
Consultant Services for National Disaster Resilience Competition, Springfield, MA

In addition to the expertise that our proposed team brings to bear, GCR offers the City of Springfield a team of real estate professionals with decades of experience administering thousands of residential and commercial property relocations. While it is currently not clear to what extent such expertise will be applicable to the City's NDRC efforts, we stand ready to commit additional resources to ensure that the City is compliant with all requirements applicable in relocations.

3. Key Personnel

RESUMES

Summary resumes of GCR's key personnel for this project are included on the following pages along with the percentage of each employee's time that will be devoted to the project.





ROBIN KEEGAN - PROJECT DIRECTOR

10 % of her time will be devoted to this project.

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

Robin's sought-after expertise in disaster recovery was instrumental to New Jersey as they developed their Action Plan for federal funding following Hurricane Sandy. She also provided economic development policy services to New York City, serving as Deputy Director for the Center for an Urban Future, and Project Manager for the New York Industrial Retention Network.

RELEVANT EXPERIENCE

State of New York Storm Recovery Management Support

Client: New York Governor's Office of Storm Recovery

Project Role: Robin is leading GCR's assignment in New York, including advising the State on policy, program development, and implementation processes based on best practices and HUD/CDBG regulations. She developed protocols and processes for the development of a state Action Plan and Action Plan Amendments, and provides technical assistance.

New Jersey Unmet Needs Assessment

Client: New Jersey Department of Community Affairs

Project Role: Robin was the GCR lead. She served as client interface and subject matter expert; conducted unmet needs analysis; and developed disaster recovery programs for the initial Action Plan for HUD CDBG-DR funding.

Sr. Advisor for Redevelopment, Housing Authority of New Orleans

Robin led the implementation of a \$30.5 million Choice Neighborhoods Initiative (CNI) grant from the HUD to increase investment in local communities. She also advised the executive director on the agency's real estate development projects.

Louisiana Recovery Authority (LRA)/Office of Community Dev.

Robin held various roles at the LRA, the state-created entity that established policies and implemented programs for recovery and redevelopment after hurricanes Katrina and Rita. Positions included Director of Economic & Workforce Policy, Chief of Staff, and Executive Director.

QUALIFICATIONS

- Over 8 Years of Experience providing grant management support services
- Executive Director of the Louisiana Recovery Authority following hurricanes Katrina and Rita
- Secured and programmed more than \$1 billion in federal CDBG resources for the recovery from a series of hurricanes in 2008
- Led the cabinet-level taskforce following the BP oil spill (2010) to create and implement the state's response on economic and social issues caused by the crisis

EDUCATION AND TRAINING

Masters of Urban Planning, 1998
Columbia University, School of Architecture, Planning and Preservation, New York, NY
Bachelors of Arts, Comparative Religious Studies, 1993
Macalester College, St. Paul, MN



TED GUILLOT - PROJECT MANAGER

25 % of his time will be devoted to this project.

Ted Guillot currently serves as a Project Manager with GCR. Prior to joining GCR, he worked at the Louisiana Housing Corporation and the Louisiana Office of Community Development – Disaster Recovery Unit where he directed the design and administration of over \$800M in CDBG-DR funded disaster recovery programs that addressed the State's recovery needs in the aftermaths of Hurricanes Katrina, Rita, Gustav, Ike, and Isaac.

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

QUALIFICATIONS

- Over 7 years of experience providing disaster recovery services on behalf of government agencies.
- Provides direct technical assistance to state and local governments on federal regulatory compliance and grants management best practices.
- Proficient in the design and implementation of innovative programs that leverage multiple funding sources.
- Skilled in collaborating with various stakeholder groups to identify priorities and build consensus on how best to address post-disaster community development needs.

EDUCATION AND TRAINING

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

RELEVANT EXPERIENCE

St. Tammany Parish CDBG-DR Project Management

Client: St. Tammany Parish Government

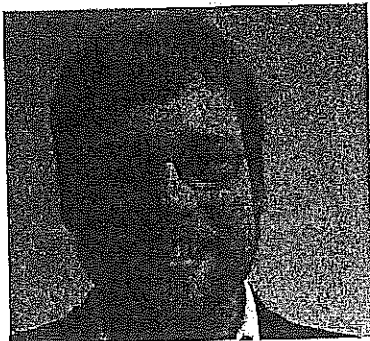
Project Role: Ted is leading all aspects of GCR's assignment, including advising the parish on policy, program development, and implementation processes based on best practices and HUD/CDBG-DR regulations. He is developing protocols and processes for ensuring adherence to all applicable rules and regulations, coordinating all entities involved in the completion of the parish's recovery projects, and supporting the parish in all identified areas of need. Mr. Guillot is St. Tammany Parish's primary resource on its post-disaster CDBG-DR programs based on his experiences leading statewide recovery efforts in Louisiana.

Louisiana Housing Corporation

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

Louisiana Office of Community Development – Disaster Recovery Unit

Responsibilities: Ted was a Disaster Recovery Housing Specialist. He developed policies and procedural manuals for multiple housing recovery programs, served as lead constituent services representative for the Louisiana Road Home Program, and conducted community outreach.



NATHAN CATALINE - SENIOR PLANNER

25 % of his time will be devoted to this project.

QUALIFICATIONS

- Over 7 years of experience in neighborhood planning and state policy.
- Extensive community outreach and engagement experience.
- Expertise in data analysis and geographic information systems.
- Skilled in building, sustaining and facilitating cross-sector stakeholder groups.
- Specializes in providing technical assistance on federal, state and local housing programs.

EDUCATION AND TRAINING

Masters of Urban Planning, 2009
University of Michigan, Ann Arbor, MI
B.A., American Studies, 2007
University of California, Santa Cruz

Nathan Cataline has a demonstrated track record of housing policy and community planning work. He has worked with non-profit, private and public organizations on housing issues including disaster preparedness, housing finance, housing policy and regional planning. Recently, Nathan worked with a statewide nonprofit in Louisiana, focusing on Disaster Community Development Block Grant (CDBG) implementation, and local CDBG allocations through the Louisiana Housing Corporation. He is skilled in community engagement, policy research and analysis, land use planning, coalition building and technical assistance.

Nathan has organized state-wide community engagement processes in nine cities across Louisiana, crafted a curriculum for statewide education on sustainable communities planning in California, and piloted a resident led city-wide vacant property assessment of the City of Detroit. His research and evaluation experience includes work on all Federal housing programs, transit-oriented development programs, and taxing districts.

Prior to joining GCR, Nathan served as the statewide Community Engagement Coordinator for the Louisiana Housing Alliance, and Research Manager for Housing California.

RELEVANT PROJECT EXPERIENCE

D-CDBG Program Design and Management

Client: Terrebonne Parish Consolidated Government

Project Role: As the project manager, Nathan coordinates all aspects of the pre-development and construction phases of the project. He oversees CDBG, Section 3, and Davis-Bacon reporting, manages subcontractors, and works with the developer and parish to meet all federal, state and parish requirements.

City of Birmingham Housing Plan

Client: City of Birmingham, Alabama

Project Role: Nathan leads the project, and coordinates all analysis, outreach, report writing, and GIS-tool development.

Delaware Housing Needs Assessment

Client: Delaware Housing Authority

Project Role: Nathan participated in each level of the project, from data collection, surveying special needs service providers and affordable housing developers, analyzing and presenting data, analyzing state and federal programs, and overseeing the development of the final report and GIS data portal.



ELIZABETH GRIFFITH - SENIOR PLANNER

10 % of her time will be devoted to this project.

Elizabeth Griffith's work at GCR has focused on transit management projects, including the development of grant applications, grant funds analysis and oversight, financial planning and budgeting, federal compliance and marketing promotions. She currently manages three of GCR's transit management projects.

RELEVANT PROJECT EXPERIENCE

State of New York Storm Recovery Management Support

Client: New York Governor's Office of Storm Recovery

Project Role: Ms. Griffith provided planning support.

Professional Services for Jefferson Parish Department of Transit Administration

Project Role: Elizabeth served as the project manager. She reviewed and evaluated fixed route and MITS ridership, revenues, and expenses and provided ongoing support to the Transit Director and Contract Monitor through grant management. She was involved in news releases and community outreach, and worked with the graphics department to update the website and schedules. She submitted all grant applications and quarterly reports, and worked with the Regional Planning Commission to secure funding. She also provided oversight to all capital projects through the bidding phase through to completion.

St. Bernard Urban Rapid Transit Grants Management

Project Role: Elizabeth is the project manager. She works with the Transit Manager to ensure that St. Bernard submits all needed quarterly reports to the Federal Transit Administration. Elizabeth handles all of St. Bernard's Milestone and Financial reports as well as any additional reports for the American Recovery and Reinvestment Act.

River Parishes Transit Authority

Project Role: Ms. Griffith is the project manager. She monitors all needed capital projects and sees them through from the bidding process to delivery or the completion of construction. She monitors all grant funds and submits all needed reports. She also serves as the main contact for the Board Members and Federal Transit Administration (FTA).

Community-Based Mitigation Committee for Industrial Canal Lock Project

Client: U.S. Army Corps of Engineers (USACE)

Project Role: Ms. Griffith conducted extensive research in order to assist in the writing of the FY 2007 Needs Assessment Update for the Community Impact Area. She also specialized in community outreach.

QUALIFICATIONS

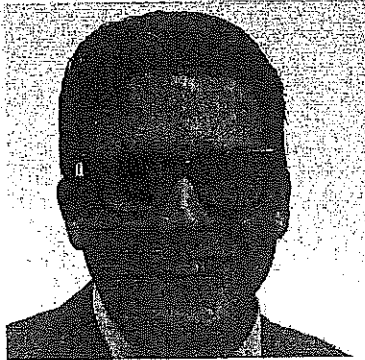
- Has worked on development of grant applications and grant funds analysis
- Familiar with federal regulations, rules, and requirements

EDUCATION AND TRAINING

M.A. Urban and Regional Planning,
2008

University of New Orleans,
New Orleans, LA

B.A., English, 2005
University of Georgia,
Athens, GA



TYLER ANTRUP, CFM – PLANNER

20% of his time will be devoted to this project.

Tyler Antrup's experience includes deploying a comprehensive outreach campaign to improve Terrebonne Parish's comprehensive flood ordinance in support of improving their CRS rating, coordinating community engagement and outreach for the Choice Neighborhoods Initiative redevelopment of the Iberville public housing project in New Orleans, and leading the cost benefit analysis for the Greater New Orleans Water Management Strategy.

Prior to joining GCR, Mr. Antrup worked with ArtPlace America researching the impact of creative placemaking on vibrancy in a number of US communities, as well as developing a set of guiding principles to advise public officials on placemaking strategies.

His specialties include sustainable urban design, community outreach and education, hazard mitigation, and water management.

QUALIFICATIONS

- Skilled at completing comprehensive assessments of risks and vulnerabilities facing communities
- Extensive community outreach and stakeholder engagement experience

EDUCATION AND TRAINING

Master of Sustainable Real Estate Development, 2012

Tulane University,
New Orleans, LA

B.A., Urban Planning and Design,
2009

University of Missouri- Kansas City,
Kansas City, MO

CERTIFICATIONS

ASFPM Certified Floodplain Manager
#US-13-07118

RELEVANT PROJECT EXPERIENCE

Jefferson Transit Grant Administration and Project Management

Client: Jefferson Parish Department of Transit Administration

Project Role: Tyler worked on a number of planning tasks including security planning, performance indicators, and developing the Triennial DBE goal plan.

GNO Water Management Strategy- Cost Benefit Analysis

Client: GNO, Inc. / Waggonner and Ball Architects

Project Role: Tyler designed models to quantify various costs and benefits, and executed extensive quantitative and case study research to support benefit estimates. The project also required Tyler to develop compelling qualitative narratives to support benefits that cannot be directly quantified.

Think Alex! Alexandria, LA Comprehensive Plan- Housing

Client: Concordia

Project Role: Tyler researched past and future projections for all aspects of the housing market in Alexandria and graphically represented the data to use in community meetings.

Terrebonne Parish Flood Prevention Outreach and Education

Client: Terrebonne Parish Hazard Mitigation Office

Project Role: Tyler coordinated all presentation materials and created the online survey instrument. He presented at 4 public meetings and synthesized the results of all feedback in a simplified format for parish officials.



ALLISON DEJONG – PLANNER

20 % of her time will be devoted to this project.

With a background in Economics, Allison DeJong specializes in demographic and economic data analysis, strategic planning, and impact assessment. She is currently pursuing certification as a Certified Louisiana Economic Developer.

Allison has analyzed data and prepared presentation materials for municipal, corporate, and community audiences. She is adept at sifting through large data sets to find relevant, timely, and accurate statistics that support project goals. Her past work includes developing the economic development strategic planning process for the City of New Orleans, known as *ProsperityNOLA*.

QUALIFICATIONS

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

EDUCATION

Master of Business Administration,
2015 (anticipated)
Louisiana State University
Baton Rouge, LA
B.A., Economics, 2007
University of Notre Dame
Notre Dame, IN

RELEVANT PROJECT EXPERIENCE

Economic Impact Analysis of Post-Katrina Investments by the Economic Development Administration (EDA)

Client: Greater New Orleans Development Foundation (GNODF)

Project Role: Allison is the project manager. She is analyzing the economic impact of the EDA investments made in the New Orleans region following Hurricane Katrina. The grants range from planning studies to infrastructure projects. She is also involved in extensive outreach to grantees.

ProsperityNOLA – Strategic Plan for Economic Development

Client: New Orleans Business Alliance (NOLABA)

Project Role: Allison is assistant project manager overseeing data analysis and research, and coordination of the project's many industry committees. She was one of the principal authors of the final plan and continues to advise NOLABA on implementation.

Kenner Economic Development Strategic Plan

Client: City of Kenner

Project Role: Allison is overseeing the implementation progress reports, from data gathering to final design and publication.

New Orleans Pedestrian Safety Action Plan

Client: City of New Orleans; Regional Planning Commission for Jefferson, Orleans, Plaquemines, St. Bernard & St. Tammany Parishes

Project Role: Allison analyzed the crash data and led field audits to examine the potential role of specific engineering countermeasures.

Professional Services for Jefferson Parish Department of Transit Administration

Project Role: Allison handled FTA compliance issues, such as Title VI, ADA, LEP (Limited English Proficiency) and assisted with capital projects, regional coordination, and long-range planning.



LAUREN NICHOLS - SENIOR TECHNICAL ADVISOR

10 % of her time will be devoted to this project.

Ms. Nichols is a Disaster Recovery Economic Development Specialist with particular expertise in CDBG-DR funding. She has provided technical assistance to state agencies and applicants regarding program design and project eligibility; was responsible for direct program management of disaster economic development CDBG-DR programs; and has drafted and edited action plan amendments submitted to HUD.

QUALIFICATIONS

- 9 years of experience working in disaster recovery
- Has particular expertise in CDBG-DR funding
- Has provided technical assistance to state agencies and applicants regarding CDBG-DR program design and project eligibility
- Was responsible for direct program management of disaster economic development CDBG-DR programs

EDUCATION AND TRAINING

M.S., International Relations: Peace Studies and Conflict Resolution, 2006
University of Queensland, Brisbane, Australia
B.A., Modern European Languages, (Spanish & French) & European Union Studies, 2004
University of Edinburgh, Scotland

RELEVANT EXPERIENCE

State of New York Storm Recovery Management Support

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

Project Role: Lauren is Director of GCR's Economic Development working with executive state staff and other GCR staff to develop policies and correlating procedures for the CDBG-DR small business recovery grant program. This program serves hundreds of small businesses throughout the state. These efforts have resulted in a more streamlined and compliant program that is designed to manage applicants' expectations at the outset of the application process. She also provides ongoing subject matter expertise and technical assistance to GOSR staff, state agencies and applicants regarding program design, project eligibility, implementation, and compliance requirements.

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

Role/Responsibilities: Lauren served as Section Manager, Program Manager and Disaster Recovery Economic Development Specialist. As Section Manager she managed a team responsible for implementing over \$404 million in CDBG-DR funding and ongoing program income funding from 5 hurricanes. She also provided ongoing technical assistance to DRU staff, state agencies and applicants regarding program design and project eligibility. As a Program Manager she provided direct program management of disaster economic development CDBG-DR programs totalling \$150 million; drafted and edited action plan amendments submitted to HUD; and created program policies, procedures and applications for new programs.

As a Disaster Recovery Economic Development Specialist Ms. Nichols was responsible for Disaster Recovery Housing and Urban Development (HUD) Community Development Block Grant (CDBG-DR) Economic Development programs.



CATHLEEN CARNEY - SENIOR TECHNICAL ADVISOR
25 % of her time will be devoted to this project.

Cathleen Carney is a senior technical consultant at GCR currently providing leadership and organizational support to the New York State Governor's Office of Storm Recovery senior management team. She is assisting in development of policies and procedures for URA requirements for the State of New York. Her background includes extensive real estate and disaster recovery experience with federal, state and local government revitalization efforts.

QUALIFICATIONS

- Over 12 Years of Experience providing support services for acquisitions and relocations
- Assisted in development of policies and procedures for URA requirements for the State of New York
- Q/C reviewed the relocation files in Minot, ND.
- Worked with 28 Louisiana parishes (counties) to guide the implementation of disposition strategies and policies for compliance with HUD and State requirements
- Directed title and closing operations for the Louisiana Road Home Grant program

EDUCATION AND TRAINING

Florida State University
1974-1977

Before joining the staff of GCR, Cathleen directed the real estate disposition operation for the Louisiana Land Trust (LLT), a nonprofit organization formed to manage the properties purchased by the State of Louisiana under the Road Home Program as part of the ongoing recovery effort from the damage caused by Hurricanes Katrina and Rita in 2005. She was also a project manager for the Louisiana Road Home Grant Program.

RELEVANT EXPERIENCE

State of New York Storm Recovery Management Support

Client: New York Governor's Office of Storm Recovery

Project Role: Cathleen provides leadership and organizational support to the senior management team; Policy, Procedure and Program Development / Implementation support; and staff training. She provides this in connection with the Home Repair and Reimbursement program, the Mitigation and Elevation program, the Interim Mortgage Assistance program, the Buyout Program, the Small Business Program and the Rental Program.

Louisiana Land Trust Real Estate Disposition Operation

Description/Project Role: Cathleen was the project manager responsible for directing the real estate disposition operation. She managed over 10,600 parcels of real estate; designed the platform to manage, track and report on e-Grants; coordinated and managed the implementation of Parish disposition plans and cooperative endeavor agreements; and worked with 28 parishes to help them meet HUD compliance requirements.

Road Home Closing Division, New Orleans, LA

Description/Project Role: As Project Manager, Cathleen directed the Title and Closing Operations for the State of Louisiana Road Home Grant Program. She successfully completed over 70,000 transactions across the State of Louisiana; designed innovative processes for reporting, program delivery and streamlined transaction processing; incorporated stringent financial controls, and strong waste, fraud and abuse monitoring; and instituted a quality control process unparalleled in the program.



FRANCINIA HENRY - PLANNER

20% of her time will be devoted to this project.

Francinia Henry has analyzed data and prepared presentation materials for state and local government, corporate, and community audiences. Her areas of expertise include ethnic and sociological studies, project coordination and community relations. Moreover, her years of experience have demonstrated her ability to forge consensus while being inclusive of diverse views.

RELEVANT EXPERIENCE

City of Birmingham Housing Plan

Client: City of Birmingham, Alabama

Project Role: Francinia is involved in the Special Needs Assessment, and is leading the Community Engagement which includes a Resident Housing Survey and a Housing Developer Survey.

Delaware Housing Needs Assessment

Client: Delaware Housing Authority

Project Role: Francinia assisted with analysis of Census, HUD, Bureau of Labor Statistics, and ESRI data. Additionally, she worked with GIS to develop data profiles for small area jurisdictions.

Cairo Master Comprehensive Plan

Client: The City of Cairo, Illinois

Project Role: Francinia is playing a major part in the community engagement component of this project. One of the major milestones of engagement involves a Community Photojournalism project. Rather than focus solely on problems or deficiencies, this method engages individuals to photographically document community assets and concerns, critically discuss the resulting images, and communicate with community stakeholders around these images to help guide the development of an action plan for the City.

West Jefferson Market Revitalization Project

Client: Jefferson Parish

Project Role: Francinia conducted community outreach through a mixed approach, including on-line and in-person surveys, and a series of stakeholder meetings, in order to understand perceptions and preferences of existing, former and potential residents.

The Southwest Central Durham Quality of Life Project

Client: Durham Quality of Life

Project Role: Francinia worked with area organizations and residents in a concentrated effort to break down economic, social, and cultural boundaries by building intentional bridges of common experience and shared concern. Public engagement resulted in several community conversations.

QUALIFICATIONS

- 5 years of experience providing community outreach
- Experience working with local government agencies
- Has conducted various types of community outreach including traditional meetings as well as website, and social media

EDUCATION AND TRAINING

Master of Public Administration, 2011, University of North Carolina at Chapel Hill

Master of Social Work, 2011, University of North Carolina at Chapel Hill

B.A., Sociology, 2008, University of North Carolina at Chapel Hill

B.A., African and Afro-American Studies, 2008, University of North Carolina at Chapel Hill



ADRIENNE DUNCAN - SENIOR TECHNICAL ADVISOR
10 % of her time will be devoted to this project.

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

QUALIFICATIONS

- 5 years of experience working in disaster recovery projects
- Is currently involved in providing support to the New York Storm Recovery effort for the Governor's Office of Storm Recovery
- Experience with federal regulations and federal disaster recovery programs
- Experience with Community Development Block Grant Funding

EDUCATION AND TRAINING

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

RELEVANT EXPERIENCE

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

Project Role: As a Senior Consultant, Adrienne provides leadership and support to all aspects of GCR's assignment in New York, including advising the State on policy, program development, implementation, HUD CDBG-DR regulations and compliance across all programs. She has developed implementation procedures for many of the state's disaster recovery programs. She has also played a significant role in the submission of all of the state's action plan amendments and coordination of weekly technical assistance from HUD for New York State. She provides assistance on the Community Reconstruction Program, New York Rising Housing Programs, Infrastructure and Economic Development Programs and also created and delivered training on CDBG-DR requirements.

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

Role/Responsibilities: Adrienne served as Disaster Recovery Special Projects Analyst. She was responsible for managing contract negotiations between state, local officials and their designees; provided technical assistance to parishes; and served as liaison between Louisiana Land Trust and OCD/DRU. She also implemented and managed \$9 million state run rental assistance program; and coordinated with FEMA, local officials in numerous parishes and other state agencies to remove all FEMA Temporary Housing Units (THU) from the state and provide safe stable housing alternatives for all applicants.



MATT ERCHULL- SENIOR TECHNICAL ADVISOR

10 % of his time will be devoted to this project.

Matt Erchull is a CDBG-DR Specialist and a FEMA PA Specialist. He has experience working with disaster recovery operations in the states of New York, Louisiana and Texas. Some of the organizations with which he has worked include the New York Governor's Office of Storm Recovery; the St. Bernard Parish Sheriff's Disaster Recovery Office; the Community Development Block Grant Needs Assessment, Tioga County, New York; and the City of Galveston Home Buyer Assistance Program.

- 9 years of professional experience
- CDBG Specialist and a FEMA PA Specialist
- Experience working with disaster recovery operations in New York, Louisiana and Texas
- Experience working with government agencies on a variety of programs

RELEVANT EXPERIENCE

State of New York Storm Recovery Management Support

Client: New York Governor's Office of Storm Recovery

Project Role: Matt is providing Organizational Systems Management/Support including requirement gathering, project management and oversight. He was also a lead project manager for the development of the state's Grant Management System (Intelligrants) for single family and multi-family programs.

St. Bernard Parish Sheriff's Disaster Recovery Office

Description/Role: Matt was Project Manager. He worked with the St. Bernard Parish Sheriff's Office to manage existing projects totaling approximately \$93 million. His responsibilities included managing design development, project procurement, administrative, reimbursement and closeout activities.

St. Bernard Parish Government Recovery Office

Description/Role: Matt was involved in managing design development, project procurement, administrative reimbursement, and closeout activities.

404 Mitigation Plan, City of Minot, North Dakota

Description/Role: Matt assisted in completing a 404 Mitigation Plan for the City. The plan included analyses of flood impacted areas with redevelopment and mitigation strategies for affected housing, businesses, critical infrastructure, and public services.

Community Development Block Grant Needs Assessment, Tioga County, New York

Description/Role: Matt completed a Community Development Block Grant Needs Assessment focused on impacted housing, businesses, critical infrastructure, social services, schools and public services as a result of flooding in 2011.

City of Galveston, TX, Disaster Recovery Housing Program

Description/Role: Matt developed program requirements, controls and implementation plans for the program's Contract Management System, "Intelligrants".

EDUCATION AND TRAINING

Executive MBA Business
Administration Global Management,
2010
Thunderbird School of Global
Management
B.S., Administration, 2005
Eller College of Management
University of Arizona



RICHARD POCHÉ, GISP - SENIOR GIS ANALYST

10 % of his time will be devoted to this project.

Richard Poché is GCR's GIS Manager and assists the planning department in mapping and database support. He has managed GIS projects for land acquisition; neighborhood assessments; land surveying; housing needs; disaster recovery; coastal restoration, and public infrastructure. He is lead designer for GCR's Activity Index, assessing neighborhood energy through an algorithm of parcel-based indicators.

Richard has worked extensively with GIS information management related to the State of Louisiana recovery after Hurricane Katrina and the States of New York, New Jersey and Delaware after Hurricane Sandy.

Working with the City of New Orleans GIS, Richard helped to create and maintain the City's central repository database containing mission critical data and datasets essential to the redevelopment of the City. He also worked with City emergency agencies creating maps and databases for emergency distribution sites and shelter locations.

QUALIFICATIONS

- GIS expert with over 15 years' experience in ArcGIS
- Has written software specifications for numerous GIS applications
- Has created features class metadata for several federal projects as well as the City of New Orleans enterprise geodatabase
- Has attended several training sessions in metadata development and maintenance
- Has developed geoprocessing models and python scripts to enhance productivity and automate repeatable tasks
- Experience setting up and configuring servers and mapping applications to best utilize SQL server and ArcSDE as the back end of GIS enterprise geodatabases functionality
- Created a custom training GIS program for the City of New Orleans Fire Department

EDUCATION AND TRAINING

BA in Landscape Architecture, 1995
Louisiana State University
Baton Rouge, LA

PROFESSIONAL CREDENTIALS

Licensed Landscape Architect,
Louisiana License Number 02-0482,
June 2000
GISP - Certified GIS Professional
ESRI SAG Recipient (Special
Achievement in GIS Award) 2012
URISA Addressing workshop
ESRI User Conference Presenter
LAGIS Remote Sensing presenter

RELEVANT PROJECT EXPERIENCE

Rapid Repairs Program for Hurricane Sandy

Client: City of New York/Shaw Environmental, Inc.

Project Role: Richard was the GIS Analyst. He worked with New York City employees to map and organize their data and worked on models for housing needs. He was part of the team that developed an interactive reporting tool illustrating damage to homes and businesses.

Rebuild.LA.Gov Public Website - Housing

Client: State of Louisiana, Office of Community Development, Disaster Recovery Unit (OCD-DRU)

Project Role: Mr. Poché worked closely with OCD-DRU to locate residential properties affected by the past Louisiana storms. A GIS mapping site was created for the State to manage the recovery process by tracking the rebuilding activity of properties and public infrastructure in South Louisiana. Richard geocoded records and matched them to activity using postal records and other various sources that were compiled monthly and tracked over time.

Jefferson Parish Emergency Operations Center GIS Support Services - 911

Client: Jefferson Parish

Project Role: Richard updated and created street centerlines, and address points and response zones. He worked closely with multiple departments at Fire, Police and EMS to refine their emergency service zones.



ZACHARY SILVERMAN - GIS ANALYST

10 % of his time will be devoted to this project.

Zachary Silverman is currently working as a GIS analyst for the State of New York Office of Community Renewal. His experience includes providing GIS support for the City University of New York's Metro Freight study, and working for the New York City Department of City Planning as a GIS Planner.

RELEVANT PROJECT EXPERIENCE

State of New York Storm Recovery Management Support

Client: New York Governor's Office of Storm Recovery

Project Role: Zachary is GIS analyst. He conducted an unmet needs analysis for the recovery from Hurricane Sandy, Hurricane Irene and Tropical Storm Lee; managed an Access database of small businesses requesting NY State recovery assistance; performed demographic research to better understand those impacted by the storms; provided GIS mapping and support to the housing recovery and small business assistance programs.

Hurricane Sandy Rapid Repairs Program

Client: Office of Housing Recovery, City of New York

Project Role: Zachary assisted with the planning and implementation of the Hurricane Sandy Rapid Repairs program web portal and supported the development of a web-based GIS portal to allow rapid access and analysis of Sandy data. He also worked as a liaison between the client and the development team. GCR served as lead in developing much of the technology infrastructure needed to manage this process including the GIS data management systems that provided point-level applicant information and aggregate reports; and the mobile application used by contractors to upload forms required by the City.

Deepwater Horizon Oil Spill Analysis

Description: GCR has developed extensive databases cataloging the impact of reported oil throughout the coastal portions of the Gulf States based on property records, incident data, and various other reports.

Project Role: Zachary was a GIS analyst/technician. He conducted shapefile creation.

QUALIFICATIONS

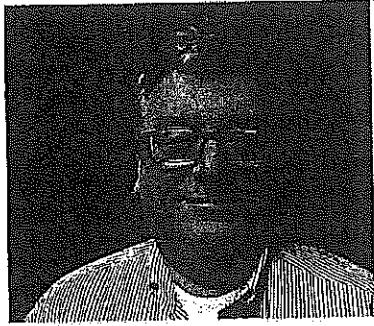
- Is currently working as a GIS analyst for the State of New York Office of Community Renewal.
- Experience in providing GIS support for the City University of New York's Metro Freight study
- Has worked as a GIS Planner for the New York City Department of City Planning.

EDUCATION AND TRAINING

Masters of Regional Planning, 2012

University of Massachusetts Amherst
B.A., Geography with focus in GIS, 2010

Clark University, Worcester, MA



JOSEPH REXFORD - APPLICATION DEVELOPER

10 % of his time will be devoted to this project.

Joe Rexford has over fifteen years of experience as a business analyst. He has a broad range of experience in the design, development, and maintenance of data management systems, including GIS and Internet-based systems. Since the impact of Hurricane Katrina in 2005, Mr. Rexford has led the development effort on the Hurricane Katrina recovery sites for a number of clients including the U. S. Army Corps of Engineers' Technology Initiatives, FEMA, LRA, MLU Services, Shaw, and Fluor. Joe has been actively involved in client communication and putting procedures in place in the event of another disaster.

Joe has extensive experience in the assembling of informational packets, and their review for grant submissions. He served as a Group Lead within the Louisiana Hazard Mitigation Grant Program where he was responsible for the creation and execution of the processes used by the Initiative Team.

QUALIFICATIONS

- Extensive experience in assembling informational packets and their review for grant submissions
- Has led several major development initiatives for disaster recover applications
- Has been involved in disaster recovery projects in Louisiana, New York, and New Jersey
- Over 20 years of experience in the IT industry

EDUCATION AND TRAINING

B.S. Applied Computing Systems & Technology, 2012 Cum Laude
Tulane University
New Orleans, LA

TECHNICAL SKILLS

ColdFusion; Visual Basic, ASP,
HTML/XML, Java, JSP

SOFTWARE

ArcView, Active Server Pages,
ColdFusion, CorelDraw, Dbase, ESRI
Suite, Exchange Server, FoxPro, SQL
Server, Microsoft Office Suite

OS PLATFORMS

Windows 2000, Windows NT,
Windows 95/98

RELEVANT PROJECT EXPERIENCE

State of New York Storm Recovery Management Support

Client: New York Governor's Office of Storm Recovery

Project Role: Mr. Rexford is Data Manager/Business Analyst. He is responsible for coordinating daily management reports. He is also the Project Manager for development of Recovery Dashboard.

Hurricane Sandy Rapid Repairs Program

Client: Office of Housing Recovery, City of New York

Project Role: Mr. Rexford was Data Manager. He also created and maintained daily management reports of repair activities.

Louisiana Long-Term Community Recovery Planning Process Website

Customer: FEMA, Louisiana Redevelopment Authority, Fluor

Project Role: Mr. Rexford was project manager and lead developer on this project. This website serves as the repository of all recovery projects initiated at the parish level. The site displays parish information, project locations, details and funding sources. LouisianaSpeaks-ParishPlans.org

Katrina Right of Entry (ROE) Web-based Application

Project Role: Joe was primary project manager and software developer for this project. His primary duties included gathering client specifications for needed reports and overall application design. He coordinated the cataloging of over 750,000 photographs and other data elements for use by this application.

4. References

New York State Action Plan – Disaster Recovery Operations Support
James Rubin, Executive Director Governor's Office of Storm Recovery
25 Beaver Street
New York, NY
(212) 480-6446
jrubin@stormrecovery.ny.gov
(Project description included on page 31)

New Jersey Unmet Needs Assessment and Technical Advisory Services
Chuck Richman, Deputy Commissioner
New Jersey Department of Community Affairs
PO Box 800
Trenton, NJ 08625-0800
(609) 292-6420
Chuck.Richman@dca.state.nj.us
(Project description included on page 32)

St. Tammany Parish Hurricane Isaac CDBG-DR
Jeanne Betbeze, Director of Grants
St. Tammany Parish Government
21490 Koop Rd
Mandeville, LA 70471
(985) 867-5095
jbetbeze@stp.gov
(Project description included on page 33)

Additional references are included with the case studies on pages 31 - 37.

5. Organizational Chart and Staffing Schedule

The organizational chart below highlights the key personnel identified to support the City of Springfield in this engagement. In addition to staff included in the chart, GCR can provide additional personnel as dictated by the needs of the City. We possess the diverse skills required for this initiative, and we are confident that our team brings to bear the complete range of capabilities needed to ensure the project's success.



STAFFING SCHEDULE

The staffing schedule shows the percentage of present and future time commitments for the next year (2015) for all personnel designated to work on this project.

Staffing Schedule

| Personnel | 2015 | | |
|--------------------|---------------------------------|-----|-----|
| | Current & Future Projects - 80% | 10% | 10% |
| Robin Keegan | Current & Future Projects - 80% | 10% | 10% |
| Ted Guillot | Current & Future Projects - 60% | 25% | 15% |
| Nathan Cataline | Current & Future Projects - 50% | 25% | 25% |
| Elizabeth Griffith | Current & Future Projects - 75% | 10% | 15% |
| Tyler Antrup | Current & Future Projects - 60% | 20% | 20% |
| Allison DeJong | Current & Future Projects - 50% | 20% | 30% |
| Lauren Nichols | Current & Future Projects - 75% | 10% | 15% |
| Cathleen Carney | Current & Future Projects - 50% | 20% | 30% |
| Francinia Henry | Current & Future Projects - 50% | 25% | 25% |
| Adrienne Duncan | Current & Future Projects - 75% | 10% | 15% |
| Matthew Erchull | Current & Future Projects - 60% | 10% | 30% |
| Richard Poché | Current & Future Projects - 75% | 10% | 15% |
| Zachary Silverman | Current & Future Projects - 75% | 10% | 15% |
| Joseph Rexford | Current & Future Projects - 75% | 10% | 15% |

Time committed to current & future projects

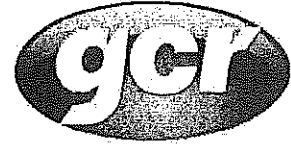
Time committed to Springfield NDRC

Time not currently committed to projects

6. Experience

COMPANY OVERVIEW

Founded in 1979, GCR has built an esteemed local, national, and international reputation in a variety of planning, technology, and demographic disciplines including election modeling and forecasting, aviation consulting, and



traditional urban planning endeavors. Following Hurricane Katrina in 2005, the firm became immersed in the recovery of the New Orleans metropolitan area, the State of Louisiana, and the entire Gulf Coast region. GCR has leveraged that experience to work extensively in Sandy recovery in New York and New Jersey. GCR's core competencies in evidence-based planning, market analysis, geographic information systems (GIS), demography, and data systems led to the firm's involvement in many major community revitalization, disaster recovery, and housing initiatives.

GCR has provided a wide variety of urban planning services to numerous public and private entities for over thirty years. From its earliest planning endeavors to the breadth of projects that it currently manages, GCR's planning division has placed a premium on balancing innovative ideas and practical approaches to meet clients' needs.

Over the years a dedicated staff of recovery practitioners, subject matter experts, planners, economists, GIS specialists, and programmers have successfully implemented numerous and diverse projects including comprehensive master plans, long range economic development plans, statewide affordable housing needs assessments, and reporting on population changes following Hurricane Katrina.

DISASTER RECOVERY EXPERIENCE

With over 190 employees, GCR has demonstrated subject matter expertise in the field of disaster recovery and possesses the capacity to provide a full range of services to public and private-sector clients, from disaster recovery management services to customized program management reporting tools. GCR has developed recovery plans and solutions for the Louisiana Housing Corporation, the Louisiana Recovery Authority, the State of Louisiana's Office of Community Development's Disaster Recovery Unit, the City of New Orleans, the states of New York, New Jersey, and North Dakota, New York City, and counties across the country.

GCR staff members have worked with several state clients to develop, implement, and monitor their CDBG-DR programs, including implementation of housing, economic development, community planning, and infrastructure programs. GCR has technological expertise developing systems that track the stages of recovery from immediate response, to program development and management, public visibility of expenditures, and progress of federal recovery resources. GCR has developed an interactive dashboard to provide accountability tracking of federal dollars for the states of Louisiana, New Jersey, and New York. In addition to its technical expertise, GCR is knowledgeable of and has worked within the regulatory policies of CDBG-DR funded programs.

PROVEN EXPERIENCE

Through experience in over eight disasters in five states, GCR brings invaluable experience in implementing disaster recovery programs efficiently and within the guidelines set forth by the local jurisdictions and HUD. This includes technical expertise in CDBG-DR policy, implementation and compliance; subject matter expertise in housing, economic development, infrastructure, planning, and analytics; and the skills and software to develop disaster recovery IT systems and project management tools.

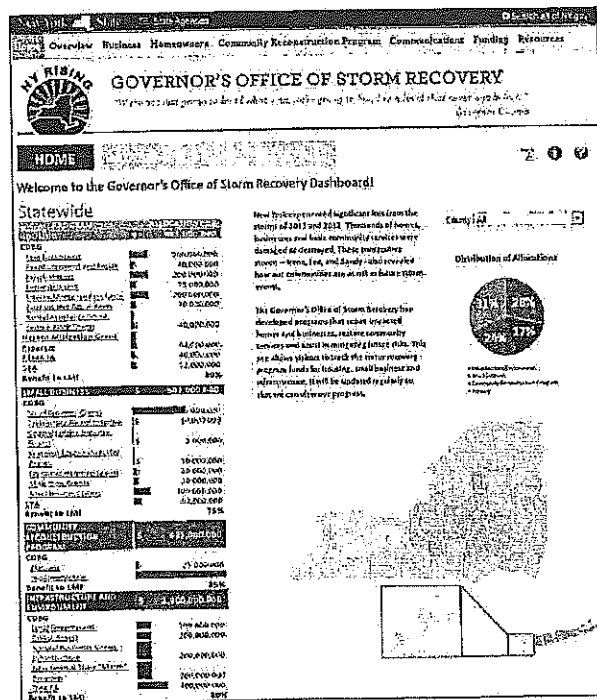
GCR's team of subject matter experts and grant managers have experience leading and supporting disaster recovery efforts in Louisiana, New York, New Jersey, Illinois, North Dakota, and other locations around the United States. Their work includes leading Louisiana's recovery efforts following Hurricanes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

Following Hurricane Sandy in 2012, GCR has played a crucial role in all aspects of the recovery efforts in New York City, New Jersey, and New York State. In New Jersey, the team worked as part of the consultant team that drafted the initial Action Plan for the first allocation of CDBG-DR funding. In addition, GCR conducted a housing needs assessment and action plan for the State of New Jersey to establish the baseline needs for its Hurricane Sandy recovery programs including CDBG-DR Action Plan and FEMA Public Assistance funding.

Recognized for our disaster recovery expertise, GCR provided a significant number of staff to assist New York City in their immediate response to Hurricane Sandy recovery efforts. GCR trained construction teams and provided a mobile work order system to collect and track data for compliance with FEMA and New York City. Our team of specialists worked with the City's internal auditor and five contractors to conduct independent audits and provided critical data to support analysis and investigations of storm impacts.

GCR's team of subject matter experts currently provides program management services to the State of New York Governor's Office of Storm Recovery. We advise the state on policy, program development, and implementation processes based on best practices and HUD regulations. This

GCR has developed an interactive dashboard to provide accountability tracking of federal dollars for the states of Louisiana, New Jersey, and New York.



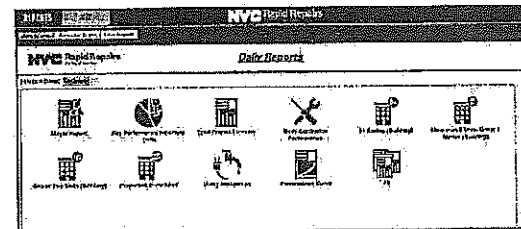
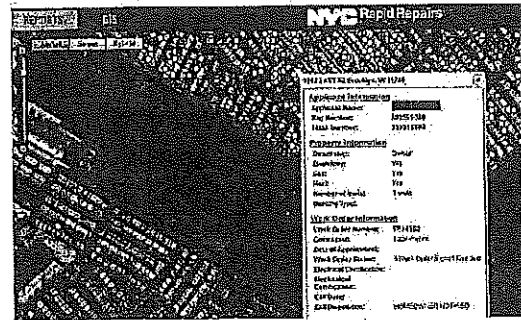
includes designing protocols and processes for the development of a state Action Plan and Action Plan Amendments and providing technical assistance to the state's compliance and monitoring team. In addition, our team assisted the State in developing program policies and procedures, designing the workflow for internal state processes, and understanding Environmental Review requirements for the New York Rising Community Reconstruction Program. This statewide initiative provides additional rebuilding and revitalization assistance to communities severely damaged by Hurricanes Sandy and Irene and Tropical Storm Lee through the facilitation of community redevelopment and resiliency planning.

While serving as the Executive Director of the Louisiana Recovery Authority, GCR's Director of Community Resiliency, Robin Keegan, was instrumental in the design and implementation of the state's Comprehensive Community Resiliency Program, an initiative developed to provide comprehensive recovery to some of the state's most at-risk communities. Rather than applying a single solution to all communities, the program was designed in such a way that the state worked with individual communities to develop appropriate solutions to address specific issues, including resiliency planning, land-use regulations, zoning ordinances, and code enforcement – all with a focus on institutionalizing the implemented actions and changes.

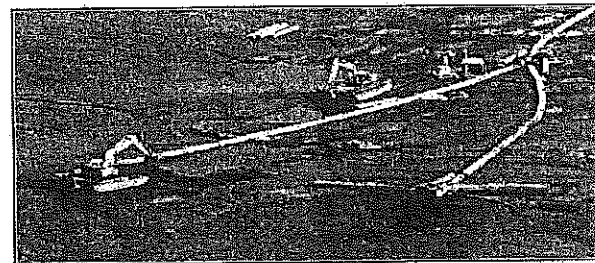
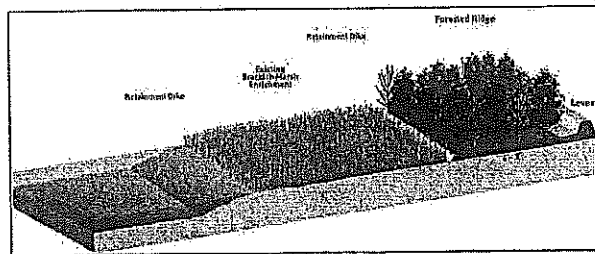
In addition to specialization in planning and program management, GCR is an industry leader in managing Coastal Restoration projects, including site remediation, and identifying property ownership for environmental assessments. Our team has provided project management, technical support, and logistics for high level projects in disaster impacted areas. From the 2010 Oil Spill to responding to the floods caused by multiple hurricanes, GCR has demonstrated experience with coordinating engineering, environmental, hydrologic, and land services for coastal restoration and flood protection initiatives.

THE RIGHT TEAM.

GCR's experienced disaster recovery practitioners are supported by a technology services backbone, that specialize in GIS services, web-based portals, and reporting dashboards that manage all facets of a disaster recovery effort. Our technology personnel have developed comprehensive data management solutions for multiple states, including



NYC Rapid Repairs



GCR is an industry leader in managing Coastal Restoration projects. The illustration above shows the design concept for the Ridge Restoration project in Plaquemines Parish, Louisiana.

Consultant Services for National Disaster Resilience Competition, Springfield, MA

Louisiana, New York, and New Jersey, and their work has been recognized as a best practice in the industry.

Adding to the recovery practitioners and technology services innovators, GCR's team includes a skilled group of community planning experts who offer a wealth of knowledge on community resilience, sustainable development, and fostering equitable, catalytic change to communities recovering from disasters. Their work has included the development of Comprehensive Plans and Hazard Mitigation plans, land use and zoning studies, and smart growth and transportation plans for communities across the country.

Understanding that natural disasters and the resulting recovery efforts can vary greatly in magnitude, GCR offers its services to clients in a manner that is easily scalable, yet consistently effective. GCR's spectrum of services can be employed in whole or in parts, with a clear purpose and measurable performance benchmarks for each component.

GCR combines its subject matter expertise, technology capabilities, and community planning experience to provide a wide range of services to our clients. Those services are organized around five core areas:

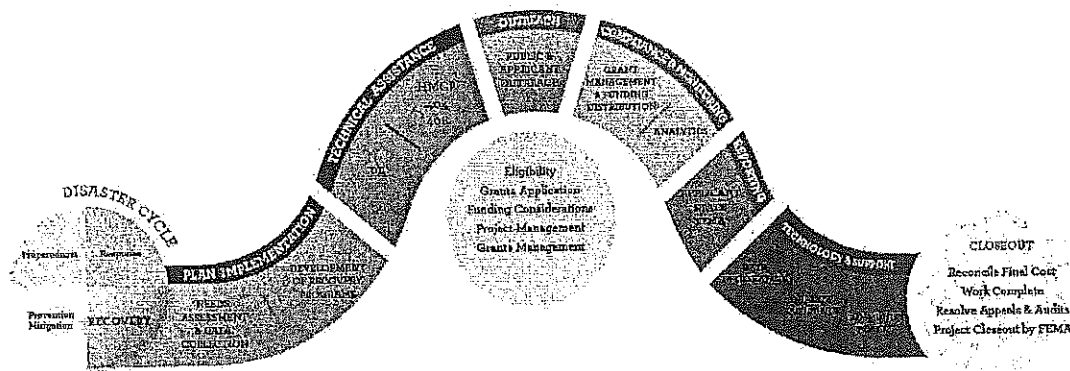
- **Policy Leadership** – Through a proven approach of analyzing the pre-disaster and post-disaster community environment, GCR conducts comprehensive assessments of disaster impacted areas using advanced methodologies that are distilled into practical, actionable pre- and post-disaster recovery plans. We equip our clients with the information and tools they need to make critical, data-informed public policy decisions before and after a disaster strikes.
- **Technical Assistance & Capacity Building** – GCR offers our clients end-to-end support in managing all aspects of recovery programs and initiatives. Whether a client is seeking an objective analysis of the performance of existing programs, assistance in designing and implementing new programs, or to receive training on the best practices for managing federal funds, GCR offers a solution to meet each need.
- **Data & Knowledge Management** – GCR has developed RecoverIQ, a proprietary grants management system built on demographic and geospatial databases, to serve as a critical data and knowledge management resource for state and local governments administering a disaster recovery effort. The system serves as a central database for information typically stored in disparate systems and assists in the development of needs assessments, the tracking of spending histories, fund balances, and deliverables schedules, and with progress reporting on the overall effort and on specific programs and projects. RecoverIQ also provides reporting tools accessible to the public, allowing interested observers and stakeholders to track where investments are being made and how programs are progressing. RecoverIQ is proven, web-based, and secure and can provide our clients with customized solutions for grants management that easily interface with existing financial management systems.
- **Communication** – Recognizing the importance of engaging the community, disseminating key information to a wide or targeted audience, building partnerships, and organizing a diverse set of stakeholders to work toward a common goal, GCR is prepared to assist its clients in developing and implementing a comprehensive communications strategy.



Consultant Services for National Disaster Resilience Competition, Springfield, MA

- **Knowledge & Resources**— Having current knowledge of the latest rules and regulations is essential to developing and implementing the most effective recovery strategy possible. GCR is a thought leader in the field of disaster recovery, and has built strong relationships with federal agencies providing recovery funds through our work across five states and eight disasters. Our staff is dedicated to providing our clients with all the tools they need to be successful in creating innovative recovery programs that also comply with federal guidelines.

RecoverIQ *The Pathway to Community Recovery & Revitalization*
FEMA PROGRAMS



GCR prides itself on leveraging our diverse skill sets to provide comprehensive, customizable solutions to our clients. We provide resources that enable us to engage immediately in recovery efforts and offer comprehensive capabilities for rebuilding safer, stronger, and more resilient communities. We incorporate proven systems and procedures to effectively and efficiently deliver disaster management services to our clients.

STRONG FEDERAL RELATIONSHIPS

For all recovery programs, a strong relationship with the grantee's federal partners is key. For both the State of New Jersey and the State of New York, GCR has acted as the state's liaison to the HUD and CPD Disaster Recovery team. Through this role, GCR has managed the weekly relationship with HUD as well as drafted waiver requests to HUD for specific programs, coordinated correspondence with HUD, allowing the states to strengthen their relationship with HUD as well as provide the tools needed to run the most effective disaster recovery programs.



REBUILD BY DESIGN

Through our work with the State of New York's Governor's Office of Storm Recovery, we have been extensively engaged with a number of activities related to the Rebuild by Design competition. Leveraging our team's broad CDBG-DR subject matter expertise, we have provided support in multiple areas, including planning, implementation, drafting required Action Plan Amendments, leveraging funds, citizen participation, project budgets and timelines, and technical assistance both to the State and the design firms it has engaged.

FAMILIARITY WITH THE CITY OF SPRINGFIELD

While we cannot claim to have direct experience working in the City of Springfield, we do have extensive experience working in disaster impacted cities across the country. As such, we are skilled in partnering with clients to gain a thorough and meaningful understanding of the particular landscape within which we are tasked to operate. Furthermore, through our years of work in Louisiana, we have developed specific expertise in how to effectively recover from repetitive disasters, as has been the case in Springfield. We understand that the City has unmet needs in the areas of housing, infrastructure, and economic revitalization, and we look forward to working in conjunction with the City to develop innovative project concepts and specific activities that will lead to a robust recovery effort and create a stronger, more resilient community.

EXPERTISE PARTICULARLY RELEVANT TO THE NDRC

Through GCR's unique combination of CDBG-DR subject matter experts, experienced community planners, and technology services innovators, we bring to bear capabilities applicable to all facets of the National Disaster Resilience Competition (NDRC). Furthermore, our experiences working closely with HUD and its grantees on similar competitive initiatives provide us with a thorough understanding of the elements that comprise a successful application.

Competition Objectives

- **Address Unmet Needs**

Understanding the issues to be addressed is the starting point for designing an effective disaster recovery strategy. To that end, a thorough needs assessment is an invaluable tool for state and local governments to employ when making critical public policy decisions in the aftermath of a disaster. From *there*, a path is laid out for the recovery effort to be effectuated in such a manner that it successfully addresses the identified needs.

GCR's combination of disaster recovery subject matter expertise and technological capabilities provide our clients with an exhaustive assessment of past, current, and future conditions. The firm's synthesis of knowledge gained from designing and implementing large-scale recovery operations with its long-standing technology services backbone creates an environment where advanced data collection and analytical techniques are performed within a contextual framework relevant to state and local recovery practitioners.

- **Institutionalize Changes**

In the aftermath of a disaster when resources are available to rebuild and revitalize impacted communities, long term decision-making is often overlooked in favor of short term solutions. In order to have a lasting impact with resources available long after a disaster, jurisdictions must institutionalize programs and initiatives to address current needs and future risks.

GCR specializes in providing its clients with technology and information to make data-driven decisions, and we have demonstrated expertise in creating programs and policies



geared towards short term and long term implementation strategies. From the federal, state and local levels, our policy experts will provide the tools and strategies the City needs to institutionalize programmatic changes to meet future disaster-related challenges.

- **Leverage Investments**

Having an understanding of all sources of available funding, their purposes, and how to access them opens up additional possibilities with regards to program design. GCR equips its clients with the information needed to explore all options when identifying resources required to address community needs in a post-disaster environment.

Once resources are identified, GCR assists its clients to acquire funding and establish strategic partnerships critical to effectuating a robust recovery strategy – including advocacy to federal agencies, private entities, and non-profit organizations. In addition, GCR works with our clients to develop innovative resource leveraging techniques to maximize the impact of each dollar invested in a recovery effort.

Winning Approach:

- **Collaboration**

Through years of experience administering recovery programs at the state and local levels, GCR's staff understands the complexities of working with stakeholder groups to develop a unified approach to recovery. Recognizing the breadth and number of challenges

following a disaster, it is critical that those groups – federal, state, and local officials, private businesses, non-profit organizations, and advocacy groups, among others – be included in the overall recovery effort in a productive, meaningful manner.

More than just meeting with groups and listening to their ideas and concerns, GCR engages stakeholders in both planning and implementation stages in ways that benefit all parties involved in a state or community's recovery. Creating an inclusive strategy that takes advantage of the varied strengths of different stakeholder groups is critical for a meaningful recovery.

- **Science-Based and Forward Thinking Planning**

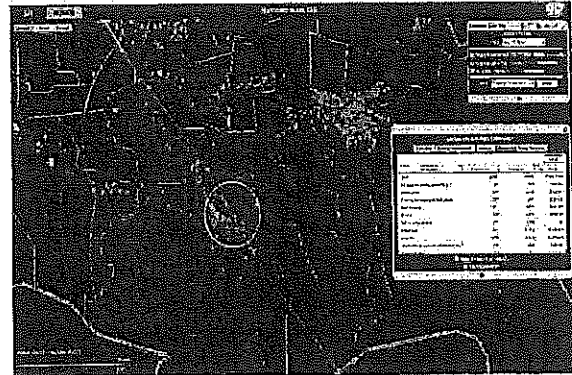
GCR presents science-informed, realistic solutions to the complex challenges facing communities across the country. GCR has been intimately involved with innovative CDBG-DR funded initiatives, including the City of New Orleans 2030 Master Plan and the City's Urban Water Plan. Our team is uniquely positioned to take proactive rather than reactive approaches to designing and planning for more physically, ecologically, and economically resilient communities. Our blend of expertise in physical planning, policy, and technology gives our clients the tools they need to create more resilient communities and create policy and technology solutions to meet future disasters.



Key Components

- Risk Assessment

GCR's extensive experience in urban planning, information systems, GIS mapping, program management, and systems design gives us the ability to quickly provide the comprehensive information needed to weigh current and future risks in order to guide recovery efforts. GCR's analytical and consulting resources have been used in virtually every facet of the recovery process, including housing, health care, finance, education, criminal justice, public safety, and utilities. GCR's capabilities in these broad professional subjects have led to its active involvement in many major emergency response and recovery initiatives throughout the U.S.



Hurricane Isaac Tracking and Impact Analysis – GCR's advanced hurricane tracking tool quantifies the impacts of Hurricane Isaac on communities throughout Louisiana. It integrates data from the U.S. Census, business listings, HAZUS, and asset inventories to provide a comprehensive assessment of selected areas.

We provide our clients with an analysis of the pre-disaster and post-disaster community environment, including developing a fundamental understanding of the demographic, economic, socio-economic, governmental, and institutional elements of the community. The analysis also includes a delineation of the political, governmental, and community parameters which influence how a community responds and where resources are placed, the identification of the key governmental, corporate, and civic interests which can participate in the recovery effort, the development and organization of major community data sets to support small area analysis, and advanced technological and intellectual resources to help craft and implement effective recovery solutions.

Our expertise in data analytics and understanding community conditions were further proven as part of our work with the New York Governor's Office of Storm Recovery. GCR worked closely with a team of scientists to develop the framework for how the state would comply with the federal requirement to complete a comprehensive risk analysis with respect to planned infrastructure improvement projects. Incorporating data on climate change science, green building standards, public health and safety impacts, economic impacts, and environmental risks, the framework is being utilized across a number of projects being undertaken as part of New York's recovery efforts.

- Community Engagement:

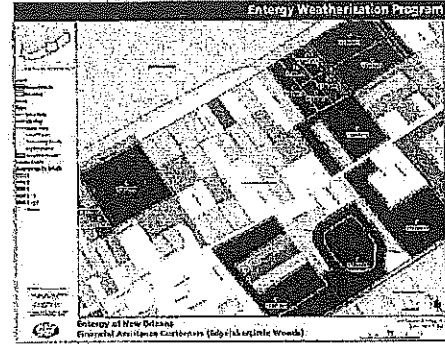
GCR brings a wealth of experience in providing public outreach services for its clients. In addition to extensive experience with community outreach following a disaster, GCR's skilled demographers provide clients with the ability to understand the specific populations of individuals most impacted by the disaster in order to ensure that an all-inclusive citizen participation plan is employed.

Consultant Services for National Disaster Resilience Competition, Springfield, MA

Beginning with the initial public meetings to discuss recovery priorities and receive feedback, to the marketing of a recovery program, conducting educational workshops with potential applicants, and disseminating important information on program policy changes, GCR stands ready to assist our clients in all aspects of developing and implementing a community engagement strategy.

- **Planning & Design**

Our Planning team turns evidence-based planning into data and visuals you can use. We utilize a range of sources including retail gap analysis, real estate performance, market demand analysis, U.S. Census data, FEMA flood claims, and Place-Based Market Valuation to develop the tools you need to make development and investment decisions. Our custom datasets and online platform design set us apart from the competition through the use of custom data reports and graphics both online and offline, turning volumes of data into essential, visually-appealing information for decision-making. From reports to design concepts, our team produces high quality products to visualize future land use, real estate developments, and streetscapes.



Entergy: The integration of community and utility data allowed Entergy to identify "target" blocks for energy efficiency investments.

CASE STUDIES

The following case studies represent a sample of our prior work relevant to the City of Springfield's current efforts on the NDRC. We have included contacts/references for each project as well as a list of the individuals involved with each that are also included on the project team proposed for this engagement. For more information about individual staff members' roles and responsibilities on each project, please refer to the individual resumes on pages 5 to 19.

NEW YORK STATE ACTION PLAN – DISASTER RECOVERY OPERATIONS SUPPORT

New York Governor's Office of Storm Recovery

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

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

GCR assisted the state with these pressing needs and is providing subject matter experts in CDBG-DR and other federal disaster recovery programs to support the state's recovery. GCR is leading several major initiatives - operational development processes, HUD regulations compliance, disaster recovery processes, reporting needs, and operational needs assessments.

In addition, GCR was tasked with the following responsibilities:

- Providing guidance on budget allocations, projections and rules based on HUD requirements;
- Providing technical assistance to the compliance and monitoring, and program teams on tools for project applications, environmental review, and monitoring;
- Developing protocols to determine program effectiveness and assisting in the development of solutions to address program findings;
- Real time analytics and reporting for internal program development and management purposes, and also for external reporting to showcase progress and transparency of the use of federal funds.

Staff Members Involved: Robin Keegan – Project Director, Lauren Tichenor Nichols - Director of Economic Development, Cathleen Carney - Senior Technical Consultant, Adrienne Duncan - Daily Operations Support, Matt Erchull - Organizational Systems Management/Support, Zachary Silverman – GIS Analyst, Richard Poché – GIS Analyst, Joe Rexford – Developer/Business Analyst, Elizabeth Griffith – Planning Support

RELEVANCE

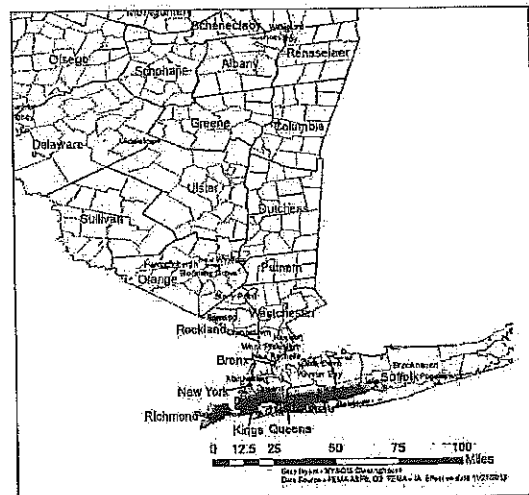
- Demonstrates extensive CDBG-DR grants management subject matter expertise;
- Supporting the State in all interactions with HUD.
- Assisting the State in analyzing program performance and working to create efficiencies;

PROJECT DURATION

August 2013 – June 2015

CONTACT

James Rubin, Executive Director
Governor's Office of Storm Recovery
25 Beaver Street
New York, NY
(212) 480-6446
jrubin@stormrecovery.ny.gov



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

NEW JERSEY UNMET NEEDS ASSESSMENT AND TECHNICAL ADVISORY SERVICES

New Jersey Department of Community Affairs

GCR was part of the consulting team selected to develop the recovery plan for the State of New Jersey following Hurricane Sandy. This Plan, approved by HUD in April 2013, provides the framework for the first phase of recovery using \$1.83 billion in CDBG recovery funds. GCR provided technical assistance and support in developing the housing and economic development programs and served as project lead for the Unmet Needs Assessment.

GCR served as liaison to HUD, the NJ Department of Economic Development Authority and the NJ Mortgage Finance Agency to develop the programs related to housing and economic development. This included drafting waiver requests to HUD for specific programs (including a tourism marketing program and a homeowner incentive program); coordinating data collection efforts with FEMA and the NJ Department of Environmental Protection; and a series of white papers illustrating how programs align disbursements with quantified needs.

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

Specifically, GCR addressed the following issues:

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

Staff Members Involved: Robin Keegan - GCR lead and subject matter expert, Richard Poché - GIS Analyst, Joe Rexford - Business Analyst/Developer

RELEVANCE

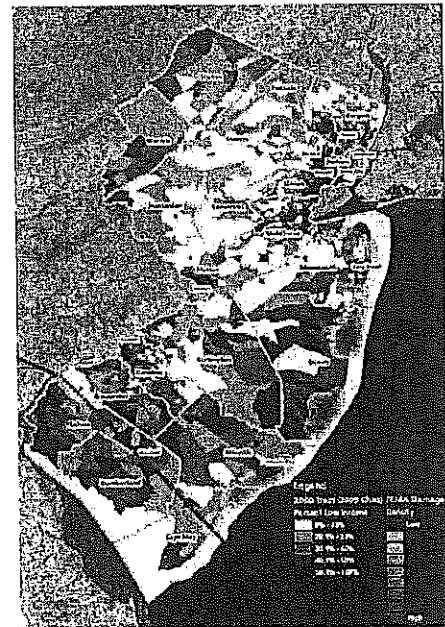
- Completed exhaustive unmet needs assessment of impacted areas.
- Involved extensive examination of the needs of vulnerable populations.
- Utilized needs assessment to develop State's CDBG-DR Action Plan.

PROJECT DURATION

2013 - Present

CONTACT

Chuck Richman, Deputy
Commissioner
New Jersey Department of
Community Affairs
(609) 292-6420
Chuck.Richman@dca.state.nj.us



Map developed by GCR overlaying path of the storm, areas of impact, and income by Census Tract.

ST. TAMMANY PARISH HURRICANE ISAAC CDBG-DR St. Tammany Parish Government

St. Tammany Parish Government is responsible for administering over \$10 million in CDBG-DR funding provided to the Parish to support its successful recovery from Hurricane Isaac in 2012. GCR Inc. was selected to provide overall project management support and specific CDBG-DR technical assistance services to St. Tammany. Our team is leading the development of a National Objectives compliance plan, ensuring HUD regulatory compliance, assisting the Parish in improving its disaster recovery processes, and designing reporting solutions.

In addition, GCR is tasked with the following responsibilities:

- Advising the Parish on policy, program development, and implementation processes based on best practices and HUD/CDBG-DR regulations.
- Developing protocols and processes for ensuring adherence to all applicable rules and regulations.
- Coordinating all entities involved in the completion of the Parish's recovery projects.
- Supporting the Parish in all identified areas of need.

Staff Members Involved: Ted Guillot – Project Manager, Lauren Tichenor Nichols – Subject Matter Expert, Adrienne Duncan – Planner

RELEVANCE

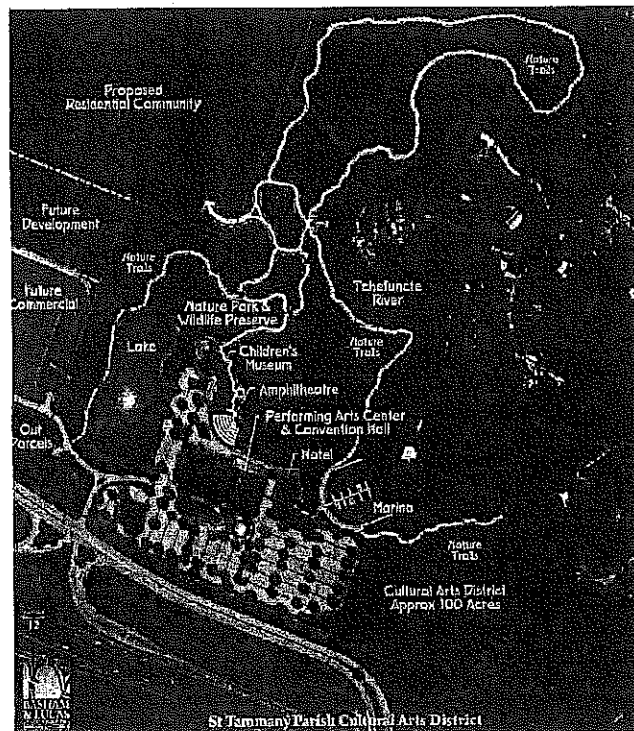
- Providing broad range of CDBG-DR related technical assistance to parish (i.e. county) level of government.
- Ensuring compliance with local, state, and federal regulations.
- Coordinating activities of all parties involved to ensure successful project completion.

PROJECT DURATION

August 2014 – Present

CONTACT

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



REBUILD LOUISIANA – INVESTMENT TRACKING SYSTEM

State of Louisiana

In 2009, the State of Louisiana needed a tracking system to provide reports on recovery-related infrastructure projects to the Governor's office, the Louisiana Recovery Authority, and the public. The system would be the primary reporting vehicle to track infrastructure projects and expenditure of funds related to hurricane recovery. These types of reports were being assembled manually; and much of the information was being duplicated, causing inaccurate reports with repeated projects and duplicate funding sources.

The challenge in this project was to combine and clean disparate datasets into a database that would capture all project details, without duplicate records, and to create an application to provide access to this database. The application had to be web-based and user-friendly; provide reporting capabilities, both custom and pre-defined; provide an interface to view data at multiple levels; and be flexible and adaptable to the future needs of the State since the project would likely be expanded. An important function for the project was providing transparency on government spending.

GCR designed an application to meet these requirements. The application combines recovery projects from various data sources into a central repository and allows filtering of this data by disaster, applicant, project type, funding, and location. The results are displayed in both tabular and graphic format.

Updates: In 2009 GCR added a residential portal to the existing website. This portal provides a comprehensive inventory of investments by program and address with extensive jurisdictional reporting and mapping capabilities.

Features of the application include printing residential portal and infrastructure maps into PDF reports, including parcel layers to the admin site; printing parcel reports from the GIS map; and security setup screens for admin.

The Rebuild Louisiana Portal (Rebuild.LA.Gov) serves as a model of how technology can be used to bring government transparency to the public.

Staff Members Involved: Richard Poché – GIS Analyst

RELEVANCE

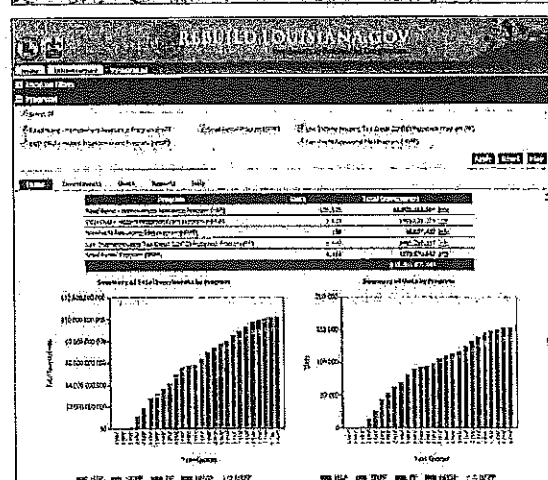
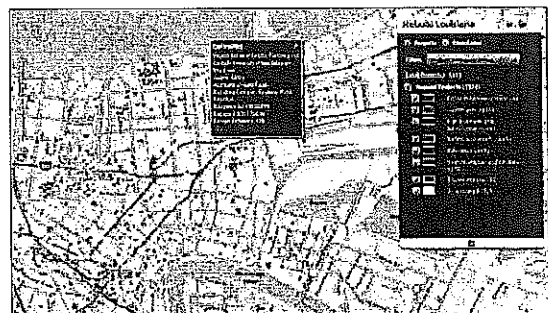
- Integrates diverse data sets to facilitate long-term archiving of critical information.
- Tracks recovery investments and provides transparency to the public.
- Incorporates investments from multiple sources into a single application.

PROJECT DURATION

May 2009 - Present

CONTACT

Pat Forbes, Executive Director
Office of Community Development
– Disaster Recovery Unit
150 N. Third Street, Suite 200
Baton Rouge, LA 70801
(225) 342-1718
pat.forbes@la.gov



CITYWIDE HOUSING PLAN City of Birmingham, Alabama

The City of Birmingham, Alabama was once a major hub of industrial activity and at one time was considered the foundry-iron capital of the world. Mirroring the decline of heavy industry in other cities, the city has begun to revitalize its downtown and neighborhoods, but continues to face issues of vacancy and blight. GCR was hired to conduct the City's first ever housing plan to direct federal housing investment, leverage public-private resources, and create a data portal tool to track housing investments.

In addition to extensive data collection and analysis of housing market and demographic data, GCR has partnered with the City of Birmingham to convene an Advisory Committee of twenty stakeholder organizations to guide the development of the plan. Surveys tailored to organizations and residents, as well as in-depth stakeholder interviews will provide further insight into housing preferences across the City.

Staff Members Involved: Nathan Cataline – Project Manager, Richard Poché – GIS Analyst, Francinia Henry – Planner and Community Outreach Specialist, Tyler Antrup – Planner working on Demographic Analysis and Mapping,

RELEVANCE

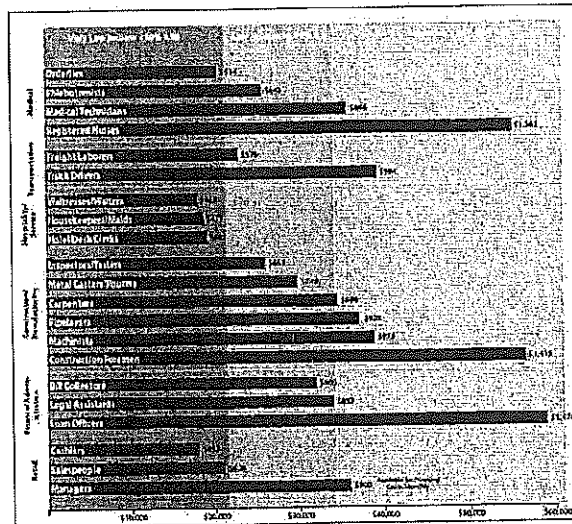
- Completed an extensive community outreach process.
- Involved comprehensive data collection and analysis.
- Engaged partners and stakeholders throughout plan development.

PROJECT DURATION

July 2014-December 2014

CONTACT

John Colon, Director of Community Development, City of Birmingham,
(205) 254-2414,
John.Colon@birminghamal.gov



THINKALEX: RESILIENCY PLAN HOUSING COMPONENT City of Alexandria, Louisiana

THINKAlex, a comprehensive resiliency plan funded through a \$576,000 grant from the Louisiana Office of Community Development and HUD, was a 16-month community driven initiative focused on long-term strategies for transportation, land use, housing, and a revision of Alexandria's development code. GCR was asked to contribute our expertise in drafting the housing section of the plan.

By analyzing existing conditions in the area's built environment and housing affordability GCR made recommendations for improving housing policy and revitalizing the existing stock of housing. Integrating community input, the housing plan presented ways in which Alexandria could diversify their housing market and revitalize heavily blighted neighborhoods, including potential financing mechanisms.

GCR participated in the community engagement component of the study, developing a number of visual preference activities used to gather input on building type, density, and development pattern preferences. These preferences were used to create development frameworks for six sites identified as major activity centers in the land use component of the plan.

Staff Members Involved: Tyler Antrup – Outreach Specialist and Demographer, Richard Poché – GIS Analyst

RELEVANCE

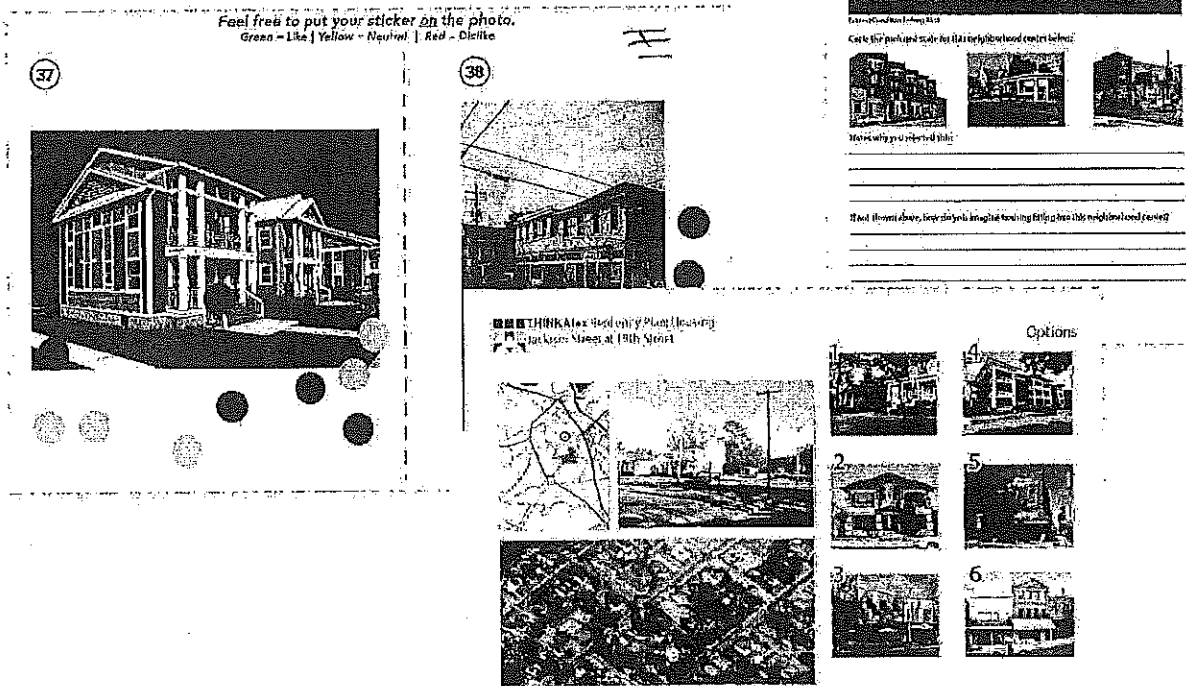
- Developed project concepts informed by community input.
- Worked collaboratively within a large project team.
- Formulated specific recommendations for addressing identified needs.

PROJECT DURATION

PROJECT DURATION
March 2012 – July 2013

CONTACT

Phillip Denning, Planner
Concordia
201 St Charles Ave, Suite 4318
New Orleans, LA 70170
pdenning@concordia.com
(419) 733-9475



STATEWIDE HOUSING NEEDS ASSESSMENT Delaware State Housing Authority

GCR conducted a statewide housing needs assessment for the Delaware State Housing Authority. The assessment enabled the State and its local jurisdictions to better understand housing and housing-related service needs for low- and moderate-income households, and to prioritize needs, develop effective programs, and coordinate the use of Federal, State, and local resources. In addition, the assessment informed Delaware's Consolidated Plan process, the Low Income Housing Tax Credit Qualified Allocation Plan (QAP), and the agency's Strategic Plan.

The Statewide Housing Needs Assessment included an in-depth analysis of Delaware's housing market including the effectiveness of existing housing policies, access to affordable housing, and fair housing – as well as a statewide survey of substandard housing. A special focus in this project was matching jobs to housing, and identifying whether those who work in Delaware can afford to live in Delaware. Using GIS, GCR evaluated occupational wages against housing values and commute costs to calculate need. In addition to a standard housing needs analysis, GCR developed an open-source data portal where data and analyses of housing needs are hosted on an approachable, user-friendly website with rich graphics and data visualization.

Staff Members Involved: Nathan Cataline – Senior Planner, Richard Poché – GIS Analyst, Francina Henry – Outreach Coordinator, Tyler Antrup – Planner and Data Visualization

RELEVANCE

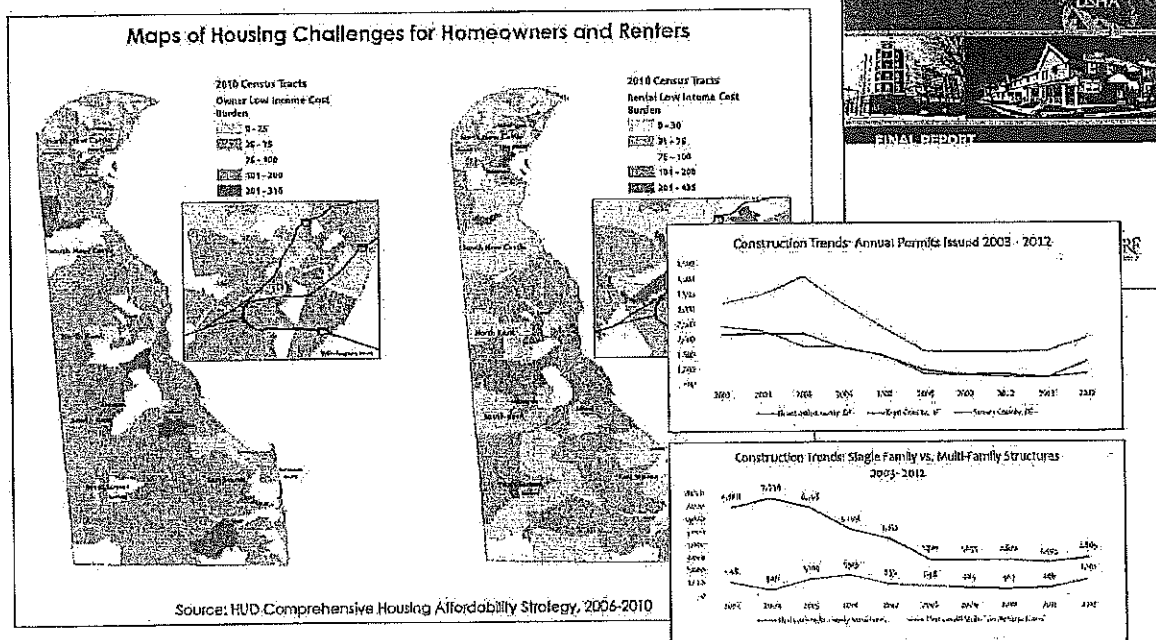
- Focus on how best to achieve co-benefits through housing and economic revitalization.
- Utilized graphics and mapping to effectively convey information.
- Examined how best to leverage multiple funding sources to achieve common goals.

PROJECT DURATION

July 2013 – September 2014

CONTACT

Marlena Gibson, Planner IV
Delaware State Housing Authority
(302) 739-4263
marlena@destatehousing.com



Appendix A – Required Forms

Per the requirements of the RFP, GCR Inc. submits the following:

- Conflict of Interest Statement
- Request for Proposal Form
- Non-Collusion Statement
- Tax Certification Affidavit
- Affirmative Action Plan Completed
- W-9 Form
- Submission Requirement Checklist



CONFLICT OF INTEREST STATEMENT

GCR Inc. has reviewed the Conflict of Interest text in the RFP. GCR Inc. agrees to disclose in writing any facts the City may need in order to resolve questions about potential conflicts of interest occurring during the period of solicitation or performance hereunder and upon request from the City supply a full and complete list of its relationships to other entities and individuals.

At the time of this submittal, GCR Inc. has no conflict of interest with the City.



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

REQUEST FOR PROPOSALS

RFP (Bid) Number 15-130

Will be received at the Office of Procurement until 2:00 P.M. December 15, 2013 and will be logged in at that time. Proposals received after the due date and time will be returned unopened.

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

By: Lauren Stabilo, Chief Procurement Officer

This Request for Proposal is for: Consultant Services: National Disaster Resilience Competition (NDRC). (Per the attached specifications)

As requested by: Springfield Department of Disaster Recovery & Compliance

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

This Proposal is submitted by: GCR Inc.

(Company Name)

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

(Company Address)

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

signed by: Michael W. Flores, Chief Operations Officer

(Printed or Typed Name and Title)



(Signature and Date)

12 / 10, 2014

Telephone Number: 504.304.2500

Fax: 504.304.2525

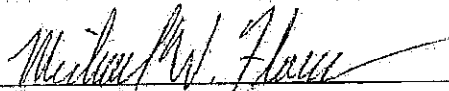
Email Address: mflores@gcrincorporated.com

COLLUSION OR FRAUD STATEMENT

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

Michael W. Flores

(NAME OF PERSON SIGNING BID)



(SIGNATURE)

GCR Inc.

(COMPANY)

TAX CERTIFICATION AFFIDAVIT FOR CONTRACTS

72-0852541

Individual Social Security Number

State Identification Number

Federal Identification Number

Company:

GCR Inc.

P.O. Box (if any):

Street Address Only: 2021 Lakeshore Drive, Suite 500

City/State/Zip Code:

New Orleans, LA 70122

E-mail: mlflores@gcrincorporated.com

Telephone Number:

(504) 304-2500

Fax Number: (504) 304-2525

List address(es) of all other property owned by company in Springfield: N/A

Please identify if the bidder/proposer is a:

Corporation

X

Individual

Name of Individual:

Partnership

Names of all Partners:

Limited Liability Company

Names of all Managers:

Limited Liability Partnership

Names of Partners:

Limited Partnership

Names of all General Partners:

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

FEDERAL TAX CERTIFICATION

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

GCR Inc.

Michael W. Flores

Date: December 8, 2014

Bidder/Proposer/Contracting Entity

Authorized Person's Signature

CITY OF SPRINGFIELD TAX CERTIFICATION

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

N/A

N/A

Date: N/A

Bidder/Proposer/Contracting Entity

Authorized Person's Signature

COMMONWEALTH OF MASSACHUSETTS TAX CERTIFICATION

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

N/A

N/A

Date: N/A

Bidder/Proposer/Contracting Entity

Authorized Person's Signature

Notary Public

STATE OF Louisiana

Dec 8th, 2014

Parish

County of Orleans

, ss.

I then personally appeared before me [name] Michael W. Flores, [title] Chief Operations Officer of [company name] GCR Inc., being duly sworn, and made oath that he/she has read the foregoing document, and knows the contents thereof; and that the facts stated therein are true of his/her own knowledge, and stated the foregoing to be his/her free act and deed and the free act and deed of [company name] GCR Inc.

Notary Public

My commission expires:

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

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

AFFIRMATIVE ACTION PLAN
(GOODS AND SERVICES BID ONLY)

NAME OF PROJECT National Disaster Resilience Competition Consulting BID NO. 15-130

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

| OVERALL TOTALS (SUM OF COL. B THRU F) A | NUMBER OF EMPLOYEES | | | | | | | | | |
|--|--|--|---------------|--------------------------------------|---|--|--|---------------|--------------------------------------|---|
| | MALE | | | | | FEMALE | | | | |
| | WHITE (NOT OF HISPANIC ORIGIN) B | BLACK (NOT OF HISPANIC ORIGIN) C | HISPANIC D | ASIAN OR PACIFIC ISLANDER E | AMERICAN INDIAN OR ALASKAN NATIVE F | WHITE (NOT OF HISPANIC ORIGIN) B | BLACK (NOT OF HISPANIC ORIGIN) C | HISPANIC D | ASIAN OR PACIFIC ISLANDER E | AMERICAN INDIAN OR ALASKAN NATIVE F |
| 181 | 96 | 8 | 1 | 7 | 0 | 44 | 16 | 4 | 5 | 0 |

B.) What is your anticipated work force for this project/service? 14
 Number of Minorities 1 Number of Females 7

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

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

Matthew W. Flannery
 AUTHORIZED SIGNATURE

December 8, 2014
 DATE

GCR Inc.

FIRM

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

(504) 304-2500
 TELEPHONE NUMBER

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

Request for Taxpayer Identification Number and Certification

Give Form to the
 requester. Do not
 send to the IRS.

| | | |
|---|--|---|
| Print or type See Specific Instructions on page 2. | Name (as shown on your income tax return) GCR Inc. | |
| | Business name/disregarded entity name, if different from above GCR Inc. | |
| | Check appropriate box for federal tax classification (required): <input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____ <input type="checkbox"/> Other (see instructions) ▶ _____ | |
| | <input checked="" type="checkbox"/> Exempt payee | |
| | Address (number, street, and apt. or suite no.) 2021 Lakeshore Drive, Suite 500 | Requester's name and address (optional) |
| City, state, and ZIP code New Orleans, LA 70122 | | |
| List account number(s) here (optional) | | |

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|------------------------|---|---|---|---|---|---|---|--|--|--|--|--|--|--|--|--|--|--------------------------------|--|--|--|--|--|--|--|--|---|---|---|---|---|---|---|---|---|---|
| Part I Taxpayer Identification Number (TIN) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I Instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> on page 3. Note: If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter. | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="9" style="text-align: center;">Social security number</td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="9" style="text-align: center;">Employer identification number</td> </tr> <tr> <td style="width: 20px; height: 20px;">7</td> <td style="width: 20px; height: 20px;">2</td> <td style="width: 20px; height: 20px;">-</td> <td style="width: 20px; height: 20px;">0</td> <td style="width: 20px; height: 20px;">8</td> <td style="width: 20px; height: 20px;">5</td> <td style="width: 20px; height: 20px;">2</td> <td style="width: 20px; height: 20px;">5</td> <td style="width: 20px; height: 20px;">4</td> <td style="width: 20px; height: 20px;">1</td> </tr> </table> | Social security number | | | | | | | | | | | | | | | | | | Employer identification number | | | | | | | | | 7 | 2 | - | 0 | 8 | 5 | 2 | 5 | 4 | 1 |
| Social security number | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employer identification number | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | 2 | - | 0 | 8 | 5 | 2 | 5 | 4 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | |
|---|--|
| Part II Certification | |
| Under penalties of perjury, I certify that: | |
| 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and 3. I am a U.S. citizen or other U.S. person (defined below). | |
| Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 4. | |

| | | |
|------------------|---|----------------|
| Sign Here | Signature of U.S. person ▶ <i>Sybil D. Sapoznik</i> | Date ▶ 12-8-14 |
|------------------|---|----------------|

General Instructions
 Section references are to the Internal Revenue Code unless otherwise noted.

Purpose of Form
 A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

Office of Procurement

Invitation and Instructions to Bidders

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

Request for Proposal: National Disaster Resilience Competition Consultant
Bid No. 15-130
Opening Date: December 15, 2014 at 2:00 PM

PROCUREMENT'S Submission Requirement Checklist

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

- X (1) Request for Proposal Form (Cover Page) Completed & Signed
- X (2) Non-Collusion Statement
- X (3) Tax Certification Affidavit Signed & Notarized
- X (4) Affirmative Action Plan Completed
- X (5) One (1) Unbound Original and Four (4) Bound copies of the Technical Proposal (Marked Accordingly)
- X (6) One (1) Unbound Original and Four (4) copies of Price Proposal (Price Proposal must be sealed separately from Technical Proposals)
- X (7) Receipt of all addenda if issued
- X (8) Completed W-9 Form
- X (9) All responses as required by the bid documents

Questions regarding the bid must be directed in writing to the Chief Procurement Officer no later than seven working days before the day on which the bids are due. All communications should include reference to the bid number and opening date. E-Mail and Facsimile communications are acceptable.

**EXHIBIT C: GCR INC.'S PRICE PROPOSAL TO CITY OF SPRINGFIELD REQUEST
FOR PROPOSAL NO. 15-130**

(See Attached)

COST (PRICE) PROPOSAL SHEET:

PRICE (OR COST) INFORMATION MUST BE SUBMITTED SIGNED AND SEALED SEPARATELY FROM THE TECHNICAL PROPOSAL. THE ENVELOPE CONTAINING THE COST PROPOSAL MUST BE MARKED "RFP: PRICE PROPOSAL - BID NO. 15-130" AND THE PROPOSER'S NAME.

GCR Inc.

(Name of Proposer Firm)

Bid is for One year starting January 1, 2015 - December 31, 2015 with the option to renew for one (1) additional one (1) year term.

Consulting Services

\$ 120.00 /Hourly Rate

Please list all additional charges that may apply as a "cost breakdown" sheet on your company's letterhead. See attached cost breakdown sheet.

This Cost sheet is to be signed below by a representative of the Proposer Firm who is authorized by the Chief Executive Officer of that firm to sign:

by: Michael W. Flores
(Signature)

name and title typed or printed: Michael W. Flores, Chief Operations Officer



GCR Inc.
 2021 Lakeshore Drive, Suite 500
 New Orleans, Louisiana 70122
 UNO Research & Technology Park
 Advanced Technology Center
 TEL 504 304 2500 / 800 259 6192
 FAX 504 304 2525
 www.GCRincorporated.com

The cost breakdown below provides a summary of the estimated number of hours and costs per service or deliverable provided during the duration of the project. We have also included an estimated of other expenses (primarily travel costs associated with visits to the client site and attending the HUD/Rockefeller Foundation Resilience Academy(ies)). The figures presented are subject to change based on discussions with City leadership and the finalization of an agreed upon scope of services.

| Cost Breakdown | | |
|----------------------------------|-----------------|-------------------|
| Services/Deliverables | Estimated Hours | Estimated Cost |
| PHASE 1 | | |
| Project Management | 136 | \$ 15,140 |
| Establish Unmet Needs | 156 | \$ 19,290 |
| Grant Writing | 322 | \$ 37,230 |
| Community/Stakeholder Engagement | 150 | \$ 17,100 |
| Technical Assistance | 132 | \$ 16,180 |
| Travel & Other Expenses | - | \$ 4,250 |
| PHASE 1 TOTAL = | 896 | \$ 109,190 |
| PHASE 2 | | |
| Project Management | 136 | \$ 15,140 |
| Establish Unmet Needs | 112 | \$ 13,680 |
| Grant Writing | 232 | \$ 11,480 |
| Community/Stakeholder Engagement | 102 | \$ 26,880 |
| Technical Assistance | 132 | \$ 16,180 |
| Travel & Other Expenses | - | \$ 4,250 |
| PHASE 2 TOTAL = | 714 | \$ 87,610 |
| GRAND TOTAL = | 1,610 | \$ 196,800 |

Bill To
 COMMUNITY DEVELOPMENT
 1600 EAST COLUMBUS AVE
 SPRINGFIELD, MA
 01103

Requisition 15008970-00 FY 2015

Acct No:
 26401807-530105-64014
 Review:
 Buyer: lpl
 Status: Released

Page 1

Vendor
 GCR, INC.
 2021 LAKESHORE DRIVE
 SUITE 500
 NEW ORLEANS, LA 70122
 Tel#504-304-2500
 Fax 504-304-2525

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

| Date Ordered | Vendor Number | Date Required | Ship Via | Terms | Department |
|--------------|---------------|---------------|----------|-------|-----------------------|
| 01/12/15 | 013471 | | | | COMMUNITY DEVELOPMENT |

| LN | Description / Account | Qty | Unit Price | Net Price |
|----|-----------------------|-----|------------|-----------|
|----|-----------------------|-----|------------|-----------|

General Notes

001 CDBG-DR NDRC CONSULTING SERVICES. NOT TO EXCEED.
 CDBG-DR NATURAL DISASTER RESILIENCE COMPETITION. CONSULTING SERVICES. NOT TO EXCEED
 SPOKE TO MIKE LYNCH REGARDING CONTRACT FOR THIS REQ, IT IS IN THE PROCESS OF BEING
 NOT TO EXCEED. 1.00 150000.00000 150000.00
 Each

1 26401807-530105-64014 150000.00

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

Requisition Link

Requisition Total 150000.00

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

| Account | Amount | Remaining Budget |
|-------------------------|-----------------------|------------------|
| 26401807-530105-64014 | 150000.00 | 63191.21 |
| DISASTER RECOVERY-ADMIN | PROFESSIONAL SERVICES | |

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

| Activity | Date | Clerk | Comment |
|----------|----------|--------------------|--------------------------|
| Approved | 01/12/15 | Cathy Buono | |
| Approved | 01/22/15 | Melanie Acobe | Auto approved by: 108745 |
| Approved | 01/22/15 | Christopher Fraser | |
| Approved | 01/22/15 | Mitchell Doty | Auto approved by: 108745 |
| Approved | 01/22/15 | Lindsay Hackett | Auto approved by: 108745 |

Bill To
 COMMUNITY DEVELOPMENT
 1600 EAST COLUMBUS AVE

 SPRINGFIELD, MA
 01103

Requisition 15008970-00 FY 2015

Acct No:
 26401807-530105-64014
 Review:
 Buyer: lpl
 Status: Released

Page 2

Vendor
 GCR, INC.
 2021 LAKESHORE DRIVE
 SUITE 500

 NEW ORLEANS, LA 70122

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

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

| Date Ordered | Vendor Number | Date Required | Ship Via | Terms | Department |
|--------------|---------------|---------------|----------|-------|-----------------------|
| 01/12/15 | 013471 | | | | COMMUNITY DEVELOPMENT |

| LN | Description / Account | Qty | Unit Price | Net Price |
|----|--------------------------------------|-----|-----------------------|-----------|
| | Approved 01/22/15 Jennifer C Winkler | | | |
| | Approved 01/22/15 TJ Plante | | Auto approved by:]c] | |
| | Queued 01/22/15 Lauren Stabilo | | Auto approved by:]c] | |