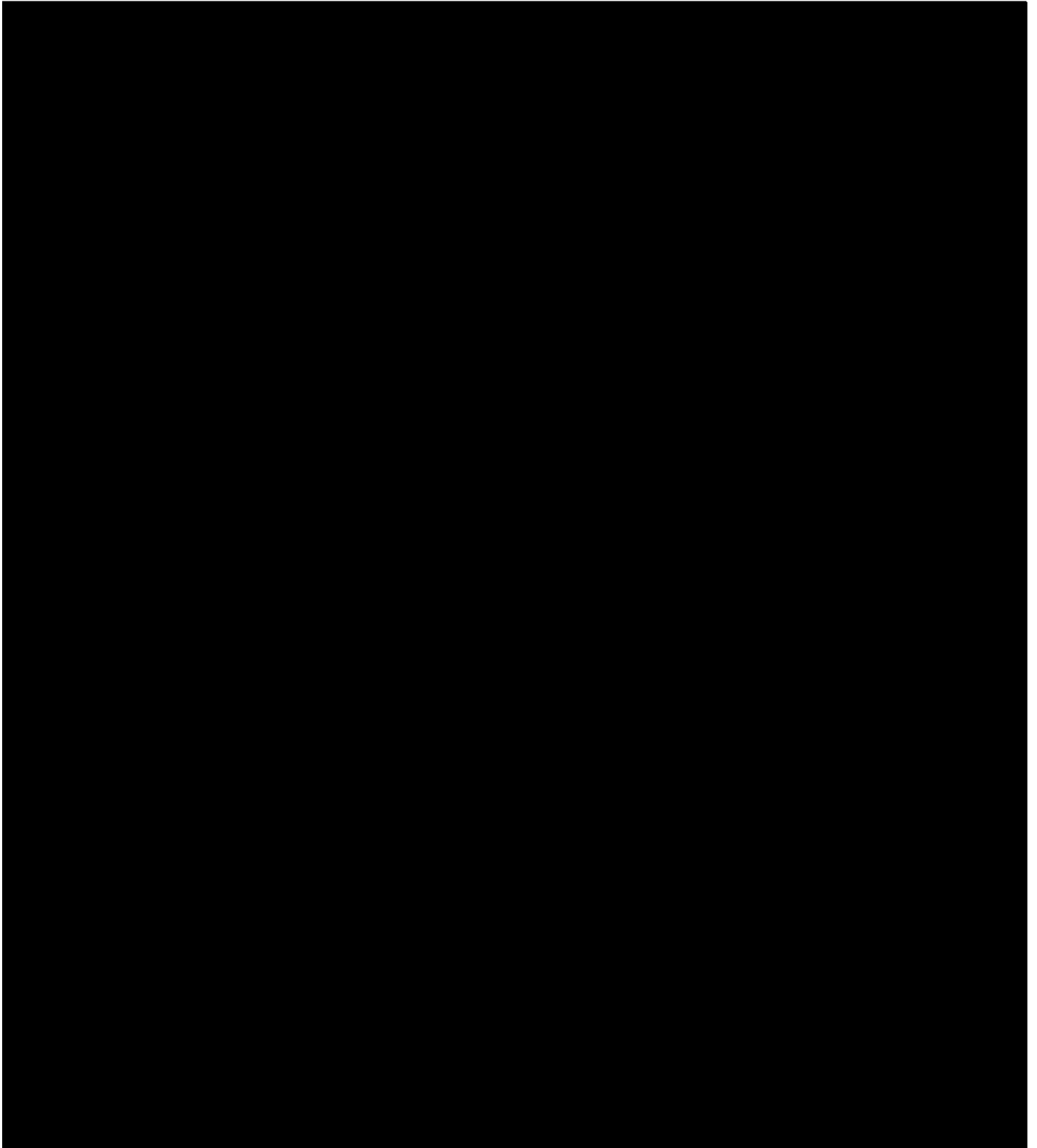


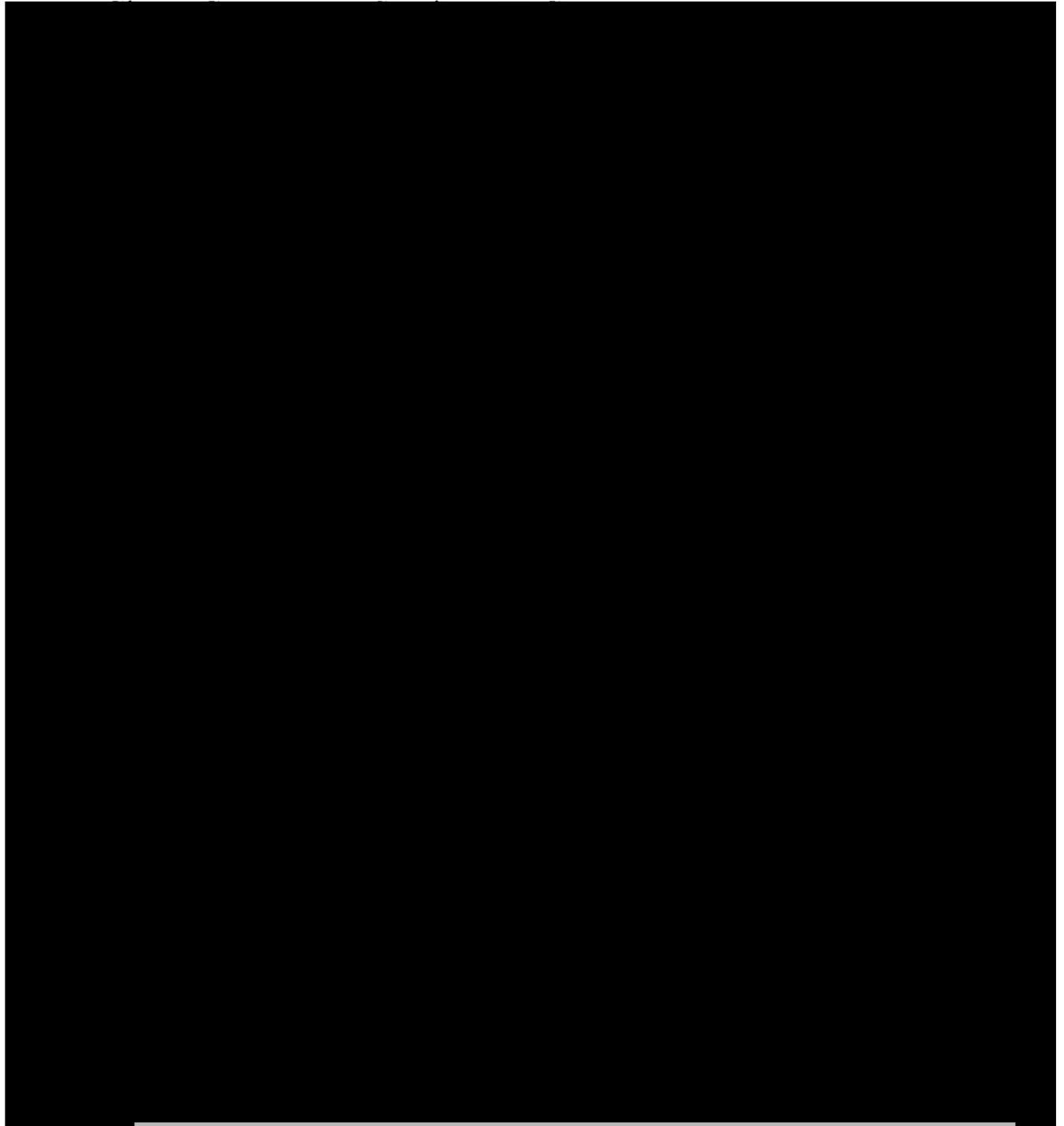













## Licenses/Accreditation/Credentials

Listed below are the relevant licenses, accreditations and credentials required by this RFP for AECOM and team members.

Corporations Division

Page 1 of 2



North Carolina  
**Elaine F. Marshall**  
Secretary

**DEPARTMENT OF THE  
SECRETARY OF STATE**  
PO Box 29622 Raleigh, NC 27626-0622 (919)807-2000

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**Corporate Names**

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**Legal:** AECOM Technical Services of North Carolina, Inc.  
**Prev Legal:** Earth Tech of North Carolina Inc.  
**Prev Legal:** Rust Environment & Infrastructure of North Carolina Inc.  
**Prev Legal:** Sec Donohue Inc. of North Carolina  
**Prev Legal:** Specialty Engineering and Distribution Company, Inc.

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**Business Corporation Information**

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**SosId:** 0138524  
**Status:** Current-Active  
**Annual Report Status:** Current  
**Citizenship:** Domestic  
**Date Formed:** 8/24/1962  
**Fiscal Month:** September  
**Registered Agent:** CT Corporation System

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**Corporate Addresses**

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**Reg Office:** 160 Mine Lake Ct Ste 200  
Raleigh, NC 27615  
**Reg Mailing:** 160 Mine Lake Ct Ste 200  
Raleigh, NC 27615  
**Mailing:** 515 S. Flower St., 4th Floor  
Los Angeles, CA 90071-2201  
**Principal Office:** 515 S. Flower St., 4th Floor  
Los Angeles, CA 90071-2201

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**Officers**

---

**Vice President:** Alexander B Berra  
1600 Perimeter Park Drive  
Morrisville NC 27560  
**Senior Vice President :** Kevin Cornish  
150 N Orange Ave, Suite 200  
Orlando FL 32801  
**Senior Vice President :** Scott K Edelman  
701 Corporate Center Drive, Suite 475  
Raleigh NC 27607  
**Vice President:** Scott A Hartung  
1600 Perimeter Park Drive  
Morrisville NC 27560  
**Vice President:** Dennis Hoyle  
1600 Perimeter Park Drive  
Morrisville NC 27560  
**Vice President:**

<https://www.sosnc.gov/Search/profcorp/4828679>

11/28/2016

## Corporations Division

Page 2 of 2

	Richard S Keagy 6000 Fairview Road Charlotte NC 28210
<b>President:</b>	Timothy H Keener 1600 Perimeter Park Drive Morrisville NC 27560
<b>Secretary:</b>	Deborah S Klem 800 Douglas Entrance, 2nd Floor, North Tower Coral Gables FL 33134
<b>Treasurer:</b>	Deborah S. Klem 800 Douglas Entrance, North Tower, 2nd Floor Coral Gables FL 33134
<b>Assistant Vice President:</b>	Sreekanth Nandagiri 701 Corporate Center Drive, Suite 475 Raleigh NC 27607
<b>Vice President:</b>	Joseph G Riddle 400 Northpark Town Center Atlanta GA 30328
<b>Vice President:</b>	Gunseli S Shareef 1600 Perimeter Park Drive Morrisville NC 27560
<b>Vice President:</b>	Randall K Taylor 1600 Perimeter Park Drive Morrisville NC 27560
<b>Vice President:</b>	Carlos Torres 1600 Perimeter Park Drive Morrisville NC 27560
<b>Assistant Vice President:</b>	Claire Tronel 701 Corporate Center Drive, Suite 475 Raleigh NC 27607
<b>Vice President:</b>	Grace Wood 400 Northpark Town Center Atlanta GA 30328

### Stock

---

Class:	COMMON
Shares:	100000
Par Value:	1





**NORTH CAROLINA BOARD OF EXAMINERS  
FOR ENGINEERS AND SURVEYORS**  
4601 Six Forks Rd Suite 310  
Raleigh, North Carolina 27609

AECOM Technical Services of North Carolina  
Attn: Angela Gill  
1999 Avenue of the Stars  
Los Angeles, CA 90067

**This is to Certify that:**

AECOM Technical Services of North Carolina, Inc. is licensed with the North Carolina Board of Examiners for Engineers and Surveyors, and is authorized to practice **engineering and land surveying** under the provisions of Chapter 89C and 55B of the General Statutes of North Carolina.

This authorization must be renewed annually, and **expires on June 30, 2019**

License No. : F-0342



**THE NORTH CAROLINA BOARD OF  
EXAMINERS FOR ENGINEERS  
AND SURVEYORS**

Executive Director

**POST IN PLACE OF BUSINESS**

*Issued 06/13/2018*

---

**Telephone**  
(919) 791-2000

**FAX**  
(919) 791-2012

**EMAIL Address**  
ncbels@ncbels.org

**WEB Site**  
www.ncbels.org

License Year

2019

License No.

40010

# North Carolina

## Licensing Board for General Contractors

This is to Certify That:

AECOM Technical Services, Inc.  
Clayton, MO

is duly registered and entitled to practice

## General Contracting

Limitation: Unlimited  
Classification: Building; Public Utilities

until

December 31, 2019

when this Certificate expires.

Witness our hands and seal of the Board.

Dated, Raleigh, N.C.

January 1, 2019

This certificate may not be altered.



  
Chairman

  
Secretary-Treasurer



## NORTH CAROLINA LICENSING BOARD FOR GENERAL CONTRACTORS

SEARCH ▾ INFORMATION ▾ RECOVERY FUND EXAMINATIONS NEWS FORMS COMPLAINTS

### License Details

License Number	40010
Status	Valid
Renewal Date	2019-01-01
Name	AECOM Technical Services, Inc.
Address	120 S Central Ave Ste 400 Clayton, MO 63105
County	Wake
Telephone	(314) 236-3956
Limitation	Unlimited
Classifications	Building Public Utilities
Qualifiers	Allen, Matthew Christopher Augusti, Daniel S. Dalton, Brian Gayle, Benjamin Perry



# NORTH CAROLINA

## Department of the Secretary of State

---

### CERTIFICATE OF AUTHORITY

I, Elaine F. Marshall, Secretary of State of the State of North Carolina, do hereby certify  
that

**PLEXOS GROUP, L.L.C.**

having filed on this date an application conforming to the requirements of the General  
Statutes of North Carolina, a copy of which is hereto attached, is hereby granted  
authority to transact business in the State of North Carolina.



Scan to verify online.

IN WITNESS WHEREOF, I have hereunto set  
my hand and affixed my official seal at the City  
of Raleigh, this 24th day of January, 2018.

*Elaine F. Marshall*

Secretary of State

Document Id: C201802400830  
Verify this certificate online at <http://www.sosnc.gov/verification>





# NORTH CAROLINA

## Department of the Secretary of State

### CERTIFICATE OF AUTHORITY

I, Elaine F. Marshall, Secretary of State of the State of North Carolina, do hereby certify  
that

**REMORA CONSULTING, LLC**

having filed on this date an application conforming to the requirements of the General  
Statutes of North Carolina, a copy of which is hereto attached, is hereby granted  
authority to transact business in the State of North Carolina.



Scan to verify online.

IN WITNESS WHEREOF, I have hereunto set  
my hand and affixed my official seal at the City  
of Raleigh, this 10th day of January, 2017.

*Elaine F. Marshall*

Secretary of State

Document Id: C201701000436  
Verify this certificate online at <http://www.sosnc.gov/verification>

## References

**RFP Section 4.9 (pg. 12):** *Offerors must provide a minimum of three (3) references or letters of reference from other agencies, government organizations, or companies for whom Offeror has provided similar services in the past eight (8) years as demonstration of Offeror's prior experience.*

As demonstrated throughout this proposal response, AECOM has significant experience performing the requested scope of work. Provided below are six (6) client contacts for contracts similar in nature. AECOM is proud of our track record and we encourage the State to contact these individuals with any questions you may have regarding our past performance. Additional details regarding these projects have been included on the following pages.

Company Name	Contact Name	Telephone Number
City of New York – NYC Department of Design and Construction	Christine Flaherty, CCM	718 391-1000
North Carolina Department of Public Safety, Division of Emergency Management	Joseph Stanton	919-825-2349
Texas General Land Office	Kelly McBride	512-305-9108



State of North Carolina Department of Public Safety  
Office of Recovery and Resiliency

Construction Management Services For State's Hurricane Recovery Program  
RFP # 19-RFP-014582-WAX | March 18, 2019

## REFERENCE LETTER

The following information is being submitted in accordance with Section 4.9 of Request of Proposal Number 19-RFP-014582 for the State of North Carolina Department of Public Safety, Office of Recovery and Resiliency.

**Offeror:** AECOM  
1600 Perimeter Park Drive, Suite 400, Morrisville NC  
27560  
tel 919.461.1100 fax 919.461.1415

**AECOM**

**Organization/Client:** City of New York – NYC Department of Design and Construction

**Contact Information:** Christine Flaherty, CCM, Associate Commissioner,  
Public Buildings  
718 391-1000



**Project Name:** Build it Back – Queens

Offeror's services provided:	AECOM and our subcontractors provided extensive project management and applicant delivery in support of the Mayor's Housing Recovery Office initiative to assist to 33,000+ single family and multi-family homeowners with solutions including: repairs, rebuilds, elevation, reimbursement, and acquisitions. Our support included full operational and staffing responsibilities for processing all Build it Back applicants, policy and regulatory consulting services, and data and information systems support. The operation, staffed by an AECOM team of 100+ case management representatives and several tiers of supervisors across multiple field locations, was responsible for the design, operationalization and compliance of the detailed CDBG-DR application lifecycle.
Description of Offeror's professional relationship with the Organization/Client	AECOM became the principal case managers working with the applicants one-on-one and reaching out to the impacted communities to help people move forward in the process. Starting in June 2013, spanning two mayoral administrations and several different Action Plan updates, AECOM provided extensive project management and applicant delivery support to the Mayor's Housing Recovery Office. AECOM designed and provided construction management and oversight of the Build it Back program. This support included <b>full operational and staffing responsibilities for processing all Build it Back applicants, policy and regulatory consulting services, and data and information systems support.</b>
Description of Offeror's ability to staff project as represented in contract and retention of that staff during project:	The operation, staffed by an AECOM team of 100+ case management representatives and several tiers of supervisors across multiple field locations, was responsible for the design, operationalization and compliance of the detailed CDBG-DR application lifecycle.
Description of experience with working with Offeror's staff on project and the quality of staff provided by Offeror:	Our support included full operational and staffing responsibilities for processing all Build it Back applicants, policy and regulatory consulting services, and data and information systems support.

AECOM

State of North Carolina Department of Public Safety  
Office of Recovery and Resiliency

Construction Management Services For State's Hurricane Recovery Program  
RFP # 19-RFP-014582-WAX | March 18, 2019

**Would you recommend the Offeror to others?**

☒ **Yes**   ☐ **No**

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**BY:**

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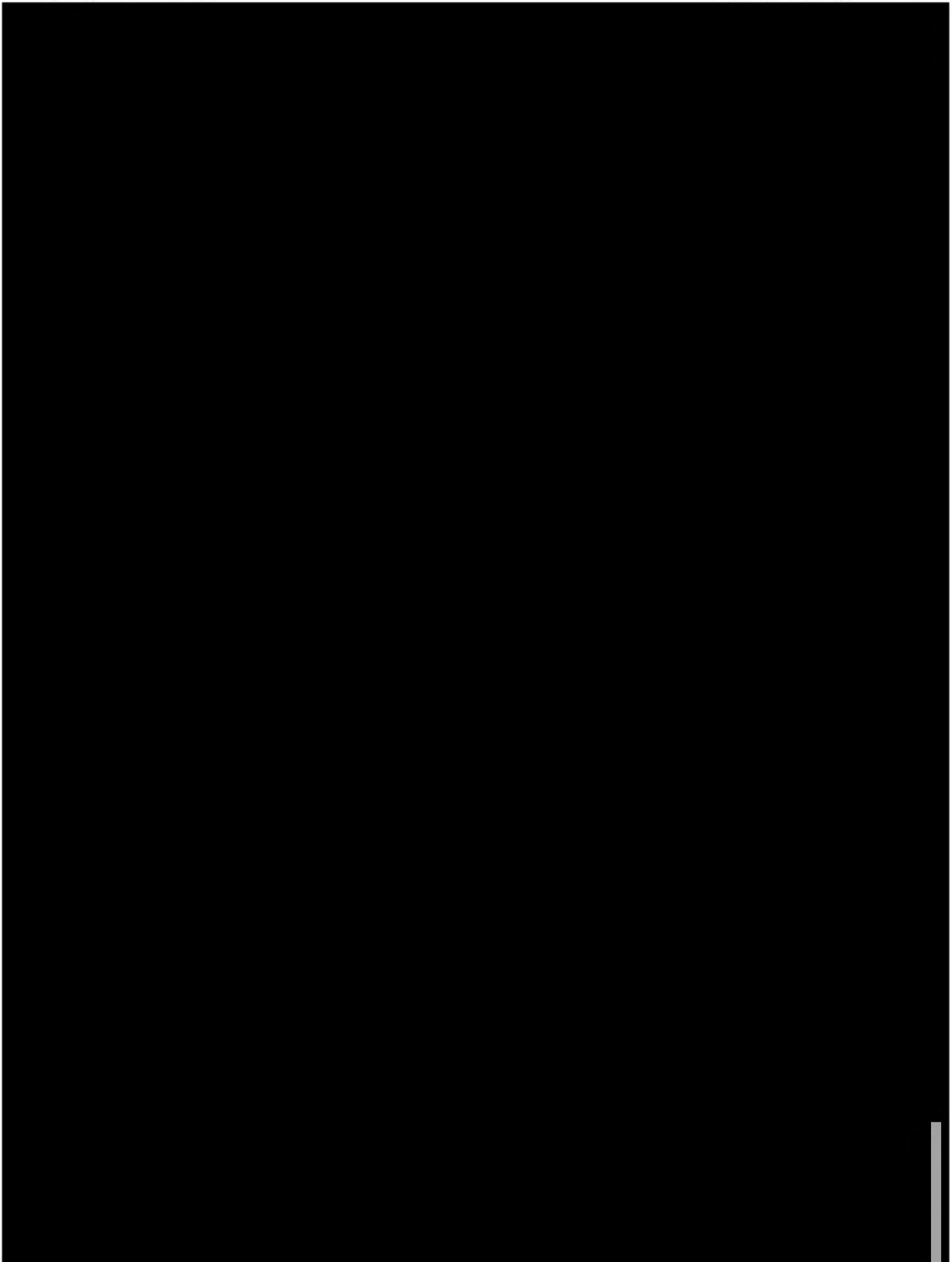
Signature

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Date

*\*In accordance with New York City policy, City officials cannot sign reference documents. Officials may be contacted to provide information regarding the performance of a vendor, so AECOM encourages the State to contact this reference regarding a statement over the phone.*

AECOM



## Offeror experience

[Redacted text block]

[Redacted text block]



# North Carolina Project Management For Sheltering and Temporary Essential Power (STEP) Program

<b>Client</b> North Carolina Emergency Management (NCEM), a division of North Carolina Department of Public Safety	– Construction Management	<b>Overall value</b> \$100 million (estimate)	– Employment of minority
<b>Services</b> <ul style="list-style-type: none"><li>– Project Management</li><li>– Grant Administration</li><li>– Applicant Relations</li></ul>	<b>Start date</b> November, 2018	<b>Relevance to NC CM Services</b> <ul style="list-style-type: none"><li>– STEP or other federal disaster recovery program</li></ul>	– subcontractors
	<b>Completion date</b> Ongoing		– FEMA compliant site and structural inspections
			– Experience with federal funded projects

AECOM provides project management and grant administration services to implement the NC STEP program. This is bringing much needed relief to impacted residents, enabling them to remain in, or quickly return to, their homes pending restoration.

As Hurricane Florence made landfall on September 14, 2018, it forever changed North Carolina. The Category 1 hurricane brought torrential rain along the Carolina coast, displacing residents and causing significant flooding and destruction throughout the area. The President of the United States declared North Carolina an emergency disaster in FEMA-EM-3401 and an expedited Major Disaster Declaration in FEMA-4393-DR. FEMA quickly approved Public Assistance funding under Section 403 for the Sheltering and Temporary Essential Power (STEP) Program. Currently, there are nearly 16,000 applicants eligible for public assistance in the 12 impacted counties of the state, and a deadline of March 14, 2019 has been established for the completion of the work. This STEP program will provide quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes.



AECOM is administering the STEP program for the State of North Carolina under guidelines recently established by FEMA for eligible victims of Hurricane Florence. We are working with NCEM to develop policies and procedures, provide outreach and communication services, receive and process program applications, determine applicant and dwelling eligibility, and manage the STEP contractors and VOADs performing the STEP program.

AECOM has exceeded contract performance objectives established by NCEM, to include:

- Coordinated open houses in all 12 eligible counties to obtain ROEs
- Developed and mailed 14,894 postcards explaining the STEP program to all eligible applicants
- Developed an applicant portal for ROE collection and status reporting including a first of its kind electronic DocuSign capability
- Over 4,250 ROEs signed, allowing inspections and work to begin on homes affected by Florence
- Over 2,000 homes under construction or completed as of March 13, 2019

# Emergency Housing Repair STEP Program – Virgin Islands

<b>Client</b> Virgin Islands Housing Authority	<b>Start date</b> February 2018	<b>Services</b> – Program Management – Applicant Eligibility – Processing – Inspections	– Housing or Building Repair in Impacted Area – Local Minority Subcontractors in Impacted Area – FEMA Compliant Inspections
<b>Location</b> U.S. Virgin Islands	<b>Completion date</b> November 2018	<b>Construction Relevance to NC CM Services</b> – Client Similar to North Carolina	– Program Similar Size and Nature – FEMA or Other Federal Funds
	<b>Overall value</b> \$300 Million		

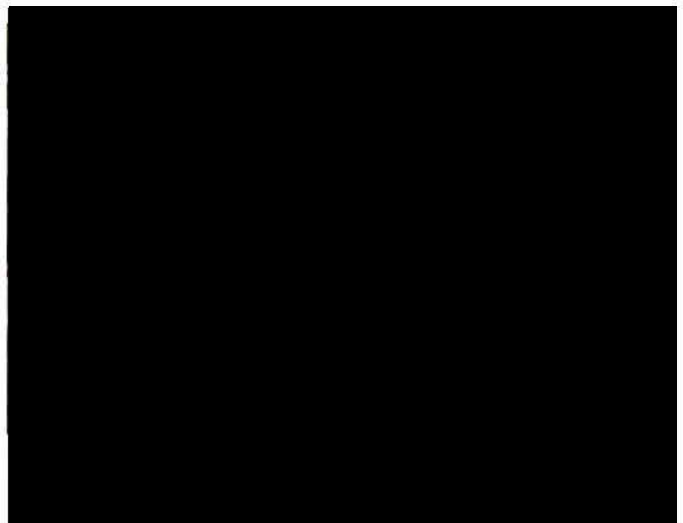
## AECOM assisted FEMA with a Housing Repair Program in the Virgin Islands that addresses 15,000 Homes needing emergency repairs.

AECOM provided communications, homeowner case management, administrative, and construction services in support of the Virgin Islands Housing Finance Authority's (VIHFA) Emergency Home Repairs Program. The \$300M FEMA-funded program was developed to assist a potential pool of 15,000 home owners with up to \$25,000 in basic, emergency repairs that will enable residents to return to or remain in their homes while permanent repairs are completed. This Sheltering, Temporary Emergency Power (STEP) program began four months after the storm; this delay caused heightened frustration of USVI homeowners, making the Program even more challenging to execute.

AECOM was responsible for overall construction delivery including activities associated with determining applicant eligibility, processing, inspections, and construction. To expedite the process, AECOM stood up and activated two call centers in Atlanta, GA and Orlando, FL within 24 hours of contract execution. Home inspections began within seven days of Notice to Proceed. Program identity, branding, and homeowner outreach efforts began prior to contract execution and included the establishment and staffing of a temporary application walk-in center. This included a "boots on the ground" campaign where trained, AECOM case managers went door-to-door in impacted areas to enroll as many homeowners as possible. This effort required the mobilization of approximately 100 local staff. Coupled with social media strategies and conventional techniques (e.g., paid advertising, radio, word-of-mouth), approximately 10,000 applications were entered into the pipeline for eligibility consideration resulting in commitments to repair over 7,400 homes.

AECOM also successfully managed the logistical challenges of securing construction vehicles and crews; and transporting building materials, appliances, and supplies. Estimates from previous STEP programs were used to define materials needed for purchase and transportation to the Islands of St. Thomas and St. Croix. AECOM established multiple warehouse and distribution centers to stage and prepare materials for home construction.

AECOM also effectively addressed construction complaints through the development and implementation of a proactive, seven-point process that divided complaints into three distinct categories (i.e., schedule, scope, quality), thereby providing for their prompt and successful resolution. AECOM also developed highly successful, sophisticated record-keeping and documentation policies and procedures (e.g., monitoring reports, audits). As a result, neither AECOM nor its client were subjected to disallowed costs by US Federal agencies (i.e., HUD, FEMA).





# Louisiana Shelter at Home Program

<b>Client</b> Louisiana Governor's Office of Homeland Security & Emergency Preparedness	<b>Start date</b> 2016	database within the first week.	by Minority Owned Businesses.
<b>Location</b> Louisiana	<b>Completion date</b> 2017	– 10,000+ homes completed in the first 100 days.	– Creation and deployment of Mobile Inspection Application.
<b>Services</b> – Program Management – Applicant Eligibility – Processing – Inspections – Contractor Management	<b>Overall value</b> \$38 Million	– 100% Local Call Center and Case Management staff.	– Development of customized Contractor Scorecard.
	<b>Relevance to NC CM Services</b> – 17,500 applications entered into the intake	– Focus on local hires: more than 75% of AECOM employees were Louisiana locals.	– Multi-layer QA/QC processes for Contractor
		– Focus on minority participation: more than 1/3 of employees on this project were employed	

## AECOM assisted the State with the STEP Program authorized by FEMA, returning over 10,500 families to homes within 6 months.

In response to the August 2016 flooding event, AECOM provided a full range of program management functions, including intake/eligibility, damage assessment, scope development, contractor oversight, inspection services, and contractor pay application processing. Other firms that worked on this important effort include Plexos, Excel/Dynamic, and Lamar.

Within 48 hours of contract award, the AECOM team established a 40-person call center and intake database, while an Outreach Team traveled to impacted parishes to join federal and state agencies at FEMA Disaster Recovery Centers. Within the first week, AECOM initiated case management and inspection services, as well as established multiple social media accounts to provide immediate information to the public. Concurrently with those processes, a robust data management system was rolled out to document the activities surrounding the 20,000+ applications for Program assistance. A custom Mobile Inspection Application reduced unnecessary paper and allowed real-time transfer of information from the field to the database, while an embedment inspection process improved the speed that final site visits could take place.

Construction Management functions included participation in contractor selections and composite pricing development, as well as contractor oversight throughout the Program. A team of more than 100 inspectors deployed to complete site-specific scope write-ups, secure additional homeowner documents and verify scope completion. Ultimately, the Shelter at Home program served 10,856 homeowners over a six month period.

### Plexos

Plexos Group was selected to assist the State in managing "high-risk subrecipients" for open disasters due to our technical expertise in Stafford Act Recovery Programs in the closeout process. Plexos is currently performing FEMA Public Assistance services for the State of Louisiana, Governor's Office of Homeland Security & Emergency Preparedness in coordination with Deloitte Touche Tohmatsu Limited. Plexos' staff works jointly with the State's Grants Management and Closeout divisions as well as "high-risk applicants" to identify and resolve various technical problems including incomplete or missing project documentation, compliance with federal procurement requirements as well as issue tracking and reporting. To date, Plexos' Strike Team members have identified and are currently assisting with resolution of issues with an estimated expense impact of \$15 million organizing strike teams with the financial accounting and documentation skills necessary to organize subrecipients and assist them with closeout of FEMA projects in parishes throughout the State.

# IDIQ for Hurricane Matthew Recovery

Client	Services	Start date	Relevance to NC CM Services
North Carolina Emergency Management (NCEM), a division of North Carolina Department of Public Safety	<ul style="list-style-type: none"> <li>Resilient Redevelopment Plans</li> <li>Economic Development Infrastructure</li> <li>Housing and Environmental</li> </ul>	2017	<ul style="list-style-type: none"> <li>Client Similar to North Carolina</li> <li>Housing or Building Repair in Impacted Area</li> <li>Local Minority Subcontractors in Impacted Area</li> <li>Program Similar Size and Nature</li> <li>FEMA or Other Federal Funds</li> </ul>
Location	Completion date	Overall value	
North Carolina	Ongoing	\$50 million (estimate)	

AECOM established intake centers within two weeks of Hurricane Matthew, processing 90% of applicants in two impacted counties in North Carolina.



**Governor Roy Cooper of North Carolina is briefed on Hurricane Mathew recovery efforts at an AECOM Intake Center.**

AECOM is one of two firms that were awarded an IDIQ contract to support Hurricane Matthew recovery. To date, AECOM has developed 25 Resilient Redevelopment Plans for half of the hurricane-impacted counties in the state. These plans identified potential projects for mitigation across four primary pillars: Economic Development, Infrastructure, Housing and Environmental. Following the development of the plans, AECOM stood up intake centers in two of the four most impacted counties (Edgecombe and Wayne). These intake centers provide homeowners the opportunity to apply for HUD CDBG-DR funds for repair, reconstruction, or buy-out of their hurricane-damaged property. We were notified of center locations on November 15, 2017. Within 5 days, our call center was scheduling intake appointments. By November 30th, the two centers were open 6 days per week, 10 hours per day. We successfully established the intake procedures and ran the centers for the initial two months – processing nearly 90% of the potential applicant population in those counties. We are currently performing eligibility and duplication of benefit reviews for applications from those two counties. Moving forward, the contract allows for all manner of consulting work that may be associated with Hurricane Matthew recovery efforts.



# Virgin Islands Mass Care – Technical Assistance Contract, FEMA

Client	Services	Start date	Relevance to NC CM Services
FEMA	<ul style="list-style-type: none"> <li>Oversaw Sourcing of over 6 Million meals</li> <li>Provided 7,000 Meal Boxes per day for 57 days</li> </ul>	2017	<ul style="list-style-type: none"> <li>Client Similar to North Carolina Local Minority Subcontractors in Impacted Area</li> <li>Program Similar Size and Nature</li> <li>FEMA or Other Federal Funds</li> </ul>
Location	Completion date	Overall value	
U.S. Virgin Islands	2017	\$55 Million	

## AECOM deployed support to the Virgin Islands, sourcing over six million meals.

AECOM, acting through a Joint Venture (Disaster Solutions Alliance), was tasked by FEMA to source, assemble and prepare for shipping a total of 49,000 food boxes of shelf-stable, ready-to-eat meals per week (7,000 boxes per day), each box containing enough food for 16 meals (eight breakfast/lunch, eight dinner). Immediately upon Issuance of the Task Order, AECOM deployed its Incident Management Team and its mass feeding subcontractor to Slidell, LA. With the assistance of co-packing facilities in Louisiana and Ohio, full production of 7,000 boxes per day was achieved within a period of 96 hours. Initial shipment of 2,500 food boxes was made and ready for delivery within 72 hours. All food boxes were stored locally in warehouses and prepared for shipment and delivery to U.S.V.I. via FEMA Logistics. AECOM and its partners successfully met (and routinely exceeded) daily production requirements, assembling and shipping a total of 402,934 food boxes, representing over 6,000,000 balanced meals that were comprised of quality, national name-brand items. After initially exercising its first 30-day option, FEMA issued a stop work order for the mission, halting production at day 27 of the 30-day option period.



**AECOM's Incident Management Team prepared 112,000 meals per day, achieving full production within 96 hours of contract award.**

AECOM and its partners monitored or performed all operations and interacted with FEMA and subcontractor staff to ensure proper execution of the task order. Staff were also responsible for compiling and submitting required reports to the COR, such as the Daily and Weekly Production Reports, to keep the COR apprised of project activity and related costs. Challenges encountered and successfully addressed included availability of commodities, availability of warehouse space, logistical considerations, and quality c to meet FEMA standards.

This project demonstrates AECOM's rapid deployment capability, capacity to mobilize for a large-scale, time sensitive service, ability to manage adaptively, and ability to comply with an array of Federal requirements.



## New York City Build it Back (BIB)

<b>Client</b> City of New York	<ul style="list-style-type: none"> <li>– Program assessment</li> <li>– Construction estimate reviews</li> </ul>	<b>Overall value</b> Optional	to support the City in delivering a compliant CDBG-DR
<b>Location</b> New York, New York	<b>Start date</b> 2013	<b>Relevance to NC CM Services</b> <ul style="list-style-type: none"> <li>– Assisted City residents to achieve permanent and sustainable housing solutions.</li> <li>– Provided residential design services.</li> <li>– Provided policy and regulatory experts</li> </ul>	<ul style="list-style-type: none"> <li>– Program in the aftermath of an unprecedented disaster.</li> <li>– Provided extensive project management and applicant delivery support to the Mayor's Housing Recovery Office.</li> <li>– Scattered Site Construction</li> </ul>
<b>Services</b> <ul style="list-style-type: none"> <li>– Operations and staffing</li> <li>– Policy/regulatory</li> <li>– Data and information systems support</li> <li>– Specialized program management</li> </ul>	<b>Completion date</b> 2015		

### AECOM provided extensive, post-Hurricane Sandy project management, similar to NCORR.

AECOM and our subcontractors provided extensive project management and applicant delivery in support of the Mayor's Housing Recovery Office initiative to assist to 33,000+ single family and multi-family homeowners with solutions including: repairs, rebuilds, elevation, reimbursement, and acquisitions.

Our support included full operational and staffing responsibilities for processing all Build It Back applicants, policy and regulatory consulting services, and data and information systems support. The operation, staffed by an AECOM team of 100+ case management representatives and several tiers of supervisors across multiple field locations, was responsible for the design, operationalization and compliance of the detailed CDBG-DR application lifecycle.



**AECOM team members conducted multiple structure inspections to verify damage estimates**

AECOM became the principal case managers working with the applicants one-on-one and reaching out to the impacted communities to help people move forward in the process. Starting in June 2013, spanning two mayoral administrations and several different Action Plan updates, AECOM provided extensive project management and applicant delivery support to the Mayor's Housing Recovery Office.

AECOM designed and provided construction management and oversight of the Build It Back program. This support included full operational and staffing responsibilities for processing all Build It Back applicants, policy and regulatory consulting services, and data and information systems support. The operation, staffed by an AECOM team of 100+ case management representatives and several tiers of supervisors across multiple field locations, was responsible for the design, operationalization and compliance of the detailed CDBG-DR application lifecycle.

### Plexos

Plexos Group provided advisory support to the City of New York's HUD/CDBG-DR housing initiatives in the capacity of IT/CDBG-DR reporting and policy lead for administration of \$1.4 Billion in Hurricane Sandy funding for the Build-It-Back Program.

Plexos conducted a 30-day program assessment which served as the foundation for the development of a risk analysis and QA/QC plan. The QA/QC Plan was designed to monitor program performance and compliance of construction contractors and included review protocols, sampling methodologies, and checklists designed to identify areas of potential risk and methods to achieve compliance with CDBG-DR regulations. In addition, Plexos reviewed construction estimates utilizing



Xactimate and conducted QA/QC reviews to assess program controls, document management, quality of design and construction services, field reviews, safety, and compliance with environmental remediation requirements. Successful outcomes of these reviews included real-time tracking of contractor performance, and improvement of design, construction, and environmental remediation protocols. In addition, the Plexos Group assisted the HRO with the development of Optional Relocation policies and Uniform Relocation Act (URA) notification processes, and reporting related to homeowner and tenant displacement.

Supplemental to reporting and QA/QC efforts, Plexos was also responsible for the development, deployment, monitoring, and management of the city's launch and reporting of the FieldLens program. This program provided HRO with insight regarding the real-time status and quality of ongoing construction projects through field inspections and recording of site specific data within the FieldLens tablet-based software system. In conjunction with these efforts, Plexos developed and provided FieldLens training to HRO and contractor staff.

## Remora

Remora performed specific duties under a contract with AECOM. As part of the intake process, they were instructed to draft/write policies and coordinate with other intake contractors. Remora assisted with client management relationships and conducted training as requested. Conducted on site reviews for compliance with program issues. The policies included record keeping and close out issues.

Remora created a program to send Kevin Hamby through the Intake Manager onboarding process and have him actually conduct interviews based on the rules provided. This allowed a direct review of the practical implications of policies. In fact, the process led to several changes that sped up the process and made the ability to conduct interviews better.

Remora acted as a new hire (manager and other staff knew) that went through the on-boarding process. This allowed a review of that process and where overlap was confusing. Also, conducted real time interviews with applicants to determine any issue and needed policies or documents.



***AECOM team members provided continues QA/QC inspections and monitoring through all phases of home rehabilitation and reconstruction***



***AECOM team members provided construction management and oversight to numerous elevation projects***

# North Carolina SDE / FEMA

<b>Client</b> Federal Emergency Management Agency (FEMA)	Housing design and construction process development Database Development	<b>Completion date</b> Ongoing	<ul style="list-style-type: none"> <li>– Governmental Entity</li> <li>– Housing or Building Repair in Impacted Area</li> </ul>
<b>Location</b> North Carolina	Homeowner assistance and relocation	<b>Overall value</b> \$18 Million	<ul style="list-style-type: none"> <li>– Local Minority Subcontractors in Impacted Area</li> <li>– FEMA Compliant Inspections</li> </ul>
<b>Services</b> Damage Assessment Damage Verification	<b>Start date</b> 2012	<b>Relevance to NC CM Services</b> <ul style="list-style-type: none"> <li>– Program similar in size and scope</li> </ul>	

## Over 1,400 damage estimates/verifications in accordance with North Carolina requirements.

North Carolina Emergency Management (NCEM) requested that AECOM execute the North Carolina Substantial Damage Estimate (SDE) task order which included the following activities: perform task order administration, collect data for use by local communities in making substantial damage determinations for affected residential and non-residential structures, as required by the National Flood Insurance Program (NFIP), provide ongoing technical support to FEMA and local communities upon delivery of the data, and collect and assess performance information about the SDE tool as it is used in the field during the execution of this task order.

AECOM/Compass PTS takes great care to deliver excellence and precision in its tasks and deliverables. The following examples stem from the North Carolina SDE task order that is currently in progress. This task order includes the following: perform task order administration, collect data for use by local communities in making substantial Damage determinations for affected residential and non-residential structures, as required by the National Flood Insurance Program (NFIP), provide ongoing technical support to FEMA and local communities upon delivery of the data, and collect and assess performance information about the SDE tool as it is used in the field during the execution of this task order. The tool used to collect the data was the FEMA Substantial Damage Estimator Version 3.0 (dated 04/06/18).

Inspection teams are performing inspections at a rate of 166% of contract requirements. (Contractual requirements are 100 inspections per day. Current inspection rate is 165 inspections per day)

To-date, Compass has delivered 1,439 final assessments across nine NC communities. FEMA has accepted our deliverables without edits or comments and has consistently commented on the high quality of the data deliverables.



**Completion of FEMA Damage inspection being performed by AECOM team members**



# Hurricane Ike CDBG-DR Housing Program

<b>Client</b> Optional Texas General Land Office (GLO)	<b>Services</b> <ul style="list-style-type: none"> <li>Grant administration and planning</li> <li>Housing design and construction process development</li> <li>Data base development</li> <li>Homeowner assistance and relocation</li> </ul>	<b>Start date</b> 2017	<ul style="list-style-type: none"> <li>Client Similar to North Carolina</li> <li>Housing or Building Repair in Impacted Area</li> <li>Local Minority Subcontractors in Impacted Area</li> <li>FEMA Compliant Inspections</li> <li>Program Similar Size and Nature</li> <li>FEMA or Other Federal Funds</li> </ul>
<b>Location</b> Galveston, Texas		<b>Completion date</b> Ongoing	
		<b>Overall value</b> \$600 Million	
		<b>Relevance to NC CM Services</b>	

**AECOM is providing over 5,000 homeowners with turnkey program management services to address hurricane disaster recovery.**

AECOM is providing a full range of grant administration and planning services for five separate Rental and Non-Rental programs associated with the Texas General Land Office's Hurricane Disaster Recovery Program. Services provided include all phases of program management from needs assessment, guideline development, eligibility reviews, environmental reviews, plan design, construction oversight and closeout activities.

AECOM developed and deployed a systematic, streamlined process to facilitate high production. This vision translated to a high quality product that conforms to all relevant building codes, accessibility requirements, and fair housing standards.

The project scope includes working with various agencies in developing a data management system, procuring a list of prequalified residential contractors, conducting site visits to develop work write ups, preparing plans and specifications, building code review, conducting contractor training, preparing bid packages and bidding, conducting pre-bid conferences, making construction contract awards, conducting pre-construction conferences, making progress inspections, processing pay applications, and project closeout. AECOM completed more than 3,500 damage assessments and provided environmental compliance services, which consisted of both environmental assessments and categorically excluded reviews spanning tiered reviews in both area-wide broad review and site specific Tier II Reviews.

Under the umbrella of the Homeowner Assistance Programs in Galveston, South East Texas and the Lower Rio Grande Valley, AECOM managed the relocation-based Homeowner Opportunity Program. This voluntary Buyout Program allowed eligible homeowners to relocate to areas of higher opportunity, such as areas outside of the floodplain. In addition to the applicable HAP eligibility requirements, the Program performed additional services to include ensuring non-delinquency of property taxes, establishment of clear title, demolition, and real estate transaction services to transfer ownership of the vacant lot.



**AECOM is assisting Galveston, Texas in the recovery from the devastating impact caused by Hurricane Ike.**



# Hurricane Katrina CDBG-DR Housing

Client	Services	Start date	Relevance to NC CM Services
Mississippi Development Authority (MDA)	<ul style="list-style-type: none"> <li>– Program Administration</li> <li>– Environmental Inspection and Review</li> <li>– Lead Based Paint Assessment and compliance</li> <li>– Site Inspections</li> <li>– Damage Assessments and Estimates</li> </ul>	2007	<ul style="list-style-type: none"> <li>– Client Similar to North Carolina</li> <li>– Housing or Building Repair in Impacted Area</li> <li>– Local Minority Subcontractors in Impacted Area</li> <li>– FEMA Compliant Inspections</li> <li>– Program Similar Size and Nature</li> <li>– FEMA or Other Federal Funds</li> </ul>
Location	Completion date	Overall value	
Mississippi	2016	\$5.4 Billion	

**AECOM provided planning, damage assessment, environmental, program and construction management services as part of a \$5.4B hurricane recovery program.**

MDA contracted with AECOM to provide planning, damage assessment, environmental, program, and construction management services for Housing Recovery Programs in 16 Mississippi counties. In support of the \$5.4 billion recovery effort post-Hurricane Katrina, AECOM prepared more than 5,700 damage assessments, 5,100 Allowable Activity Reports and over 13,000 Environmental Review Records and Environmental Assessments for HUD funded programs. AECOM coordinated with contractors on more than 850 properties to ensure compliance with environmental and historical project conditions. These activities spanned Exempt applications, Categorical Exclusions Not Subject to 24 CFR 58.5, Categorical Exclusions Subject to 24 CFR 58.5, and Environmental Assessments. Specifically, AECOM provided the following services:

- Program Administration
- Environmental Inspection and Review
- Lead Based Paint Assessment and Compliance
- Site Inspections to Identify and Assess Damage Resulting from the Storm
- Criteria to Determine the Feasibility of Rehabilitation of Structures
- Damage Assessment and Estimation
- Third-Party Verification of Applicant Benefits Received using Xactimate®
- Onsite Contractor Support Services to Ground-Truth Scopes of Work to Minimize the Need for Change Orders
- Oversight of Contractors and Clearances for Project Conditions Involving Historic Preservation Requirements



**AECOM provided a full suite of services in 16 Mississippi counties impacted by Hurricane Katrina, including over 5,700 damage assessments and contractor coordination for more than 850 residential properties with environmental and historical project conditions.**

AECOM's support to the MDA and local sub-recipients during this unprecedented event required a multifaceted approach as well as dynamic planning and staffing. As a new concept, it required intense planning and negotiation with HUD and local governments to develop an action plan, program guidelines, and a method of distribution for funds that would set the tone and guide the entire housing recovery process. AECOM provided the technical capability and staff dedication to support the goals and objectives set forth by MDA. The end result was a compliant program with no negative HUD audit findings over the lifespan of the eight-year contract.



# FEMA Public Assistance – Technical Assistance Contract

Client	Services	Start date	Relevance to NC CM Services
FEMA Sponsored Public Assistance Program	<ul style="list-style-type: none"> <li>Professional Services in Support of the Robert T. Stafford Disaster Relief and Emergency Assistance Act</li> </ul>	1997	<ul style="list-style-type: none"> <li>Client Similar to North Carolina</li> <li>Local Minority Subcontractors in Impacted Area</li> <li>FEMA Compliant Inspections</li> <li>Program Similar Size and Nature</li> <li>FEMA or Other Federal Funds</li> </ul>
Location		Completion date	
National		Ongoing	
		Overall value	
		\$2 Billion	

**AECOM's long-standing technical support to FEMA has included preparation of almost \$2.9B in public assistance grant applications.**

AECOM (and its predecessor ERPMC) has contracted with FEMA's Public Assistance (PA) Program since 1997 to provide architect-engineer, consultant, and other professional services in support of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

All assignments begin with rapid deployments of experts, often with less than 48hrs turnaround time. These efforts include hazard mitigation, insurance assessments, long-term recovery planning and the production of publications. AECOM Recovery has provided hazard mitigation support to FEMA on large and small disaster recovery efforts. Our Team has extensive experience developing cost-effective, technically feasible mitigation measures, and our specialists understand that the primary goal of the projects is to eliminate or reduce damages to eligible facilities and to enhance sustainability in future disaster events. Relevant assignments have included:



**AECOM has provided critical technical assistance to FEMA for over 20 years, assisting thousands of homeowners with post-disaster public assistance applications.**

- **Hurricane Sandy (4085-NY):** Assistance with the preparation of 33 Section 428 (Public Assistance Alternative Procedures) sub-grant applications for the New York City Housing Authority totaling \$2.87 billion. These applications, including hazard mitigation measures valued at \$1.4 billion, were developed in consultation with homeowners. Resiliency solutions included relocation of the mechanical and electrical systems into separate elevated structures, elevated emergency generators with full facility load capacity, and numerous dry flood proofing measures.
- **Hurricane Katrina (1603-LA):** AECOM serves as the Hazard Mitigation Program Advisor to FEMA's Public Assistance disaster recovery efforts for Hurricane Katrina in Louisiana. FEMA has funded hundreds of millions of dollars for Public Assistance hazard mitigation grants for projects including Southern University- New Orleans Campus (\$7.5M to construct exterior flood walls); New Orleans East Waste Water Treatment Plant (\$33M to expand and strengthen a protective berm); and City of New Orleans Coroner's Office (\$3.3M to relocate morgue functions to a higher elevation).

AECOM was recognized by its contracting officer for a "great level of effectiveness in forecasting, managing, and controlling cost" and for its "exemplary cost control capabilities and keen stewardship of Government monetary resources without compromising quality..." It was also noted that AECOM's "attention to detail and vast writing experience as well as knowledge of PA law, policy and regulation resolved many issues and provided the PA staff with a document that can be carried from disaster to disaster on unique issues and the outcome."



# San Marcos CDBG-DR Flood Recovery Program

Client	Services	Start date	Relevance to NC CM Services
City of San Marcos	<ul style="list-style-type: none"> <li>Needs Assessment</li> <li>Execution of HUD-approved Action Plan</li> <li>Impediments Analysis- Fair Housing</li> <li>Consolidated Plan Amendment</li> <li>Policy and Procedure Review</li> </ul>	2015	<ul style="list-style-type: none"> <li>Housing or Building Repair in Impacted Area</li> <li>Local Minority Subcontractors in Impacted Area</li> <li>FEMA Compliant Inspections</li> <li>FEMA or Other Federal Funds</li> </ul>
Location	Completion date	Overall value	
San Marcos	Ongoing	\$775K (estimated)	

**AECOM assisted the City of San Marcos in securing \$25 million in CDBG-DR funds, and in prioritizing infrastructure projects to protect against future flooding.**

Under separate procurements, AECOM continues to support the City of San Marcos as they recover from the Memorial Day and All Saints Day Floods of 2015. The first phase of AECOM's scope included partnering with the City to secure HUD approval for \$25 million in CDBG-DR funds. Services AECOM provides include Development of a Needs Assessment, Execution of a HUD-Approved Action Plan, Analysis of Impediments to Fair Housing, Consolidated Plan Amendment, and Policy and Procedure Review.

In a second phase, AECOM developed feasibility studies for a series of identified infrastructure projects. These studies highlighted the areas where the maximum benefit could be gained with the limited CDBG-DR funds available, identifying the amount of flood water that could be diverted or otherwise controlled with different combinations of projects. AECOM worked in close collaboration with the City of San Marcos to prioritize these projects so the citizens of San Marcos may be protected against the devastating impacts of future flooding.

AECOM is currently working with the City to implement its housing recovery program. Services include On-Site Case Management Services, Outreach Efforts, Damage Assessment and Estimated Cost to Repair Inspections, Damage Assessment and Estimated Cost to Repair (ECR), Tier II Environmental Clearance per 24 CFR 58, including Site Investigation for Lead-Based Paint Risk Assessments, Pre-Construction Services, to include topographical surveying, compliance with elevation requirements, and plans set development, Reporting and Document Management, and other services as requested.



**AECOM is assisting the City of San Marcos in recovering from devastating floods and reducing future impacts through priority infrastructure projects.**



Client	Services	Start date	Relevance to NC CM Services
New Jersey Department of Environmental Protection – Engineering and Construction, Bureau of Flood Resilience	<ul style="list-style-type: none"> <li>– Resilience planning</li> <li>– Design and construction document preparation</li> </ul>	2017	<ul style="list-style-type: none"> <li>– Client Similar to North Carolina</li> </ul>
		Completion date 2022 (expected)	<ul style="list-style-type: none"> <li>– Local Minority Subcontractors in Impacted Area</li> </ul>
Location		Overall value \$20.5 Million to date (\$32 Million total expected)	<ul style="list-style-type: none"> <li>– Program Similar Size and Nature</li> <li>– FEMA or Other Federal Funds</li> </ul>
Hoboken, Weehawken, JerseyCity, New Jersey			

The Rebuild-by-Design (RBD) competition was launched by HUD in the summer of 2013 to develop ideas to improve physical, ecological, economic, and social resilience of regions affected by Hurricane Sandy. The competition promoted innovation by developing flexible solutions that would increase regional resilience.

The State of New Jersey was awarded the winning Rebuild By Design – Hudson River Project, and contracted with AECOM to implement it. With a total value of \$230M, the goal was to reduce frequent flooding due to storm surge, high tide, and heavy rainfall, with a focus on the municipalities of Hoboken, Weehawken, and Jersey City.



*AECOM's innovative approaches to coastal community resiliency are identifying actions to mitigate the impacts of future hurricanes and other extreme events.*

The project takes a multi-faceted approach that addresses flooding from major storm surges, high tides and heavy rainfall events. In addition to minimizing impacts from flood events, the project also provides benefits by enhancing the resiliency of highly developed urban areas. The state's Department of Environmental Protection is the lead agency.

AECOM is providing a full suite of services that include evaluation of data and information from a Feasibility Study, Environmental Impact Statement and other relevant documents; examining site area topography, land uses, structures and facilities; and identifying site constraints and opportunities. AECOM is also identifying and addressing data gaps, and securing additional data such as geotechnical borings, land surveys and traffic counts. This includes working with the state and private utility companies to identify critical existing infrastructure within the study area. Following this effort, AECOM will initiate a final level of design that focuses on how the design elements merge, interface, and function.

The data gathering and analysis process is facilitating AECOM's determination of site-specific efficiencies, construction cost estimates, permitting and regulatory compliance requirements, and construction design package. This will allow AECOM to prepare construction design packages at the 30%, 65%, 95% and 100% design completion stages.



# Recreate New York Smart Home Program

Client	Services	Start date	Relevance to NC CM Services
Dormitory Authority of the State of New York (DASNY)/ Housing Trust Fund	<ul style="list-style-type: none"> <li>– Inspection Damage Assessments</li> <li>– Environmental Hazard Identification</li> <li>– Operations Audit of Ten Intake</li> <li>– Buy-Out Centers</li> </ul>	2013	<ul style="list-style-type: none"> <li>– Client Similar to NC</li> <li>– Housing or Building Repair in Impacted Area</li> <li>– Local Minority Subcontractors in Impacted Area</li> <li>– FEMA Compliant Inspections</li> <li>– Program Similar Size and Nature</li> <li>– FEMA or Other Federal Funds</li> </ul>
Location		Completion date	
Long Island and Upstate New York		2014	
		Overall value	
		\$2 Billion	

**AECOM provided inspection damage assessments, including estimated cost of repair and environmental hazard identification, for approximately 2,100 homes.**

Under a term agreement with the Dormitory Authority of the State of New York, AECOM provided inspection damage assessments, including estimated cost of repair and environmental hazard identification for approximately 2,100 homes in Suffolk County, the Lower Hudson Valley and upstate New York damaged by Hurricane Sandy, Hurricane Irene or Tropical Storm Lee.

AECOM established a field office to manage a variety of tasks and provide a base of operations, as many of the 350 homes in upstate New York were located in small communities.

AECOM received Notice to Proceed on September 10, 2013, and ramped up to 58 inspectors on the ground on September 15th. Staffing topped out at 151 inspectors on September 26th. Work was performed twelve hours a day, seven days a week. All inspections and estimates for the initial 2,000+ assessments were complete and uploaded to the client by October 5th. AECOM was tasked with inspecting an additional 957 homes in late September; this work was completed in mid-October.

Estimated cost of repair was developed using Xactimate software in order for the information to be uploaded directly to the State's database.

Completion of this task allowed New York State to issue Award Letters to homeowners detailing the amount of HUD funds that would be paid to repair storm-related damage.

AECOM was subsequently tasked (in 2014) with performing operations audits of ten intake and buy-out centers on Staten Island and Long Island in support of the repair efforts.



**AECOM deployed 58 residential inspectors within days of NTP, and completed over 2,000 inspections in three weeks.**

# Disaster Recovery Repairs Following Hurricane Irma for Multiple Naval Facilities Command Structures

Client	Services	Construction and renovation	Relevance to NC CM Services
Naval Facilities Engineering Command (NAVFAC) Southeast	<ul style="list-style-type: none"> <li>Damage Assessments and Repairs</li> <li>Debris clearing and removal</li> <li>Stabilization of damaged facilities</li> <li>Mold remediation</li> <li>Exterior and interior repair and/or replacement</li> <li>Electrical work</li> </ul>	<p><b>Start date</b> 2017</p> <p><b>Completion date</b> 2018</p> <p><b>Overall value</b> \$24.8 Million</p>	<ul style="list-style-type: none"> <li>Client Similar to NC</li> <li>Local Minority Subcontractors</li> <li>in Impacted Area</li> <li>FEMA Compliant Inspections</li> <li>Program Similar Size and Nature</li> <li>FEMA or Other Federal Funds</li> </ul>
<b>Location</b> Miami and West Palm Beach, Florida			

## AECOM rapidly deployed to multiple NAVFAC sites to perform disaster recovery services following Hurricane Irma.

AECOM has provided an array of disaster recovery services under its NAVFAC Global Contingency Response contract. Among others, this has included Hurricane Irma recovery work in Florida and Georgia that demonstrates experience and expertise relevant to the North Carolina CDBG-DR Construction Management program. A summary of each of two task orders follows.

As prime contractor, AECOM provided planning and recovery support following Hurricane Irma at the Naval Air Station (NAS) Key West, FL and at two Navy operational support centers (NOSCs) in Miami, and West Palm Beach, Florida. AECOM provided a highly skilled and qualified three-person Initial Planning Management Team to plan and develop recovery efforts and begin initial dry-out of 10 severely damaged buildings, with follow-on repairs and reconstruction of numerous facilities. Recovery scope includes repair of electrical power degeneration and distribution, debris clearing and removal, stabilization of damaged facilities, mold remediation, and other construction related tasks of various facilities. In total, AECOM provided repairs to 35 buildings for this task order.

Also as prime contractor, AECOM provided planning and Hurricane Irma support at various Naval Installations, including Mayport, Mayport DLA Fuel Depot, Blount Island, and Jacksonville, FL, and Kings Bay, GA. Assessments were provided for over 100 facilities at multiple locations. Follow-on construction has included repairs to 52 buildings providing debris clearing and removal; stabilization of damaged facilities; mold and asbestos remediation; repair or replacement of roofing, flooring, siding, doors, drywall, and other related elements; electrical repair, and other construction related tasks of various facilities. Waterfront repairs have also been performed to a retaining wall, marine dock, and fuel pier.



**AECOM provided a full suite of services in 16 Mississippi counties impacted by Hurricane Katrina, including over 5,700 damage assessments and contractor coordination for more than 850 residential properties with environmental and historical project conditions.**

## Ability to work with persons with disabilities

AECOM has a diverse staff that is available to work with any person who comes forward with disabilities. We follow the HUD/US Department of Justice policies on ADA and will work with the homeowner to determine the best course of action. If an advocate is needed, we will look to local organizations to assist the applicant to ensure their rights are protected. In the event that an existing relationship exists, our staff will work with that person or group. Our staff will also be able to ask for any additional assistance needed to ensure that the special needs of the applicant is met depending on the major life activity that is the source of the disability.



## Federal, State and Local Requirements

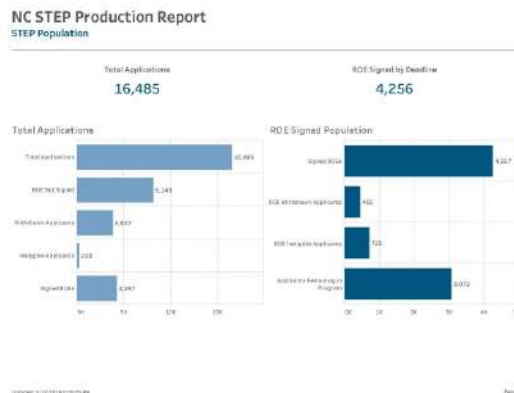
**RFP Section 4.3 (pg. 16):** A description of your organization's ability to satisfy all federal, state and local reporting requirements and to maintain that documentation (paper and electronic) relating to the construction management of HUD-funded disaster recovery housing programs and your organization's years of experience doing so.

Based on the details given in the RFP, and from long familiarity with implementing federally funded housing recovery programs, our team recognizes the wide range of reporting and documentation requirements that go with these programs. AECOM and our partners have designed reporting processes that will take the drudgery out of this process and provide a clear and concise snapshot of the program status, on a daily basis. In addition, our system will support documentation requirements for the state and HUD requirements directly applicable to CDBG-DR programs and also related to Environmental and Historic Preservation (EHP).

As identified in our Approach response in **Section II**, above, AECOM has extensive experience in complying with state and federal reporting and documentation requirements. When a disaster occurs, it is paramount that federal and state reporting requirements are met. We understand that it is the responsibility of the State to comply with these requirements to qualify for invoice reimbursement, comply with historical properties regulations, handle safety and ADA requirements and satisfy any environmental requirements. Sample report dashboards currently in use by the AECOM team are presented as an example of reports currently being generated to manage and report the current NC STEP program.

At a minimum, the types of reports that will be generated include:

- **Daily** production/progress reports to include construction scheduling activities, inspection status, work order development, construction activity and construction monitoring
- **Weekly** production reporting as determined by NCORR
- **Issues/complaints** and resolutions/escalations
- **Federal** and state compliance (e.g., Section 3, expenditure reporting)
- **Inspections:** AECOM tracks performance of all inspectors on the ground for accuracy, failure rate, expediency and other factors. Utilizing our handheld tablet systems developed in Louisiana and the USVI, we have the ability to capture much of this data and information in the field. Combined with the upload of the Scope of Work items, this makes us incredibly nimble and responsive to any unforeseen issues during the home repair phase and will help to resolve potential issues. This information is maintained in our reporting database and is used to identify individual inspectors and areas in need of improvement as well as outstanding performers. The data results in daily reports allow us to continuously improve the inspection process through training, policy and procedural changes, and technology enhancements. The result: faster and more reliable inspections, which in turn accelerate the construction process.
- **Environmental:** The project team will systematically support NEPA compliance for the program and will work with NCEM in consultation with FEMA's EHP program.
- **Construction:** Over the course of each construction project, our team will monitor construction activities by region and contractor/VOAD, document project progress, and report on the status to NCEM. Most importantly,



the team will track all key metrics such as the number of properties where work has been initiated, construction quality and scope management, duration of construction, and number of properties where work is complete. These metrics will be tracked real-time in our data management system.

The AECOM team will work with NCORR to identify additional and/or modified reports to meet its needs for situational awareness, transparency, and to drive NCORR decision making on the recovery program's direction and performance, as well as to meet regulatory requirements. We want to ensure NCORR has dashboard-level data with drill-down capabilities when and where NCORR needs it. As required by the RFP and demonstrated in our response **to 4.3.15/16 below**, we will work with NCORR to synchronize these data systems with Salesforce.

Our commitment to safeguard a workplace culture defined by integrity is paramount to AECOM's continued success. We all have a personal responsibility to make certain we and those we work with always provide our services ethically and in compliance with the law. While business results are a critical measure of our success, how we achieve those results is every bit as important. The mission of our Ethics + Compliance program is:

- To promote a workplace in which everyone is encouraged and expected to do the right thing
- To provide employees with training and tools to help them understand their responsibilities in dealing with challenging situations
- To advance AECOM's vision by providing training, guidance, support and awareness, consistent AECOM's Core Values
- To partner with operations towards these goals on a proactive basis

AECOM staff will execute business on an ethical basis and conduct themselves in accordance with the AECOM Code of Conduct, which includes areas of concern such as conflicts of interest, acceptance of gifts, Foreign Corrupt Practices Act, and Anti-Kickback Act. The Company requires ethics training annually for all employees, with documentation of this training maintained by our Human Resources (HR) Department. The company requires every employee to take annual training for ethics and compliance.

Our personnel will execute business in compliance with public laws. Applicable public laws are referenced in various procurement forms and checklists to support compliance. Training is provided to Buyers/Subcontract Administrators regarding Public Law compliance on a periodic basis. Compliance is verified through training, location supervisor, and senior management oversight, as well as internal review of procurement files. It is essential that the Company operate within the requirements of the law. Violations can disrupt approval of Company systems and lead to penalties, both to the Company and to individual employees.

**Our responses to the individual requirements are highlighted in the responses to Section 4.3.1-17 on the following pages.**

AECOM has been involved in all phases of CDBG-DR for more than a decade—often working on multiple programs at the same time. The AECOM team brings a wealth of experienced staff and team members including former public service direct staff with compliance and enforcement experience. In addition to ongoing inspection during construction, AECOM manages internal review teams to ensure program compliance and documentation throughout the process. These are HUD like reports that look at the overall program.

AECOM has designated national and local resources assigned to manage compliance and reporting activities from project set-up, in execution and through close-out. This internal designation of resources is a critical component of our historical success in maintaining a record of compliance, and a best-practice afforded to the clients we serve – reporting should never be a concern, as it is a matter of AECOM process.

As related to the data developed by our programs, and in compliance of the requirements in the RFP, AECOM will provide the data and information gathered to NCORR at the conclusion of the program. This data will be transitioned to Salesforce through procedures developed during **Milestones 3 and 6** as described in our Approach response.



## Section 3 Certification

**RFP Section 4.3.1 (pg. 16):** *Section 3 of the Housing and Urban Development Act. The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by Section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing. The parties to this contract agree to comply with HUD's regulations in 24 CFR part 135, which implement Section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the part 135 regulations. OFFEROR WILL ASSIST NCORR IN FACILITATING AND REPORTING OFFERORS' AND SUBCONTRACTORS' COMPLIANCE WITH SECTION 3 REGULATIONS.*

AECOM and its team members have successfully trained and monitored sub- and general-contractors, for example we utilized AECOM developed Section 3 plans on key DR programs in Texas, New York, and New Jersey – we anticipate applying lessons learned in a NC strategy. Our Section 3 programs have been reviewed by Civil Rights groups, third party reviewers and government staff and been given full support.

As stated in Section 5.1AA, we will develop full plans and train the construction teams how to hire Section 3 personnel and contract with Section 3 eligible businesses. We have also found that in developing Section 3 programs, we need to work with the community-at-large to explain the program and help recruit potential businesses into the program.

The AECOM team has worked with HUD annual reporting forms and can do interim reporting with the construction teams for the state as is necessary. If requested, AECOM can provide existing templates for NCORR to utilize, or is equally supportive of using NCORR materials – whatever allows NCORR to focus more on recovery than reporting. AECOM goes further and identifies a HUD policy lead that will keep apprised of any additional reporting requirements that come out during the life of the program, as commonly occurs on permanent housing contracts.

## Labor Organizations and Collective Bargaining Agreements

**RFP Section 4.3.2 (pg. 16):** *Offeror agrees to send to each labor organization or representative of workers with which the Offeror has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of Offeror's commitments under this Section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the Section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.*

The AECOM team will analyze our corporate structures and provide any labor organization with whom we have an agreement for this CM opportunity and notify them of the potential for Section 3 activities and training. We will include local labor groups with whom we do not have relationship and will post potential jobs to obtain the largest applicant pool. Our notices will comply with the preference, number, titles, details on apprenticeship and training as well as qualifications. Information will be provided for application manager and the dates of the work start.

## Subcontractor Violation Action

**RFP Section 4.3.3 (pg. 17):** *Offeror agrees to include this Section 3 clause in every subcontract subject to compliance with regulations in 24 CFR part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this Section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR part 135. Offeror will not subcontract with any subcontractor where Offeror has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR part 135.*

We will include the flow down language in our contracts and test to ensure subcontractor flow downs. We will not subcontract with any entity that we know is in violation of 24 CFR part 135. If at any point in a contractual relationship we become aware of any violation we will seek to terminate the affiliated agreement and report the finding to NCORR.

## Vacant Employment

**RFP Section 4.3.4 (pg. 17):** *Offeror will certify that any vacant employment positions, including training positions, that are filled (1) after Offeror is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 135 require employment opportunities to be directed, were not filled to circumvent Offeror's obligations under 24 CFR part 135.*

AECOM supports the Section 3 program and will to the greatest extent feasible seek out qualified persons under 24 CFR 135 from the time of award until the end of the program. AECOM has no intent to circumvent the 24 CFR 135 process.

AECOM has developed and maintains hiring plans in all its locations that establish specific practices, procedures and goals in support of this policy. The plans include the following:

- AECOM will recruit, hire, train, and promote qualified persons in all job classifications without regard to protected employee status.
- AECOM will make promotion decisions in accordance with principles of Equal Employment Opportunity by imposing only valid job-related requirements for promotional opportunities.
- AECOM will administer all above noted personnel actions, as well as company-sponsored training and education, education assistance, and social recreation programs, without regard to protected employee status.

## Sanctions and Terminations

**RFP Section 4.3.5 (pg. 17):** *Noncompliance with HUD's regulations in 24 CFR part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.*

AECOM understands the regulations and requirements of 24 CFR part 135, and will, to the greatest extent feasible, implement the program under our policy developed for this program. We understand the penalties of non-compliance.

## Indian Housing Assistance

**RFP Section 4.3.6 (pg. 17):** *With respect to work performed in connection with Section 3 covered Indian housing assistance, section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450e) also applies to the work to be performed under this contract. Section 7(b) requires that to the greatest extent feasible (i) preference and opportunities for training and employment shall be given to Indians, and (ii) preference in the award of contracts and subcontracts shall be given to Indian organizations and Indian-owned Economic Enterprises. Parties to this contract that are subject to the provisions of Section 3 and section 7(b) agree to comply with Section 3 to the maximum extent feasible, but not in derogation of compliance with section 7(b).*

AECOM supports the Section 3 requirements and will to the greatest extent feasible will implement the program under our policy developed for this program which will include Native American preferences as outlined. See 4.3.4 for a description of our hiring practices. Our hiring notices will include the required preference language.

## Davis Bacon Act

**RFP Section 4.3.7 (pg. 17):** *Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). All nonresidential prime construction contracts in excess of \$2,000, and all residential prime construction contracts involving 8 or more units, which are awarded through the HRP program must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, prime contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, prime contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. OFFEROR WILL ASSIST NCORR IN FACILITATING AND REPORTING CONTRACTORS' COMPLIANCE WITH AFOREMENTIONED FEDERAL PREVAILING WAGE LAWS AND REGULATIONS, WHERE APPLICABLE.*

Davis-Bacon likely will not apply to this single family residential home program as it based on individual contracts between homeowners and construction contractors. In the event that Davis-Bacon is determined to apply, AECOM will ensure that proper reporting takes place and the wage laws and regulations are followed.

## Anti-Kickback Act

**RFP Section 4.3.8 (pg. 17):** *Anti-Kickback Rules. Offeror will comply with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). Under the Act, the Offeror is prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. NCORR must report all suspected or reported violations to the Federal awarding agency.*

AECOM accepts the standard and will include the required text in all subcontractor agreements and require flow downs. We will investigate any reports of violation and refer to the proper authorities if found to be credible.

## Overtime Standards

**RFP Section 4.3.9 (pg. 18):** *Contract Work Hours and Safety Standards Act (Overtime). Where applicable, all contracts funded by CDBG-DR and awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, every mechanic and laborer on a construction contract exceeding \$100,000 must be compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. Under 40 U.S.C. 3704, no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence. OFFEROR WILL ASSIST NCORR IN FACILITATING AND REPORTING CONTRACTORS' COMPLIANCE WITH THE CONTRACT WORK HOURS AND SAFETY STANDARDS ACT, WHERE APPLICABLE.*

AECOM accepts the standard and will include the required text in all subcontractor agreements and require flow downs. We will investigate any reports of violation and refer to the proper authorities as appropriate.

## Clean Air Act

**RFP Section 4.3.10 (pg. 18):** *Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended. Offeror will comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).*

AECOM accepts the standard and will include the required text in all subcontractor agreements and require flow downs. We will investigate any reports of violation and refer to the proper authorities as appropriate.

## Debarment and Suspension

**RFP Section 4.3.11 (pg. 18):** *Debarment and Suspension (Executive Orders 12549 and 12689). A contract award (see 2 CFR 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. Any Offeror that is debarred, suspended, or otherwise excluded from federal contracting is ineligible for this procurement.*

AECOM will conduct a System for Award Management (SAM) test for every subcontractor and require subcontractors to provide proof that any subcontractors are eligible for award.

The Company maintains registration in the SAM as a requirement to be awarded contracts by the Federal Government. Basic information relevant to procurement and financial transactions is included and is updated at least annually, or as required. Our Buyers/Subcontract Administrators are required to search SAM to verify suspended/debarred status for our subcontractors/vendors and to ensure that they do not have any active exclusions.

## **Byrd Anti-Lobbying Amendment**

**RFP Section 4.3.12 (pg. 18):** *Byrd Anti-Lobbying Amendment (31 U.S.C. 1352). Offerors and each of their subcontractors, if any, must file a certification to the tier above that they will not and have not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.*

AECOM accepts the standard and will include the required text in all subcontractor agreements and require flow downs. We have not nor will we use Federal appropriated funds to pay to influence or attempt to influence any officer or employee of any agency, member of Congress, or any employee of a member of Congress regarding any Federal contract. We will investigate any reports of violation and refer to the proper authorities as appropriate.

## **False Claims Acts**

**RFP Section 4.3.13 (pg. 18):** *The State and federal False Claims Acts, N.C. Gen. Stat. §§ 1-612 et seq., and 31 U.S.C. 3729 et seq., respectively, apply to the contract resulting from this RFP, as well as to the construction contracts and subcontractors Offeror(s) will be overseeing on behalf of NCORR as part of the construction management services requested by this RFP.*

AECOM accepts the standard and will include the required text in all subcontractor agreements and require flow downs. We will investigate any reports of violation and refer to the proper authorities as appropriate.

## **Minority- and Women-Owned Businesses**

**RFP Section 4.3.14 (pg. 18):** *Minority- and Women-Owned Business Inclusion. When feasible, Offerors shall employ local contractors, employees, and "minority businesses" as defined in N.C. Gen. Stat. § 143-128.2.*

**OFFEROR WILL ASSIST NCORR IN FACILITATING AND REPORTING CONTRACTORS' COMPLIANCE WITH HIRING AND CONTRACTING GOALS FOR MINORITY- AND WOMEN-OWNED BUSINESSES**

The AECOM team will provide a Policy and Procedure consistent with North Carolina and Federal law to provide good faith effort to obtain the Minority-and Women-Owned Business Inclusion goal set forth in state standards.

In support of the goals of many public agencies at the municipal, state, and federal level to promote full and equal business opportunities for all businesses, AECOM is committed to promoting business opportunities for Small, Minority, Women-owned, Disadvantaged Business Enterprises (SMWDBE), and Service Disabled Veteran-Owned Business Enterprise (SDVOB) by means of an effective policy. Our process includes:

Here are examples of the tasks required to develop a viable DBE Utilization Plan.

- a) Review Solicitation specifications to determine project specific DBE goals and requirements.
- b) Identify capable and qualified DBE firms for subcontracting opportunities.
- c) Vet potential DBE vendors to identify that the firm has the capacity to perform all contract requirements.
- d) Use a State or Federal directory to verify that each DBE subcontractor selected and listed in a Utilization Plan is properly certified as a DBE to perform the type of work specified under the Solicitation. Many Local, State and Federal government agencies will provide a link to their approved/sponsored DBE program directory within the solicitation. If not provided within the solicitation documents, contact the solicitations "Designated Contact" or appropriate individual as referenced under the agencies procurement guidelines.

- e) Listing as a certified DBE firm in a State or Federal directory does not constitute a determination that the firm is technically qualified or responsible to perform the work as denoted within the directory.
  - a. Review company website
  - b. Request a qualifications package
  - c. Request references to verify project experience.
- f) Identify that the DBE firm(s) identified will provide a Commercially Useful Function (CUF) on the project. A DBE performs a CUF when it is responsible for the execution of a distinct element of work regarding the contract scope of services and carries out its responsibilities by actually performing, managing, and supervising the work involved in accordance with normal industry practice.
- g) Develop subcontracting Utilization Plan and program narratives to highlight compliance with the DBE program and overall program success.
- h) Documenting Good Faith Efforts: A contractor or vendor's efforts to achieve a DBE goal by its scope, intensity, and appropriateness to the objective can reasonably be expected to fulfill the program requirement. Sample listing of good faith efforts to engage DBEs listed below:
  - a. Utilize general circulation, trade association, and DBE oriented publications to solicit certified firms for the purposes of complying with participation goals.
  - b. Develop a list identifying the date(s) that all solicitations were published in any of the above publications.
  - c. Develop and maintain a list of all certified DBE's appearing in the Directory of Certified Firms that were solicited for purposes of complying with your participation goals.
  - d. Maintain copies of notices, dates of contact, letters, and other correspondence as proof that solicitations were made in writing and copies of such solicitations made to all certified DBE firms.
  - e. Maintain copies of responses made by certified DBE's to your solicitations.
  - f. Develop and maintain a description of any contract documents, plans, or specifications made available to certified DBE's for purposes of soliciting their bids, date and manner in which these documents were made available.
  - g. Maintain documentation of any negotiations between AECOM and the DBE undertaken for purposes of complying with the participation goals.
  - h. Contact the local, state and federal DBE business assistance office and/or client's Office of Business Diversity and Civil Rights to obtain assistance in the recruitment and placement of DBEs.

## Data and Systems Enhancements Applications

**RFP Section 4.3.15 (pg. 19):** *Any hardware, software, and communications enhancements/applications to the systems and/or data acquired and developed as part of this RFP shall be the property of the State and must be provided to the State when directed by NCORR. All systems must adhere to the standards documented in the North Carolina Statewide Technical Architecture.*

AECOM will provide any of the above items to North Carolina as required. During the development of Salesforce maps, reporting and procedures as detailed in **Milestones 3 and 6 of our Approach** response in Section II, we will create the procedure whereby all data and information will be provided to the NCORR, including, but not limited to the provision of daily data transfers and the transition of data at the conclusion of this Program. AECOM understands that the information utilized to populate Salesforce is the property of NCORR and the State, and will operate in compliance with this requirement.



## Proprietary Software

**RFP Section 4.3.16 (pg. 19):** *Offeror using third-party proprietary software to produce deliverables under this procurement shall determine whether such software may be necessary for the State to use the deliverables, and if so, Offeror shall determine the costs thereof and specifically identify the software and costs in their proposal. Offeror and subcontractors shall also identify any third-party software that may be sublicensed by Offeror to the State together with any costs necessary to provide NCORR and the United States Government with a royalty-free, paid-up, perpetual, non-exclusive, non-transferable license necessary to access and manipulate deliverables.*

In accordance with the policies and procedures identified for the completion of Milestones 3 and 6, specifically for the development of reporting procedures and processes to integrate our data systems with Salesforce, AECOM will provide NCORR and the State with regular reporting and data that in formats that are owned by the State. No additional licensing or proprietary software access will be required to access the information on once delivered to the State, either periodically or at the close out of the program.

## Coordination with Agencies, Officials, Public

**RFP Section 4.3.17 (pg. 19):** *NCORR works in close coordination with other federal and state agencies. The selected Offeror(s) shall perform under the direction of NCORR and will also be required to coordinate with Federal and State agencies, local community officials, and the public as directed by NCORR.*

AECOM commits to working with Federal and State agencies as well as the public as requested by the NCORR. Our confidence in this commitment stems from our decades of service managing and supporting program delivery around the world for programs funded by the State. AECOM understands that a primary responsibility of being a CM is to manage the content and flow of information, both internally to NCORR and with its dynamic roster of partners. As CM we will manage this through the transparent and consistent processes that can be adjusted to meet the current needs of the program. Examples we use regularly and will incorporate into delivery for NCORR are recurring project delivery meetings, less frequent senior management milestone briefings with key stakeholders, more open channels, to include GC town halls, or community engagement, or any number of private or public dashboards or packaged reports (paper or digital). NCORR and the AECOM Team will be coordinated and communicative partners for the duration of the program – that is the AECOM commitment.

## Experience with other Governmental Entities

AECOM's disaster recovery experience includes every named storm since 2005, spanning several states throughout the country. **We have been, and still are, on the leading edge of disaster recovery programs throughout North America, funded by agencies such as FEMA, and HUD for decades.** AECOM has extensive experience in all aspects of disaster recovery work, as evidenced by a representative sampling of 14 relevant programs and projects successfully completed or underway in the last 10 years. Collectively, these 14 projects total well over \$10.2 billion in value. As demonstrated below, these programs/projects collectively speak to AECOM's demonstrated ability and success in rapidly mobilizing to address complex, large-scale challenges associated with some of the nation's most extensive natural disasters (e.g., Hurricanes Katrina, Matthew, Irma, Ike, and Sandy). Each of the following similar projects is extensively detailed in the References Section of this response. Eight of the 14 programs/projects listed above have an individual total value exceeding \$50 million, and 13 of the 14 listed ranges from \$18.2 million to \$5.4 billion in total value. Thus, AECOM has a wealth of experience in managing and completing projects of at least similar size and nature to that of the North Carolina Recovery program. In fact, AECOM has provided a full suite of recovery services to the great majority of major US hurricane disasters over the past two decades. In so doing, AECOM has demonstrated a successful approach to particularly large and complex disaster recovery challenges, including (among others), responses to some of the more recent hurricanes such as Ike, Irma, Florence, Harvey, Matthew, Maria, Michael and Sandy. The chart above provides the volume of experience requested by the RFP, and half of those profiled address all experience requirements. (Please see our response **in the References Section** for additional information on our large-scale disaster recovery projects.)

Nine of the 14 programs and projects described demonstrate AECOM's extensive experience with clean-up and repair of residential housing and buildings. Among them is the Hurricane Matthew Recovery Program that AECOM led for North Carolina Emergency Management. This ongoing program, with an overall estimated value of \$50 million, provided for disaster recovery services that included development of resilient redevelopment plans addressing housing, infrastructure, economic and development needs, and managing the applicant intake and eligibility process.

An additional eight programs and projects presented within (see items 2, 3, 5, 7, 8, and 10-12 in the **Figure** on the following page) involve residential housing clean-up and repair in other disaster recovery areas with needs like those in the 12 impacted North Carolina counties. In total, **AECOM has provided clean-up and repair services to**

**Figure 4.0 – 2 Similar Program/Projects**

PROJECT TITLE / CLIENT	DATE	EXPERIENCE			
		1	2	3	4
1 Hurricane Florence Recovery (STEP) / NC Emergency Mgmt.	2018-ongoing	●	●	●	●
2 Emergency Housing Repair (STEP) / USVI Housing Authority	2/18–11/18	●	●	●	●
3 Shelter at Home Program (STEP) / LA Governor's Office	2016 - 2017	●	●	●	●
4 Hurricane Matthew Recovery / NC Emergency Mgmt.	2017- ongoing	●	●		●
5 Virgin Islands Mass Care Technical Assist. / FEMA	2017-2017		●	●	●
6 New York City Build-it-Back (BiB) / City of New York	2013-2015	●	●	●	●
7 North Carolina SDE / FEMA	2012-ongoing		●	●	●
8 Hurricane Dolly/Ike CDBG-DR Housing Program / TX General Land Office	2012-ongoing	●	●	●	●
9 Hurricane Katrina CDBG-DR Housing / MS Development Authority	2007-2016	●	●	●	●
10 FEMA Public Assistance Technical Assistance / FEMA	1997-ongoing		●	●	●
11 San Marcos CDBG-DR Flood Protection / City of San Marcos	2015-ongoing	●	●	●	●
12 Rebuild by Design Hudson River Project / NJ Dept. of Env. Protection	2017-2022		●		●
13 Recreate New York Smart Home Program / Dormitory Authority - NY	2013-2014	●	●	●	●
14 Hurricane Irma Disaster Recovery Response / NAVFAC Southeast	2017-2018		●	●	●

**Experience Key/Relevance to the Contract:**

1. *Experience in the Cleanup and Repair of Residential Housing or Buildings*
2. *Experience with the Employment of Minority Subcontractors*
3. *Experience with Site Inspections in Compliance with regulations regarding Validation and Documentation of Structural Damage.*
4. *Experience in Managing and Completing Projects Funded by HUD CDBG-DR or Other Federal Funds.*

● A black dot denotes program/project-specific experience by the AECOM team (including subconsultants).