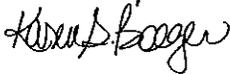




NOTICE OF AWARD

State Of Missouri
Office Of Administration
Division Of Purchasing
PO Box 809
Jefferson City, MO 65102-0809
<http://oa.mo.gov/purchasing>

SOLICITATION NUMBER RFPS30034902001034	CONTRACT TITLE Community Development Block Grant Mitigation Action Plan Consultant Services
CONTRACT NUMBER CS201034001	CONTRACT PERIOD November 22, 2019 through June 30, 2020
REQUISITION/REQUEST NUMBER NR 419 20002000001	SAM II VENDOR NUMBER/MissouriBUYS SYSTEM ID 52089361504 / MB00086512
CONTRACTOR NAME AND ADDRESS ICF INCORPORATED LLC 9300 LEE HIGHWAY FAIRFAX VA 22031	STATE AGENCY'S NAME AND ADDRESS Department of Economic Development Business and Community Solutions 301 W High Street, Suite 770 Post Office Box 118 Jefferson City MO 65102
ACCEPTED BY THE STATE OF MISSOURI AS FOLLOWS: The proposal submitted by ICF Incorporated LLC in response to SOLICITATION/OPPORTUNITY (OPP) NO. RFPS30034902001034 is accepted in its entirety.	
BUYER Julie Kleffner	BUYER CONTACT INFORMATION Email: Julie.Kleffner@oa.mo.gov Phone: (573) 751-7656 Fax: (573) 526-9816
SIGNATURE OF BUYER 	DATE 11-21-19
DIRECTOR OF PURCHASING  Karen S. Boeger	

ORIGINAL

STATE OF MISSOURI OFFICE OF ADMINISTRATION, DIVISION OF PURCHASING

Community Development Block Grant Mitigation Action Plan Consultant Services

Submitted to:
State of Missouri
Office of Administration
Division of Purchasing
Julie.Kleffner@oa.mo.gov

Submitted by:
ICF Incorporated, L.L.C.
9300 Lee Highway
Fairfax, VA 22031

Hawani Tessema
Associate Contracts Manager
Hawani.tessema@icf.com

Brandy Bones
Point of Contact
Brandy.bones@icf.com

Solicitation/RFP #
RFPS30034902001034

ICF Proposal 2019_6086

November 5, 2019
2:00 PM Central Time



Celebrating 50 Years of Making Big Things Possible | 1969 – 2019



November 05, 2019

State of Missouri Department of Economic Development
Division of Purchasing
301 West High Street, Suite 770
Jefferson City, MO 65102

Submitted Through: [HTTPS://MISSOURIBUYS.MO.GOV](https://missouribuys.mo.gov)

Subject: **ICF Response to Request for Proposal (RFP) Number RFP30034902001034: Community Development Block Grant Mitigation (CDBG-MIT) Action Plan Consultant Services**

To Whom It May Concern,

ICF Incorporated, L.L.C., along with our corporate affiliate David M. Shapiro Disaster Planning & Recovery Consultants, Inc. (collectively referred to as "ICF") is pleased to offer this Firm Fixed Price (FFP) proposal in response to the subject RFP.

Having worked on behalf of United States Department of Housing and Urban Development (HUD) to provide training and technical assistance for Community Development Block Grant (CDBG) Disaster Recovery (CDBG-DR) and Mitigation (CDBG-MIT) grantees, we offer unsurpassed qualifications and deep technical expertise in designing and implementing both CDBG recovery and Federal Emergency Management Agency (FEMA) mitigation programs to support the State of Missouri Department of Economic Development, Division of Business and Community Solutions in crafting a CDBG-MIT Action Plan that meets HUD's requirements while maximizing the State's ability to reduce future loss. ICF brings the knowledge and insights gained from a 30-year partnership with HUD, 20+ years of successfully supporting FEMA-funded disaster assistance programs, and a 14-year history of successfully delivering some of the largest and most complex CDBG-DR programs. ICF's deep understanding of the complex rules and regulations that form the basis for the use of HUD funding, combined with our proposed staff's experience developing CDBG-DR Action Plans, will enable the State to leverage the CDBG-MIT funds to implement a program that effectively mitigates disaster risks and reduces future losses.

ICF's proposal is being submitted in accordance with the requirements of the RFP. We take no exceptions to the RFP terms and conditions. ICF agrees that in the event of a conflict between ICF's response and the RFP requirements, terms and conditions, the RFP shall govern.

ICF's proposal remains valid for 90 days from proposal opening or Best and Final Offer (BAFO) submission date. ICF retains the right to extend its offer or revise its proposal at the end of the validity period.

For all inquiries, requests, or clarifications regarding our submission, please include the following individuals:

Brandy Bones Senior Director, Disaster Management	Phone: (610) 350-9109 Email: Brandy.Bones@icf.com
Hawani Tessema	Phone: (703) 462-6915

Associate Manager, Contracts

Email: Hawani.Tessema@icf.com

The undersigned is duly authorized to make the submission on behalf of ICF.

Thank you for the opportunity to present this proposal. We look forward to hearing from the State of Missouri about the status of our proposal.

Sincerely,

Hawani Tessema

Hawani Tessema
Associate Manager, Contracts

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STATE OF MISSOURI
OFFICE OF ADMINISTRATION
DIVISION OF PURCHASING (PURCHASING)
REQUEST FOR PROPOSAL (RFP)

c PHONE NO.: (573) 751-7656
ISSUE DATE: 10/25/19

E-MAIL: Julie.Kleffner@oa.mo.gov

RETURN PROPOSAL NO LATER THAN: November 5, 2019 AT 2:00 PM CENTRAL TIME (END DATE)

VENDORS ARE ENCOURAGED TO RESPOND ELECTRONICALLY THROUGH [HTTPS://MISSOURIBUYS.MO.GOV](https://missouribuys.mo.gov) BUT MAY RESPOND BY HARD COPY (See Mailing Instructions Below)

MAILING INSTRUCTIONS: Print or type Solicitation/OPP Number and End Date on the lower left hand corner of the envelope or package. Delivered sealed proposals must be in the Purchasing office (301 W High Street, Room 630) by the return date and time.

	(U.S. Mail)	or	(Courier Service)
RETURN PROPOSAL TO:	PURCHASING		PURCHASING
	PO BOX 809		301 WEST HIGH STREET, RM 630
	JEFFERSON CITY MO 65102-0809		JEFFERSON CITY MO 65101-1517

CONTRACT PERIOD: Effective Date of Contract June 30, 2020

DELIVER SUPPLIES/SERVICES FOB (Free On Board) DESTINATION TO THE FOLLOWING ADDRESS:

Department of Economic Development
Business and Community Solutions
301 W High Street, Suite 770
Post Office Bo 118
Jefferson City MO 65102

The vendor hereby declares understanding, agreement and certification of compliance to provide the items and/or services, at the prices quoted, in accordance with all requirements and specifications contained herein and the Terms and Conditions Request for Proposal (Revised 06/27/19). The vendor further agrees that the language of this RFP shall govern in the event of a conflict with his/her proposal. The vendor further agrees that upon receipt of an authorized purchase order from the Division of Purchasing or when a Notice of Award is signed and issued by an authorized official of the State of Missouri, a binding contract shall exist between the vendor and the State of Missouri. The vendor shall understand and agree that in order for their proposal to be considered for evaluation, they must be registered in MissouriBUYS. If not registered at time of proposal opening, the vendor must register in MissouriBUYS upon request by the state immediately after proposal opening.

SIGNATURE REQUIRED

VENDOR NAME		MissouriBUYS SYSTEM ID (SEE VENDOR PROFILE - MAIN INFORMATION SCREEN)	
ICF Incorporated, L.L.C.		86512	
MAILING ADDRESS			
9300 Lee Highway			
CITY, STATE, ZIP CODE			
Fairfax, VA 22031			
CONTACT PERSON		EMAIL ADDRESS	
Hawani Tessema		Hawani.Tessema@icf.com	
PHONE NUMBER		FAX NUMBER	
(703) 462-6915		(703) 934-3740	
VENDOR TAX FILING TYPE WITH IRS (CHECK ONE)			
<input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Individual <input type="checkbox"/> State/Local Government <input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> IRS Tax-Exempt			
AUTHORIZED SIGNATURE		DATE	
<i>Hawani Tessema</i>		11/04/2019	
PRINTED NAME		TITLE	
Hawani Tessema		Associate Manager, Contracts	

EXHIBIT A: Pricing Page

Community Development Block Grant Mitigation Funding Consultant Services - The vendor shall provide a guaranteed not-to-exceed total price for providing the services required herein in accordance with the provisions and requirements of this RFP. All costs associated with providing the required services, including travel costs, shall be included in the stated price. (*UNSPSC Code: 82110000*)

\$ 397,251

Guaranteed Not-to-Exceed Total Price

Line Item 1

EXHIBIT B: Technical Proposal–Proposed Methodology, Approach, and Work Plan

Directions for Vendor: The vendor should present a written plan for performing the requirements specified in Section 2, Scope of Work. The Proposed Methodology, Approach, and Work Plan should be no longer than **20 pages**. Standard fonts, 11 point or above, should be used.

In presenting the Proposed Methodology, Approach, and Work Plan, the vendor should discuss the following areas:

1. Final Work Plan – Provide a Final Work Plan that includes a brief narrative description of the subject matter encompassed by the topic or subtopic and a timeline of the plan

ICF's work plan reflects our extensive expertise and experience working with HUD for 30+ years and CDBG-DR/MIT grantees for 15+ years to create compliant and effective Action Plans. Our seasoned team of subject matter experts, combined with our expertise in designing and implementing CDBG recovery and FEMA mitigation programs will ensure the State's CDBG-MIT program not only meets HUD's CDBG-MIT requirements but will serve the long term recovery needs and maximize the impact of the **State's \$41,592,000 CDBG-MIT appropriation**. ICF offers the State experts that have:

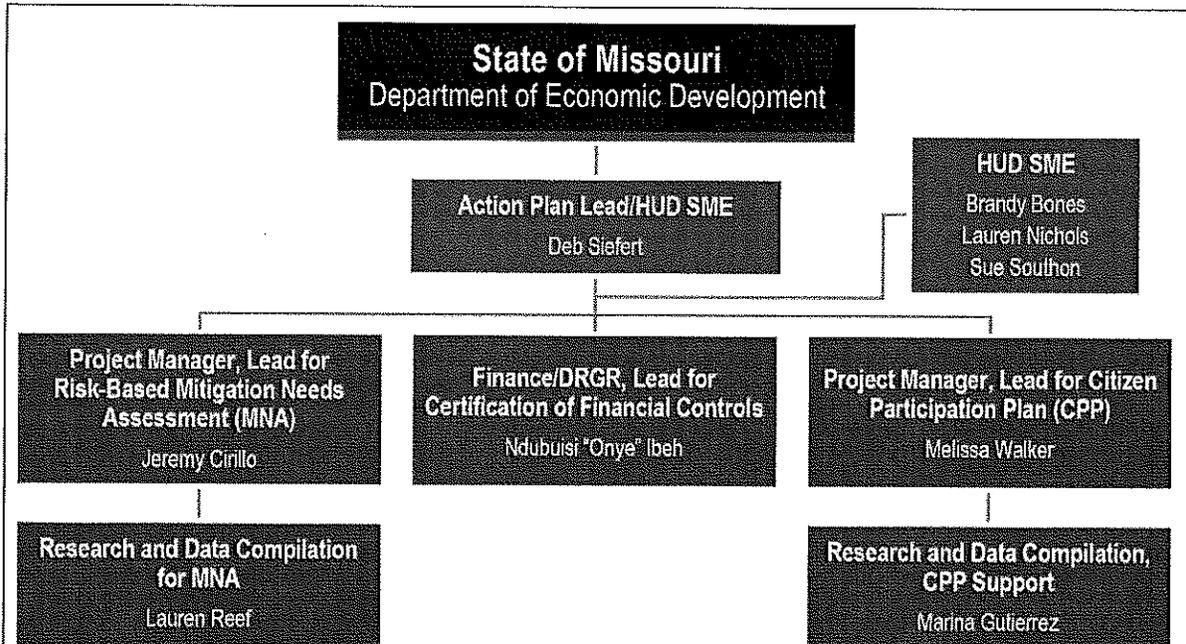
- Worked on *behalf of HUD for 10+ years* to provide training and technical assistance for CDBG-DR/MIT grantees including Action Plan development
- Provided strategic disaster recovery program design, *Action Plan and substantial amendment development*, policies and procedures, training, and public engagement on the largest CDBG-DR grants including Hurricane Katrina in Louisiana, Hurricane Sandy for the State of New Jersey, the State of New York, and New York City and presently supporting recovery for the State of Texas, State of North Carolina, and Puerto Rico.
- Conducted research and compiled *reporting and data analytics* for large CDBG-DR and FEMA hazard mitigation projects, CDBG-DR projects; and
- Successfully set up Action Plans and processed and reported on billions of dollars of CDBG-DR funds through *HUD's grant management system – DRGR*.

Our team is led by **Deb Siefert** who will serve as the primary ICF point of contact for the State and leading development of all sections of the scope of work. She is supported by **Brandy Bones, Lauren Nichols** and **Sue Southon** who will serve as writers, editors, HUD and Action Plan SMEs.

- **Jeremy Cirillo** will lead the Risk-Based Needs Assessment to ensure that the States MNA captures and analyzes all relevant mitigation data and aligns with CDBG-MIT programs supported by **Lauren Reef**.
- **Melissa Walker** will lead Public Participation activities assisting the State with Citizen Participation Plan updates, conducting public outreach, developing collateral, and collecting and organizing public comments supported by **Marina Gutierrez**.
- **Ndubuisi "Onye" Ibeh** will assist the State with completing the CDBG-MIT Certifications and entering the HUD-approved Action Plan into the State's DRGR system.

Full biographies for the entire team are included in **Exhibit C**.





To ensure all HUD-mandated deadlines related to certifications and citizen participation requirements are met, while providing the State adequate time for deliberation and review of critical decisions and draft materials, ICF's Final Work Plan is described below. In support of the Final Work Plan, we will share our *CDBG-MIT Action Plan checklist*, which will serve as a guide throughout development, to ensure the final Action Plan is fully HUD compliant. Our timeline is based on the Action Plan submission deadline of April 6, 2020, with the draft being posted 60 days prior to the deadline as well as the following timeline for Final Work Plan approval:

- Authorization to Proceed from State: November 15, 2019
- ICF Personnel Available: November 18, 2019
- Final Work Plan Submitted to the State: November 25, 2019
- Approval of Final Work Plan from the State: December 2, 2019

A Gantt Chart with the overarching actions and deliverables that ICF will deliver is included at the end of this section. A brief narrative description of what will be involved in delivering each aspect of the scope of work is outlined below with further details and associated timelines included in response to Questions 2, 3, 4 and 5.

Development and Implementation of the Citizen Participation Requirements

Drawing on our experience with and understanding of the logistics, public notice requirements, and State of Missouri public meeting laws and local sensitivities, ICF will help the State strategically, efficiently and compliantly implement the citizen participation process. ICF will develop the citizen participation plan and schedule of events, and prepare, publish and translate materials needed to ensure the State fully complies with the CDBG-MIT citizen participation requirements, to include: public hearings; consultation with local governments, Indian tribes, PHAs and other required entities; publication requirements; and other accessibility requirements.

Development of the Risk-Based Mitigation Needs Assessment

Given the foundational role of the Risk-Based Mitigation Needs Assessment for the funding decisions in the Action Plan, *it's critical to reach a conclusion with the State on the focus of the Mitigation Needs Assessment within two weeks of approval of the Final Work Plan*. Decisions related to

coordination with other state agencies are also critical. We will inform the State to facilitate decisions, to include other long-term mitigation planning and efforts occurring in the HUD- and State-identified Most Impacted and Distressed Areas and identifying other funding sources available that can be leveraged with CDBG-MIT project funding and for ongoing operations and maintenance of projects funded through the program.

Design of the Program to Address the Mitigation Needs Assessment

Drawing upon our demonstrated, decades-long experience in designing, writing and implementing CDBG programs, coupled with our demonstrated experience in mitigation and resilience work, we will use the information from the Risk-Based Mitigation Needs Assessment to facilitate the State's decision-making process for the program that best addresses the State's mitigation needs, given the geographic, funding and other regulatory constraints associated with the CDBG-MIT allocation.

Draft the CDBG-MIT Action Plan

As ICF works through each of the sections above, we will not only be developing the foundation for the Action Plan content, but we will also be developing the outline of the Action Plan and incorporating further content related to the additional requirements contained within the CDBG-MIT Federal Register Notice. Included in these efforts are our analysis and amendment of the State's certifications to ensure those are complete, compliant and able to be submitted to HUD by February 6, 2020 (60 days prior to the Action Plan submission deadline). In order to meet the timeline, ICF will provide the State with a minimum of two weeks to review the draft Action Plan, understanding the Action Plan will require a minimum of two weeks to be translated.

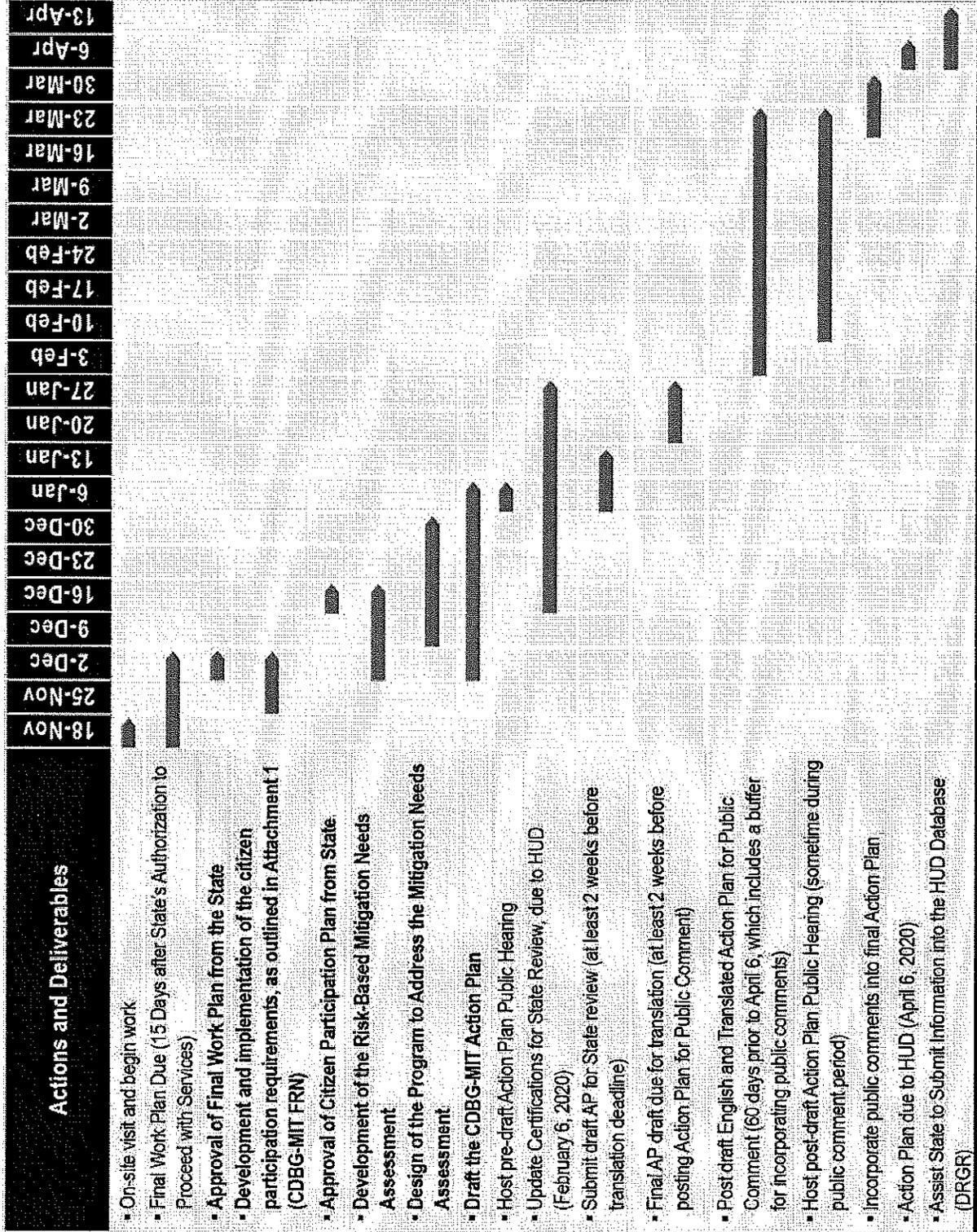


EXHIBIT B (Cont.): Technical Proposal–Proposed Methodology, Approach, and Work Plan

2. Citizen Participation Plan – Describe how the vendor will consult with affected citizens, stakeholders, local governments, Regional Planning Commissions, public housing authorities, etc. to develop citizen participation plan. Include references to specific tools, techniques, analyses, and other capabilities, for the delivery of the services. Also, include a timeline of the plan.

With the issuance of CDBG-MIT funding, HUD has developed additional requirements for Citizen Participation in the planning and implementation of these funds. These requirements build upon those established by previous CDBG-DR programs and are designed to increase transparency in mitigation planning and projects, as well as increase access to information for those in communities who will benefit most from these projects. For over 30 years, ICF has been guiding and helping states and local governments carry out their citizen participation requirements; therefore, ICF is well-versed in not only the basic requirements for Citizen Participation, but also the best practices that lead to a *well-informed and transparent program that can serve as a national leader and example for other states to follow.*

Citizen Participation Plan

ICF will work with the State to conduct a review of the current Citizen Participation Plan to determine which sections may need to be modified or created to comply with the public engagement requirements of the CDBG-MIT FRN. Specific focus will be to ensure that citizens, especially low- and moderate-income citizens in the HUD-identified MID areas have the opportunity to participate in an advisory role in the planning, implementation and assessment of the mitigation projects that will be funded by the CDBG-MIT grant.

Public Hearings

The State's CDBG-MIT allocation of \$42M requires that the State hold *at least two public hearings in the HUD-identified MID areas*: one in advance of publication of the mitigation action plan and a second during the public comment period (see section V.A.3.a.). The hearings will allow State officials to engage with various stakeholders to understand their mitigation needs and the risks in those MID areas. ICF will work with the state to identify at least two locations within the HUD-identified MID zip codes to hold public hearings.

- All hearings must be held in locations that are physically accessible to persons with disabilities and are in proximity to low- and moderate-income residents. ICF recommends locations such as community colleges or high school campuses that have auditorium seating and adjacent open spaces to encourage participation.
- ICF will work with the state to conduct site visits of the selected locations to ensure compatibility of the space and determine specific logistics for each location (e.g. signage requirements, A/V etc.).

In advance of the public hearings, ICF can assist the State with *drafting the public notices* for both hearings and *developing materials* that will help the public understand the purpose and requirements of the mitigation funding and the types of projects that mitigation funding can be used for.

- ICF will work with the state to identify targeted locations throughout the MID areas for posting of the public notice.
- ICF will develop press releases for distribution to the State's media database to enhance promotion of the public hearings through earned media efforts.

- All materials developed for the hearing will promote the use of imagery and plain language. Words and phrases that are unnecessarily complex (e.g., mitigation steps) will be replaced with easier-to-understand terminology (e.g., steps to protect yourself from future flood and storm damage) to ensure all communication is straightforward and transparent as possible.
- ICF will translate relevant materials into Spanish and provide to the State for posting on the website in a format compliant with Section 508 guidelines.
- ICF will develop logistical materials in support of the hearing, including directional signage to be placed in hearing venues, as well as attendee and speaker sign-in sheets and public comment forms for written comments that are received at the hearings.

ICF will oversee logistics and provide the State with *on-site support at all public hearings*, including set-up (e.g. signage, collateral placement, sign-in procedures, etc.), coordination of A/V, and post-hearing clean up and collection of sign-in sheets and written public comments that have been submitted.

HUD requires (see section V.A.3.a.) accessibility accommodations for individuals who are deaf or hard of hearing, as well as those with Limited English Proficiency (LEP).

- ICF recommends the use of a transcriptionist or court reporter to create the official record of the public hearing proceedings. A transcript of the hearing proceedings and public comments is provided following the hearing in order to comply with the FRN requirements of incorporating both written and oral public comments into the final Action Plan.
- ICF recommends the State provide real-time interpretation of the hearing proceedings. American Sign Language interpretation will satisfy the minimum requirements; however, a best practice is the addition of Communication Access Realtime Translation (CART) services which provide real time closed captioning of the hearing proceedings. A secondary Spanish translation of the CART closed captioning can be projected for those citizens with LEP needs. ICF will work with the State to identify vendors or resources within other state agencies who can fulfill these needs.

Following the public hearings, ICF will support the State in the *collection and consideration of all public comments* received at the public hearings and those submitted by email, phone, or received in the mail. All comments will be entered into a single repository that will allow for grouping of comments by topic (when feasible) for response and/or modification of the Action Plan, as well as to serve as an Appendix to the final draft Action Plan.

Mitigation Website

As per section V.A.3.d. of the FRN, HUD requires that CDBG-MIT grantees establish a separate, comprehensive mitigation website that is linked to their existing disaster recovery website and provides information for how all CDBG-MIT funds will be managed. The site should include references to the Action Plan (and all amendments), program information for activities described in the action plan, published Quarterly Performance Reports, all executed CDBG-MIT contracts, CDBG-MIT citizen participation requirements, etc. The website will be hosted on the existing DED website and linked to from ded.mo.gov/DisasterRecovery.

- ICF will develop a *detailed content outline*, that includes all HUD-required elements, and assess whether the information currently resides on other areas of the website (and can be linked to) or needs to be created and hosted on the mitigation website. Particular focus will be on the development of infographics and data visualizations that will both increase the readability and understanding of complex information and also create a visually-compelling website.

Stakeholder Engagement / Establishment of a Citizen Advisory Committee

As per section V.A.3.c. of the FRN, HUD requires that grantees form at least one Citizen Advisory Committee (CAC) to work with the State on planning and implementation of the mitigation grant funding. This committee serves as an open forum to inform the public and provide transparency on the implementation of CDBG-MIT programs. The committee must be formed after the publication of the Action Plan (however formation of the CAC prior to publication is considered a best practice) and must meet at least twice annually.

- To encourage citizen participation that emphasizes the involvement of low- and moderate-income residents, ICF will work with a local outreach firm (TBD) to help the State to identify affected citizens, local governments, Regional Planning Commissions, public housing authorities who could be potential members of the CAC.
- ICF will use traditional and social media tools, like Cision and Sprinklr, to gain additional insights within the HUD-identified MID areas that can help identify organizations or citizens who are prolific commenters or are established community leaders who would be ideal participants in the CAC.
- ICF will support the State's efforts by developing guidance to help establish internal support of the CAC and codifying the mission, roles and responsibilities, operations, and outputs of the CAC.

Timeline

Work Plan Item	Deadline
Approval of Final Work Plan from the State	12/2/2019
ICF Submits Citizen Participation Plan for CDBG-MIT to State	12/9/2019
Approval of Citizen Participation Plan from State	12/16/2019
ICF translates Citizen Participation Plan into Spanish	1/6/2019
ICF Updates all Certifications and Policies Related to Citizen Participation requirements	12/23/2019
Host Pre-Draft Action Plan Public Hearing	1/6/2020
ICF provides recommendations for members of the CAC	1/17/2020
Submit Draft Action Plan for Translation into Spanish	1/22/2020
Post Draft Action Plan for Public Comment	2/6/2020
Host Post-Draft Action Plan Public Hearing	2/6-3/23/2020
Incorporate Public Comments into Final Action Plan, and Determine if AP adjustments are needed	4/4/2020

3. Risk-Based Mitigation Needs Assessment – Provide a risk-based mitigation needs assessment that identifies and analyzes all significant current and future disaster risks and provide a substantive basis for the activities proposed. Also, include a timeline of the plan.

Assemble the Team and Identify Existing Resources

To establish the Risk-Based Mitigation Needs Assessment (MNA) process, we will rely on our deep understanding of CDBG-DR, CDBG-MIT and FEMA to guide the State-designated point of contact in assembling key team members and stakeholders who want to be involved in or can provide existing data sources for the MNA. We will inventory the existing resources available to inform the MNA, and use the Action Plan outline, the State-approved Work Plan and ICF's Action Plan Checklist to ensure we carry out the State's preferences while complying with all Federal Register Notice (FRN) components required for inclusion in the MNA.

- ICF will identify and extract critical information from existing State, regional and local mitigation and emergency operations plans, and any available local mitigation plans for Missouri's 5 HUD-identified Most Impacted and Distressed (MID) areas and the other state-identified MIDs to inform the MNA. To achieve a strong alignment with the risk assessment outlined in the State's Hazard Mitigation Plan, as required by the FRN, ICF will *closely coordinate with those who have primary responsibility for the administration of FEMA mitigation funds*. Furthermore, as required by the FRN, we will profile the risks/hazards by different conditions within the different geographic regions (e.g. hydrologic regions, tornadoes areas, fire perimeters, etc.) of the State's MIDs.
- To gather comprehensive data on current and future threats, ICF will consult with State jurisdictions, government agencies, private sectors, and State and local emergency management agencies. ICF will specifically identify available research on current and future hazards' impact to the HUD-identified MID areas, as well as the state-identified MID areas.
- ICF will *quantify risks and community needs* that provide the additional basis for activities proposed in the CDBG-MIT Action Plan. In doing so we will identify existing resources for projects and long-term operations and maintenance of new projects, long-term planning and mitigation efforts (planned or underway), and existing projects.

Additional Analysis

We know the State of Missouri and its local governments have conducted extensive hazard mitigation planning and analysis, which we will draw on for preparation of the Risk-Based Mitigation Needs Assessment. However, in order to ensure the MNA is comprehensive and fully complies with the HUD FRN requirements, our team will also complete the following:

- Conduct a *gap analysis* and additional quantitative assessments for the State to supplement the available data described above and identify additional risks that are not included in the hazard mitigation plans or captured by current available resources.
- Conduct a quantitative assessment of the potential impacts and risks of hazards affecting the *seven Community Lifelines*. We are aware this is a relatively new construct for both FEMA and HUD and will require ICF's strong project management and research abilities to help ensure the State's mitigation needs assessment addresses current and future risks to these critical lifelines for consideration in the State's programming decisions.
- Because we are aware that FEMA hazard mitigation plans do not always account for vulnerable populations and low- and moderate-income (LMI) persons, we will overlay an analysis of the Social Vulnerability Index and an understanding of LMI areas in the State's Mitigation Needs Assessment.

- Our research will assist the State in determining where to use the remaining 50% of the CDBG-MIT grant (State-identified MIDs) to ensure it goes toward mitigation activities that address identified risks within areas that the state agency determines are most impacted and distressed from DR-4317, while simultaneously ensuring the State is complying with prioritizing LMI persons.
- Furthermore, our understanding of the HUD-identified MIDs, coupled with our additional understanding of Missouri hydrology, topography and geography along with additional research through the MNA will help inform the State’s decision around the potential regional impacts of the mitigation program on the State-identified MIDs and other areas of the state.

The HUD-identified MIDs are reflected in the map below.



Writing the Risk-Based Mitigation Needs Assessment

Once all available data sources are compiled, our team will consolidate the information into a digestible and relevant Risk-Based Mitigation Needs Assessment that: *1) identifies the current and future risks; and 2) serves as the foundation for the State’s proposed use of funds and method of distribution.* Clearly, this process requires a comprehensive understanding not only of the HUD FRN requirements, but experience and understanding of hazard mitigation assessments and planning, which typically fall within the purview of staff who work with FEMA mitigation funding sources. *The ICF team includes members who have worked extensively with both HUD and FEMA funding sources, and offer the ability to “translate” between the funding source requirements and approaches in order to marry the two into a coordinated and understandable risk assessment that will help the State make leveraged, informed, sustainable and impactful funding decisions across all mitigation funding sources.*

Timeline

Work Plan Item	Deadline
Approval of Final Work Plan from the State	12/2/2019
ICF Research and Present Information to Facilitate MNA Decisions for State	12/2–12/9/2019
State Decisions Made Related to Risk-Based MNA Content	12/16/2019
Risk-Based Needs Assessment Substantially Complete	12/23/2019

Additionally, vendor should describe the economic advantages that will be realized as a result of the vendor performing the required services. The vendor should respond to the following:

- ▶ Provide a description of the proposed services that will be performed and/or the proposed products that will be provided by Missourians and/or Missouri products.

ICF will provide professional consulting services under this contract. While no products will be purchased or sold, we will work with a Missouri-based firm to support community outreach efforts.

- ▶ Provide a description of the economic impact returned to the State of Missouri through tax revenue obligations.

The State of Missouri will generate tax revenue as a result of increased corporate income and payroll taxes generated by contracts awarded to firms like ICF. This will also be true for any awards made through the use of CDBG-MIT funds that are spent by the State in support of mitigation activity.

- ▶ Provide a description of the company's economic presence within the State of Missouri (e.g., type of facilities: sales offices; sales outlets; divisions; manufacturing; warehouse; other), including Missouri employee statistics.

ICF has maintained a permanent office in St. Louis, MO since 2016. This office is presently staffed by nine professional, full-time staff.

4. Program to Match the Risk-Based Needs Analysis for Mitigation – Identify the plan to design a program for the use of funds and a method of distribution to deliver the program to address the risk-based mitigation needs analysis. Include references to specific tools, techniques, analyses, and other capabilities, for the delivery of the services Also, include a timeline of the plan.

Informed and Implementable Program Development

Building off our demonstrated, decades-long experience and leadership in effective and compliant CDBG and CDBG-DR program design and implementation, we will quickly work with the State to develop a contextually appropriate, compliant, data-driven and practical program that will have *lasting mitigation impacts for the State and its residents* by coordinating and consolidating information from the following sources:

- ICF's deep experience with CDBG programs that incorporate best-practices and resilience approaches with demonstrated and lasting impacts
- Our ability to leverage our subject matter expertise into the practical application of CDBG, CDBG-DR and CDBG-MIT eligible activities, national objectives, waivers and alternative requirements, new mitigation activity requirements and national objectives specific to CDBG-MIT, as well as all applicable cross-cutting federal and State of Missouri requirements
- Our understanding of the State's risks and the mitigation needs of the DR-4317 HUD most impacted and distressed areas (zip codes 63935, 63965, 64850, 65616, and 65775), as well as in the other State-defined most impacted and distressed areas, using information obtained through the development of the Mitigation Needs Assessment and coordination with the State's Hazard Mitigation Plan and local hazard mitigation plans and other long-term planning and mitigation efforts in the target areas
- Input received through required consultation with other state agencies, disaster-affected local governments, Indian tribes, PHAs and citizens related to risks, needs and existing efforts to help ensure CDBG-MIT funds are leveraged, coordinated, have lasting effects and are sustainable for the State, local governments and other recipients

Effective and Transparent Decision-Making Process and Program Design

To support the State in its design of their CDBG-MIT program, we will create a series of program decision matrices, using the information listed above and other relevant sources, to distill the different data points into a cohesive, practical and effective program. This approach will help the State document the program decision-making process, thereby making it transparent and explainable to HUD, the public, subrecipients (if applicable) and the program staff charged with carrying out the program.

We will use a *program decision matrix* as a program management tool to make informed decisions and to track and report on the following information:

- **The decision point**, to include the context for why the decision needs to be made.
- **The potential options**, including the considerations and impacts associated with the different options, to include but not limited to: budgetary and other resource impacts; impacts on implementation and delivery timeline; relative mitigation benefits and geographic limitations; comparative benefits to low-and moderate-income persons; how the options address the risks identified in the Mitigation Needs Assessment; other opportunities and challenges associated with the options.
- **Our recommendation**, which is based on a thorough understanding of the State's needs, the federal and state compliance requirements, and our expertise in implementing effective programs and projects.
- **The State's final decision and date of decision**, which includes information on the rationale for the final decision and additional context, direction or action that may be required as the State finalizes program documents.

This decision-making process allows ICF to support the State in its design of a program that can be outlined in the CDBG-MIT Action Plan, while simultaneously laying a strong foundation for the State as they work through the details of creating comprehensive program policies and procedures.

Should the State choose to pursue activities that require a waiver, alternative requirement or additional clearance from HUD, our team will provide the regulatory analysis and write the comprehensive policy justification for the State to submit to HUD for review and approval.

Action Plan Program and Method of Distribution

The State has a great opportunity with the CDBG-MIT funding to carry out an important mitigation program. Using the program decision matrix approach listed above, we will help the State make such critical decisions as:

- **Determining whether the State will administer the funds directly**, use a subrecipient model, or piggyback off other mitigation efforts that are ongoing or planned. We will help the State analyze the capacity at the different levels of potential administrator, including helping them budget the different grant administration models.
- **Method of distribution questions**, such as whether the funding will be allocated to eligible local governments, whether the program will be competitive for regional jurisdictions, or if there is a grant application period for all eligible beneficiary applicants. We will help inform the State understanding of the budgetary, timeline, and monitoring requirements associated with each of the options.
- **Eligible uses of funds, national objectives and any applicable waivers** or alternative requirements. As we help the State make decisions around how program funds can be used, we will help the State ensure they are eligible within the CDBG-MIT parameters.
- **Maximum award amounts that program recipients can receive** and how the awards are calculated. When making these decisions, it will be important for us to provide the State with

budget considerations, as well as provide costing and technical information around the effectiveness of the program on an overall and individual project basis, based on different program caps for the eligible uses of funds.

- **Building standards and natural infrastructure.** The FRN requires HUD grantees to identify the building standards and comply with certain Green Building requirements. The FRN also asks grantees to consider the use of natural infrastructure. We will help the State understand the budget impacts, costs and benefits associated with incorporating the required standards and potential opportunities and challenges resulting from incorporating natural infrastructure best practices into program design and eligibility requirements.

Furthermore, *we know how critical it is to be strategic when choosing the programmatic information that is contained within an Action Plan*, as too little or too much information can either result in corrections from HUD or multiple Action Plan Amendments once program design and implementation are further underway.

Using the State-approved Work Plan and our Action Plan Checklist, which outlines and details the CDBG-MIT FRN requirements for Action Plan development, engagement and content, we will ensure at a minimum all required components are included in the State’s CDBG-MIT program and method of distribution section of the Action Plan. We will use the Work Plan and Checklist as guides to help inform all sections and stages of Action Plan development and as a QA/QC tool for ensuring the Action Plan meets the State and HUD requirements and provides adequate detail for the public to be able to understand and comment on the planned uses of funds. In addition to meeting the fundamental requirements, we will work closely with the State staff to determine the level of detail and any additional information that they may prefer to add to this section of the Action Plan.

Timeline

Work Plan Item	Deadline
State Decisions Made Related to Risk-Based MNA Content	12/16/2019
ICF Research and Present Information to Facilitate Program Decisions for State	12/9–12/16/19
State Decisions Made Related to Program	12/23/2019
Program Design Substantially Complete	12/30/2019

5. CDBG-MIT Action Plan – Identify the plan to draft a CDBG-MIT Action Plan in accordance with the published Federal Register notice, other available HUD requirements, etc. Include references to specific tools, techniques, analyses, and other capabilities, for the delivery of the services Also, include a timeline of the plan.

The Foundation for Implementation

ICF's ability to *leverage the flexibility of CDBG-MIT funding* will help the State implement a program that strategically reduces Missouri's future hazard risks. The ICF team understands the new and exciting challenges and opportunities the CDBG-MIT funds offer the State of Missouri and is committed to optimizing our years of working with HUD grantees and our 30+ years working directly with HUD to help the State make informed and practical decisions to implement an effective, successful CDBG-MIT program.

The new CDBG-MIT funds provide an exciting opportunity for the State to coordinate around and maximize its existing mitigation efforts. At the foundation of this strategy is a comprehensive and compliant Action Plan. Through our approach to Action Plan development and the associated updating of certifications, not only will we help the State ensure the CDBG-MIT Action Plan clearly informs the public of the State's risks and eligible uses of funding, but equally importantly, *we will set up the State for implementation success by contributing to the State's capacity through updates to the certifications and by ensuring the CDBG-MIT program is designed in a manner that is practical, compliant, effective and sustainable.*

We will ensure the Action Plan is fully compliant with all requirements included in the FRN, while simultaneously supporting the State in carrying out the mitigation program that is best for their identified risks in the HUD- and State-identified Most Impacted and Distressed areas by using the following tools and approach:

- The State-approved Final Work Plan and our CDBG-MIT Action Plan Checklist
- Our extensive understanding of and history with:
 - Action Plan development;
 - Design, development and implementation of compliant and effective CDBG-DR and mitigation programs and projects;
 - Writing, monitoring and training on grantee HUD certifications; and
 - Writing and delivering on citizen engagement and participation requirements
- Information obtained through the consultation and coordination process, as well as the research informing the development of the *Risk-Based Mitigation Needs Assessment*, to include an understanding of current and future risks, coupled with existing and anticipated mitigation and long-term planning activities occurring in the target areas;
- Our *program decision matrix*, which will help inform the State's efficient decision-making process and ensure the rationale behind decisions are fully documented so that:
 - The process is transparent; and
 - The information can be used as the State creates the program policies, procedures and carries out other CDBG-MIT administrative, planning and implementation goals

ICF Outlines Action Plan and Starts Adding Content, Draft Sections are Submitted to State as they are Drafted

The ICF team has been tracking and summarizing the CDBG-MIT Action Plans that have been published to date; many of our team members have drafted, authored and edited CDBG-DR Action Plans; and one of our key team members was responsible for drafting the State of Louisiana's CDBG-MIT Initial Action Plan prior to joining ICF. Drawing from this experience, we know there are multiple sections of the Action Plan beyond the MNA and the program and method of distribution and we know



how critical it is to ensure all required details are included in the Action Plan. Furthermore, we understand how important it is to ensure the State program staff understands the commitments made in the Action Plan, and that those commitments are incorporated into the program design and the State's programmatic, financial and compliance policies and procedures.

- We will work with the State to understand which staff, other agencies and/or other stakeholders to include in the development of different components of the Action Plan. Throughout the Action Plan development process, we will coordinate key State contacts to ensure that all communications are received and incorporated into the draft Action Plan. This process is critical not only for obtaining information for the Action Plan, but also to: help ensure these decisions are carried forward by the State into policies and procedures; there is coordination among the agencies involved in mitigation within the state; and *to help identify and commit funding to leverage opportunities and secure operations funding early.*
- We will work with the State immediately following the approval of the Final Work Plan to make critical decisions around implementation capacity, method of distribution, target recipients, project and program sustainability and other high-level decisions that will serve as the foundation for the program design.
- To ensure all required sections are populated, we will use the State-approved Final Work Plan, our checklist, and work with assigned State staff to develop an outline for the Initial Action Plan for the State's approval.
- We will help the State develop a CDBG-MIT budget, ensuring at a minimum that:
 - The funding limitations related to administrative, planning and public services are incorporated into the budgeting strategy
 - At least 50% of the CDBG-MIT funds will provide mitigating benefits to the 5 HUD-identified MID zip codes identified in the FRN
 - At least 50% of the funds will provide a benefit to low- and moderate-income areas or persons
- We will gather information from the State and/or help the State make decisions around other Action Plan details and sections, such as:
 - The Citizen Participation requirements to be included in the AP
 - Other certifications information to be included in the AP
 - Defining "not suitable for rehabilitation"
 - Elevation standards
 - Other building standard requirements and natural or green infrastructure requirements
 - Program income requirements
 - Plan to minimize displacement and ensure accessibility
 - Other considerations and details required by the FRN
 - Defining the criteria for Substantial Action Plan Amendments
- ICF will begin to draft the sections of the Action Plan listed above, concurrently as we are preparing the Mitigation Needs Assessment and the program sections, for the State and relevant stakeholders to review and approve or request changes. Much of this information will help inform development of the State's CDBG-MIT program and method of distribution.
- Requested changes will be made within 2 business days of the request from the State.

After ICF Informs and Facilitates Key Decisions, State Finalizes all MNA and Program Decisions

- Using the program decision making process described in Section 4, we will help the State make informed decisions necessary for finalizing the MNA, the program and method of distribution. Once the State has provided ICF with their final decisions on key items, we will

produce drafts of the different sections of the Action Plan, including the Risk-Based Mitigation Needs Assessment, the program design, and the method of distribution.

- ICF will undertake the steps outlined in Section 2 above, regarding Citizen Participation, in order to facilitate the State's pre-draft Action Plan public hearing, including ensuring public outreach collateral are translated into Spanish, published on the CDBG-MIT website, identified in local newspapers and outlets, and posted in prominent public facilities as directed by the State.

ICF Updates all Certifications Related to CDBG-MIT Requirements for State Review and Approval

- Concurrent to working with the State to outline and develop its Action Plan, the ICF team will also work with the State's finance and procurement divisions to ensure that the State completes and submits the Certifications of Financial Controls and supporting documentation in compliance with the FRN.
- The ICF team will work with the State to identify the relevant divisions within the State to provide the information and documentation necessary to complete an Implementation Plan and Capacity Assessment.
- The FRN requires submission of the Certification of Financial Controls, Implementation Plan, and Capacity Assessment **60 days prior** to the deadline for the submission of an Action Plan or by February 6, 2020. ICF will assist the State with submission of the certification of financial controls, procurement processes, and updated procedures for grant management by **February 6, 2020**.

We will help the State comply with the elements associated with certifications, implementation plan, and capacity assessment to ensure their approval of the Action Plan. Below are the specific information and documentation that ICF will assist the State with submitting to HUD.

Certification of Financial Controls: The State has proficient financial controls when each of the following criteria are satisfied:

- State submits most recent single audit report and consolidated annual financial report (CAFR) verifying the State has no material weaknesses, deficiencies, or concerns relevant to financial management of the CDBG-MIT grant.
- State assessment of its financial standards and completed P.L. 115-123 Financial Management and Grant Compliance Certification and required supporting documentation.
- ICF will work with the State to create a table for each agency and identify the personnel responsible for each of the certification tasks, along with contact information, as required by the FRN.
- ICF will assist the State in updating its policies and procedures, as required by the FRN, including Citizen Participation Plan, Procurement Standards/Provisions, Duplication of Benefits, Procedures for Timely Expenditures, the CDBG-MIT website, and Anti-Fraud, Waste, and Abuse (AFWA).

Implementation Plan and Capacity Assessment: The State is determined to have sufficient management capacity by submitting documentation satisfying the criteria below:

- Method of communication of timely information on all phases of **application status** for all mitigation assistance is developed and ensures accessibility and privacy of individualized information.
- Development of an **Implementation Plan** describing the grantee's capacity to carry out mitigation activities, how it will address any capacity gaps, and how agency staff that

administer CDBG-DR and CDBG-MIT funds will work with their counterparts who manage the grantee's FEMA-funded mitigation activities.

- Undertake a **Capacity Assessment** to carry out mitigation activities which:
 - Identifies capacity gaps and create milestones for when and how capacity gaps will be filled
 - Address any open CDBG-DR findings and provide an update on corrective actions
- Assess **Staff Capacity** and document experience with:
 - Timely development of mitigation programs for infrastructure, housing and economic development activities
 - Procurement/contract management including compliance with the regulations implementing Section 3 of the Housing and Urban Development Act of 1968 (24 CFR part 135) (Section 3), fair housing compliance, environmental compliance, monitoring, quality assurance and financial management
 - Internal audit function with independent reporting to executive officer
- Ensure **Internal and Interagency Coordination**: Effective communication and coordination between State and local departments and divisions involved in the design and implementation of mitigation planning and projects, including, but not limited to the following:
 - Departments responsible for developing the HMP for applicable jurisdictions;
 - Departments implementing the HMGP;
 - Subrecipients responsible for implementing the grantee's Action Plan;
 - Local and regional planning departments to ensure consistency and the integration of CDBG-MIT activities with those planning efforts.
- Technical assistance
 - The grantee's implementation plan describes how it will procure and provide technical assistance for any personnel that the grantee does not employ at the time of Action Plan submission, and to fill gaps in knowledge or technical expertise required for successful and timely implementation where identified in the capacity assessment.
- Accountability
 - Clearly identify lead agency responsible for CDBG-MIT and that the agency will report directly to the chief executive officer of the jurisdiction.

ICF Completes Draft of Action Plan for State Review, incorporating MNA, State Decisions and Results from Pre-Draft Action Plan Public Hearing

- ICF will capture all comments during the pre-draft public hearing(s) and consolidate comments for State staff to review and respond.
- Though our team will have provided sections of the Action Plan for the State to review as they are complete, we will deliver the final draft of a comprehensive Action Plan and provide the state at least 10 days to review.

State Completes Review and Edits of Draft Action Plan, Including Amendments Needed from ICF

- Upon completion and final approval by the State, ICF will finalize the draft Action Plan including final formatting and design per State direction.
- ICF will provide a final Draft Action Plan and Certifications to the State for final approval.

ICF Submits Final Draft Action Plan and Certifications for Translation into Spanish

- ICF will handle translation services for the State and will ensure that the final draft Action Plan and Certifications are translated and ready. Ideally ICF will have a minimum of 15 days for translation, but this timeline can be expedited, if necessary.

ICF Provides Required Quantities and Format of Action Plan to State

- After the final version is approved for translation services, ICF will provide the final draft Action Plan to the State in the following quantities and format, as specified in the RFP.
 1. One bound copy of the final approved CDBG-MIT Action Plan;
 2. One electronic copy of the final CDBG-MIT Action Plan in Microsoft compatible format; and
 3. One unbound camera-ready copy of the final approved CDBG-MIT Action Plan.

ICF Presents Oral Presentations of Action Plan

- Having provided technical assistance to and on behalf of HUD and HUD grantees for the last 30+ years, ICF has extensive experience in providing presentations for complex subjects, including the CDBG-MIT Action Plan, in a way that breaks down the subject so it is *comprehensible to the public, government officials and practitioners*.
- ICF will use the presentation to walk the audience through the information requested by the State, to include such items as:
 - The **steps and considerations** to complete the Risk-Based Needs Assessment
 - The **policy rationale** behind the mitigation program and how it aligns with the State's Hazard Mitigation Plan(s) and other mitigation projects or planning efforts
 - The rationale behind the **criteria** for eligible applicants or other funding distribution decisions
 - **Strategies for targeting projects** to certain geographic areas and to projects that benefit low- and moderate-income persons
- ICF will assist with other public communication tools and collateral such as those discussed in Section 2 for distribution to the attendees, as requested.

State Posts Action Plan for Public Comment

- ICF will ensure that the State has a final draft English and Spanish Initial Action Plan posted by February 6, 2020 to begin receiving public comments February 6, 2020, supporting a 60-day public comment period.
- ICF will assist the State with posting the Action Plan on the State's CDBG-MIT website and posting public notices in local newspapers, or public and community facilities as meets the State's requirements.
- ICF will monitor comments daily and consolidate all comments for the State's review and assist in the response to those questions.

State Submits State-Approved Certifications to HUD

- State-approved Certifications will be packaged in accordance with the FRN and State requirements for submittal to HUD on February 6, 2020.

State Incorporates Public Comments into Final Action Plan

- Throughout the 60-day public comment period for the draft Action Plan, ICF will work with the State and all relevant stakeholders to consolidate and review comments received, assist the

State with any analysis required to vet the comments, and develop responses to the comments. We will ensure all public comments are included and addressed timely within the Action Plan so it can be submitted to HUD for review and approval.

- If the State determines that comments to the draft Action Plan require changes to the draft Action Plan, the ICF team will make the required updates to the Action Plan and submit to the State for review within the State’s required timeframe.

State Submits Action Plan to HUD for Review and Approval

- ICF will assist the State with submission of the final Action Plan, including State responses to public comments.
- If HUD requests clarifications or rejects the Action Plan , ICF will work with the State to make the required adjustments and help the State re-submit to HUD in the timeframe required.

ICF Assists the State in Submitting Information into the HUD Database (DRGR)

- ICF has a deep understanding of the process and criteria involved with successful entry of the Action Plan into the DRGR system including assigning the correct activity code and national objective, budgets, and performance measures, which means we will efficiently and compliantly assist with entering the Action Plan into HUD’s DRGR system and will make adjustments, as necessary, based on HUD’s feedback to the narrative Action Plan.

Timeline

Work Plan Item	Timeline
ICF Outlines Action Plan and Starts Adding Content, Draft Sections are Submitted to State as they are Drafted	12/2–12/23/19
After ICF Informs and Facilitates Key Decisions, State Finalizes all MNA and Program Decisions	12/23/2019
ICF Updates all Certifications Related to CDBG-MIT Requirements for State Review and Approval	1/27/2020
ICF Completes Draft of Action Plan for State Review, incorporating MNA, State Decisions and Results from Pre-Draft Action Plan Public Hearing	1/6/2020
State Completes Review and Edits of Draft Action Plan, including Amendments Needed from ICF	1/20/2020
ICF Submits Final Draft Action Plan and Certifications for Translation into Spanish	1/22/2020
ICF Provides Required Quantities and Format of Action Plan to State	1/22/2020
ICF Presents Oral Presentations of Action Plan, as requested	As State Requests
State Posts Action Plan for Public Comment	2/6/2020
State Submits State-Approved Certifications to HUD	2/6/2020
State Incorporates Public Comments into Final Action Plan	3/23–4/5/2020
State Submits Action Plan to HUD for Review and Approval	4/6/2020
ICF Assists the State in Submitting Information into the HUD Database (DRGR)	4/6–4/13/2020



EXHIBIT C: Technical Proposal–Team Qualifications, Leadership Team Member Biographies

Directions for Vendor: No more than four (4) Leadership Team members' biographies will be considered in the evaluation. Biographies should be submitted in the attached format. One (1) member of the Leadership Team should be identified as the vendor's primary person responsible for the delivery of the project. By including their biographies, the vendor is committing the Leadership Team members to support the project, should it be awarded.

Name:	DEBORAH SIEFERT
Title:	Senior Disaster Management Consultant
Proposed project role:	Project Lead
% of time committed to project:	50 – 60%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BS, Geography, Environmental Planning Tract	Southern Illinois University	1993
JD, Law	Southern Illinois University School of Law	1996

Employment history:

Organization	Role	Dates
ICF	Senior Disaster Management Consultant and CDBG-DR SME supporting CDBG-DR programs and HUD CDBG-DR/MIT trainings	2019–Present
Siefert Management Solutions, LLC	Principal supporting grantees and subrecipients with CDBG-DR program design and implementation	2018–2019
Hagerty Consulting, Inc.	CDBG-DR Line of Business Director	2013–2018
CDM Smith, Inc.	Senior Consultant and CDBG-DR Housing Manager	2009–2013
ICF, Inc.	CDBG-DR Audit and Monitoring Manager	2006–2009

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Familiarity with CDBG	19	Ms. Siefert began working with Entitlement CDBG in 2000 as Senior Planner for Tarrant County Texas Community Development Division. Project Manager for Boulder County CDBG-DR Program and New York City Office of Management and Budget for Sandy Allocation of CDBG-DR. Currently provide CDBG-DR expertise to State of Texas and North Carolina.
Research and compilation of data	23	Conducted research for 2 CDBG 5-Year Consolidated Plans, 8 Action Plans, and completed Unmet Needs Assessments and CDBG-DR Action Plans for Minot North Dakota, NYC, and Boulder County Collaborative.
Familiarity with HUD	19	Ms. Siefert has worked exclusively with HUD programs since 2000. She has managed the regular HUD programs (CDBG, HOME, ESG, and Brownfields Remediation) and since 2006 has designed programs, supported implementation and conducted compliance/monitoring for CDBG-DR programs in Louisiana, Texas, New York, North Dakota, and Colorado.
Citizen engagement	23	Since 2000, Ms. Siefert has developed and implemented Public Participation Plans under regular CDBG, CDBG-DR, and most recently assisting with the Public Participation requirements for North Carolina's CDBG-MIT.
Other: Environmental Review	19	Ms. Siefert has always had a passion for community and the environment. In 2000 she continued to apply her expertise in the field of HUD's Environmental Reviews and Clearance. Ms. Siefert conducted the reviews, posted the public notices, and transacted directly with HUD to acquire all environmental clearances. Ms. Siefert has managed internal and contracted teams to undertake Tier I and Tier II environmental reviews for large disaster recovery projects.

Other experience or background information:

Ms. Siefert has a long track record of **successfully leading four different CDBG-DR Action Plan and Unmet Needs Assessments service contracts**: Minot, North Dakota; New York City; Boulder County Collaborative; and North Carolina Hurricane Michael initial Action Plan and Unmet Needs Assessment. Ms. Siefert worked closely with each of the Grantees to identify their unmet needs and develop innovative and customized strategies for ensuring the eligibility of CDBG-DR projects and qualifying them to meet the Low-Mod Income national objective. For example, after NYC was told that CDBG-DR funds would not be eligible for covering operation costs associated with running Bellevue Hospital, Ms. Siefert was able to make \$83M of CDBG-DR funds eligible for the operations and maintenance. Ms. Siefert assisted the City of Minot with innovative large infrastructure projects, a new landfill, and a new housing development.

EXHIBIT C (Cont.): Technical Proposal–Team Qualifications, Leadership Team Member Biographies

Directions for Vendor: No more than four (4) Leadership Team members' biographies will be considered in the evaluation. Biographies should be submitted in the attached format. One (1) member of the Leadership Team should be identified as the vendor's primary person responsible for the delivery of the project. By including their biographies, the vendor is committing the Leadership Team members to support the project, should it be awarded.

Name:	BRANDY BONES
Title:	Senior Director, Disaster Recovery and Resiliency Programs
Proposed project role:	Subject Matter Expert, Writer and Editor
% of time committed to project:	20 – 30%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
M.B.A. University of Florida	University of Florida	2015
B.A., Political Science with honors, magna cum laude	Colgate University	2005
American Institute of Certified Planners	American Planning Association	2016
Project Management Professional (PMP)	Project Management Institute	2010
Certified HOME Program Specialist	Housing and Urban Development Agency	2010

Employment history:

Organization	Role	Dates
ICF	Senior Director	2005–Present
Philadelphia Public Health Department	Solutions Consultant	2013–2014

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Familiarity with CDBG	14	Since 2006, Ms. Bones has been working with state and local governments to design and implement CDBG and CDBG-DR funded programs. She has worked on CDBG-DR funded programs in Louisiana, New Jersey, Texas, U.S. Virgin Islands, Puerto Rico, Florida, North Carolina and Pennsylvania.
Research and compilation of data	15	Ms. Bones regularly uses data and research when assisting States and localities plan and design their disaster recovery and mitigation programs. For example, Ms. Bones worked with Pennsylvania to update their CDBG-DR Action Plan unmet needs assessment by analyzing updated FEMA Individual Assistance (IA), FEMA Public Assistance (PA), FEMA Match, and SBA business and housing loan information. She also worked with Pennsylvania to collect information about severe repetitive flood loss properties to inform where to invest buyout funding in flood prone areas. She used ACS data to develop Language Access Plans for CDBG-DR funded programs for U.S. Virgin Islands and New Jersey.
Familiarity with HUD	14	Ms. Bones began working on HUD funded programs in 2006. She has led training and provided technical assistance (TA) on HUD's behalf for over 10 years including delivering <i>Basically CDBG</i> trainings and providing capacity building support to CDBG-DR grantees. From 2016 to 2018, she led ICF's CDBG-DR related training and TA activities with HUD's Office of Block Grant Assistance. This included managing the execution of HUD's national <i>CDBG-DR Problem Solving Clinics</i> in 2017 and 2018 and leading the development of <i>HUD's CDBG-DR Launch Toolkit</i> and a <i>Disaster Preparedness and Recovery Toolkit for HUD's Office of Housing Counseling</i> .
Citizen engagement	14	Most recently, Ms. Bones helped strategize and develop the citizen engagement plan materials for North Carolina Office of Recovery and Resiliency's (NCORR) CDBG-MIT public hearings. She has developed and updated citizen participation plans and advised on public hearing requirements for CDBG funded programs in the U.S. Virgin Islands. She has developed Section 3 plans to encourage local citizens to apply for job opportunities and created Language Access Plans that outline how to engage Limited English Proficient citizens to apply for disaster recovery funding.
Other	N/A	

Other experience or background information:

See above.

EXHIBIT C (Cont.): Technical Proposal–Team Qualifications, Leadership Team Member Biographies

Directions for Vendor: No more than four (4) Leadership Team members' biographies will be considered in the evaluation. Biographies should be submitted in the attached format. One (1) member of the Leadership Team should be identified as the vendor's primary person responsible for the delivery of the project. By including their biographies, the vendor is committing the Leadership Team members to support the project, should it be awarded.

Name:	LAUREN NICHOLS
Title:	Senior Disaster Recovery Policy Manager
Proposed project role:	Subject Matter Expert, Writer and Editor
% of time committed to project:	30-40%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BA, Modern European Languages and Political Science	University of Edinburgh	2004
MIS, Peace Studies and Conflict Resolution	University of Queensland	2006

Employment history:

Organization	Role	Dates
ICF	CDBG-DR Subject Matter Expert, Policy and Program Operations	2019–Present
State of Louisiana	Director of Policy, Resilience and Strategic Initiatives (CDBG-DR and CDBG-MIT) and Deputy Director of Recovery Programs (CDBG-DR)	2015–2019
GCR	NY Governor's Office of Storm Recovery Director of Economic Development (CDBG-DR)	2014–2015
State of Louisiana	CDBG-DR Economic Development Program Manager and Manager	2009–2014

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Familiarity with CDBG	10+	Since 2009, Ms. Nichols has been supporting state and local governments, designing and implementing recovery programs, while ensuring they are compliant and implemented in line with all CDBG and cross-cutting federal requirements. In her various roles, she has written policies and managed and monitored over \$7 billion in infrastructure, economic development, housing, buyout and planning programs funded with CDBG-DR and CDBG-MIT assistance. Ms. Nichols was responsible for managing, editing and producing the State of LA’s “historically fast” 2016 Initial Action Plan and subsequent amendments and drafted the programmatic and compliance sections of the State’s CDBG-MIT Initial Action Plan prior to leaving in May 2019.
Research and compilation of data	17+	Ms. Nichols has been researching, compiling and analyzing quantitative and qualitative data to produce reports and to support informed and strategic programmatic and budgetary decision-making throughout her CDBG career.
Familiarity with HUD	10+	As one of the primary points of contact for the states of LA and NY for HUD, Ms. Nichols worked closely with HUD CPD, OGC, OIG and OEE staff over the past 10 years. She leads state agencies in preparations for monitoring visits, for implementing and responding to HUD corrective actions and for responding to information requests from different HUD representatives. Ms. Nichols writes and justifies waiver requests and policy decisions to HUD, as well as provides subject matter expertise and technical assistance to HUD grantees through ICF’s TA contract with HUD.
Citizen engagement	12+	Most recently, Ms. Nichols helped strategize and develop the citizen engagement plan and materials for meeting the NC Office of Recovery and Resiliency’s CDBG-MIT citizen participation requirements. Until May 2019, Ms. Nichols was the Director responsible for the Louisiana Watershed Initiative, which is that state’s comprehensive engagement and alignment plan for changing how LA proactively manages flood risk and the foundation for that state’s \$1.2 billion CDBG-MIT allocation. Ms. Nichols led the strategy and team responsible for statewide, multi-governmental and comprehensive citizen engagement by facilitating coordination between five state agencies and led the strategy and content for determining the location, stakeholder engagement and timing of the State’s regional Listening Tour and local official engagement.
Other:	26	Ms. Nichols is fluent in Spanish and French.

Other experience or background information:

See above.



EXHIBIT C (Cont.): Technical Proposal–Team Qualifications, Leadership Team Member Biographies

Directions for Vendor: No more than four (4) Leadership Team members' biographies will be considered in the evaluation. Biographies should be submitted in the attached format. One (1) member of the Leadership Team should be identified as the vendor's primary person responsible for the delivery of the project. By including their biographies, the vendor is committing the Leadership Team members to support the project, should it be awarded.

Name:	SUE SOUTHON
Title:	Senior Disaster Recovery and Community Development Consultant
Proposed project role:	Subject Matter Expert, Writer and Editor
% of time committed to project:	10 – 20%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
M.S.W	University of Michigan	1970
B.A	University of Michigan	1968
Fellow Member Designation for contributions to the industry	International Economic Development Council	Sept, 2007
Certification in Economic Development Finance	National Development Council	1989

Employment history:

Organization	Role	Dates
ICF	Senior Technical Specialist	2012–Present
Strategic Planning Services, LLC	Founder & Principal	1972–Present
Community Development Advocates of Detroit	Interim Executive Director	2005–2006
Michigan First	Senior Director of Business Development	1995–1996
Michigan Department of Commerce	Association & Local Development Services Liaison	1985–1992



Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Familiarity with CDBG	30	Ms. Southon has served as both a HUD technical assistance provider to CDBG-DR grantees; and has assisted grantees directly to develop a variety of disaster recovery programs, organizational structure, staffing projections, and monitoring and compliance protocols. She leads the ICF Policy team for New Jersey's Sandy Recovery CDBG-DR program. She helped the State to develop programs, policies/procedures, and amendments for the action plan across a range of CDBG-DR programs. She was the Policy Advisor to the Commonwealth of Pennsylvania, Department of Housing and Community Development where she assisted in development of CDBG-DR Substantial Action Plan amendments, unmet needs assessments, extension requests and policies and procedures for housing programs. She assisted in the development of CDBG-DR guidance for HUD Exchange website on DR Launch and development of DR programs to serve homeless populations.
Research and compilation of data	30	Ms. Southon regularly researches and compiles data as part of her role in providing technical assistance to HUD grantees and her expertise in economic development. Her skills in underwriting, needs assessments, and program design related to economic development and infrastructure programs involve extensive location-based data and research to be effective.
Familiarity with HUD	30	Ms. Southon has managed several TA engagements for the HUD in states including Michigan, where she provided senior expertise on program design, organizational structure and staffing requirements, budget development, regulatory compliance, and underwriting. She was the HUD Technical Assistance Provider for the Neighborhood Stabilization Program from 2010 to 2013. She provided technical assistance to HUD grantees and subrecipients on program design, underwriting, site selection, construction oversight, compliance monitoring.
Citizen engagement		Ms. Southon Facilitated the development of economic strategic plans for communities including: Highland Park, MI, Hamtramck, MI, Pontiac, MI, New Orleans, LA, Hollywood, FLA, and the Toledo-Lucas County Port Authority. She also facilitated the development of sustainable community plans under contract with the Local Initiatives Support Corporation (LISC) and the Michigan State Housing Development Authority.
Other	N/A	

Other experience or background information:

See above.



EXHIBIT C (Cont.): Technical Proposal–Team Qualifications, Working Team Member Biographies

Directions for Vendor: No more than six (6) Working Team members' biographies will be considered in the evaluation. Biographies should be submitted in the attached format. At least two (2) of the Working Team biographies should be representative Project Managers who could lead this project.

Name:	JEREMY CIRILLO
Title:	Disaster Management Specialist
Proposed project role:	Project Manager – Needs Assessment
% of time committed to project:	50 – 60%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BA, Geography and Sustainability Studies with honor	City University of New York, Hunter College	2016

Employment history:

Organization	Role	Dates
ICF	Disaster Management Specialist	2019–Present
H2M Architects and Engineers	Project Controls Specialist	2017–2019

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Familiarity with CDBG	3	Mr. Cirillo brings valuable expertise in development, implementation, and program management for CDBG-DR and FEMA hazard mitigation programs. Mr. Cirillo served as program operations management for Intake and Outreach for Harris County, Texas' \$1.1 billion-dollar (CDBG-DR) housing programs. Here he was responsible for ensuring program operations adhered to CDBG-DR Policy. In addition, he led the development of program implementation documents for the execution of relocation services for North Carolina's Office of Recovery and Resiliency (NCORR) CDBG-DR homeowner programs.

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Research and compilation of data	3	<p>Mr. Cirillo brings exceptional research, data analysis, gap analysis, program oversight and reporting abilities, specifically for CDBG-DR and FEMA Hazard mitigation programs.</p> <p>In Mr. Cirillo's role in operations management of Intake and Outreach for Harris County's CDBG-DR Homeowner Recovery Programs, he was responsible for data reporting on project metrics and providing summary reports to the client. Mr. Cirillo also greatly contributed to the assessment of case management software reporting capabilities.</p> <p>As Project Controls Specialist for a \$729 million-dollar Hazard mitigation project under FEMA Public Assistance Section 428, Mr. Cirillo was responsible for tracking construction, permitting, scheduling and pricing data and producing summary level reports for executive leadership on a weekly basis. Mr. Cirillo also oversaw the enhancement of data collection methodology pertaining to contractor input related to project progress that improved the accuracy of thousands of data records and greatly improved reporting capability.</p> <p>Mr. Cirillo is also responsible for supporting business development initiatives for ICF related to CDBG-DR, CDBG-MIT and FEMA HMA. In this role, he is responsible for researching opportunities, writing proposals, and monitoring for policy updates.</p>
Familiarity with HUD	3	<p>Mr. Cirillo's work in disaster management as noted above has made him incredibly experienced in implement and managing HUD CDBG-DR programs and given him a strong understanding of HUD Policy, Guidelines and best practices.</p>
Citizen engagement	1	<p>Helped develop trainings for local hazard mitigation plan design, specific emphasis on citizen engagement and citizen participation. Mr. Cirillo was also involved in the development of collateral material for public engagement for Harris County's CDBG-DR housing programs.</p>
Other	3	<p>In addition to CDBG and FEMA expertise, Mr. Cirillo possesses a strong scientific understanding of natural hazards and demographic analysis. Mr. Cirillo brings technical expertise in GIS and HAZUS-MH, FEMA's nationally applicable standardized loss-estimation software and has conducted research that assesses hazard impact to infrastructure and vulnerable populations.</p>

Other experience or background information:

See above.



EXHIBIT C (Cont.): Technical Proposal–Team Qualifications, Working Team Member Biographies

Directions for Vendor: No more than six (6) Working Team members' biographies will be considered in the evaluation. Biographies should be submitted in the attached format. At least two (2) of the Working Team biographies should be representative Project Managers who could lead this project.

Name:	MELISSA WALKER
Title:	Senior Project Manager
Proposed project role:	Project Manager – Citizen Participation
% of time committed to project:	20 – 30 %

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BA, Business Administration	Millsaps College	2000

Employment history:

Organization	Role	Dates
ICF	Strategic Communications & Marketing Senior Project Manager	2006–Present
Louisiana Department of Health and Hospitals	Public Information Officer	2001–2006
Godwin Group	Account Coordinator	1991–2001

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Familiarity with CDBG	9	Ms. Walker has robust experience developing and implementing multi-language, multi-channel, strategic communications campaigns with extensive experience in communications planning and execution. She has developed communications and media response models for natural and biological disasters which were adopted on a national scale. She also served as the Director of External Affairs and Communications for <i>The Road Home</i> program, the largest housing recovery program in US history which was designed by the State of Louisiana to provide compensation to homeowners affected by Hurricanes Katrina and Rita

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
		for the damage to their homes. She also served as the Communications and Outreach Task Lead and Subject Matter Expert for the states of New Jersey and New York’s disaster recovery programs, which provided housing recovery grants to homeowners who suffered damage as a result of Hurricane Sandy. Most recently, Ms. Walker has provided strategic communications and applicant outreach services for North Carolina Office of Recovery & Resiliency for their CDBG-DR and CDBG-MIT programs.
Research and compilation of data	20	Ms. Walker incorporates research and data analysis into all phases of the communications and outreach process for her client. She has extensive experience in communications planning and execution in the areas of housing recovery, public health, energy efficiency, homeland security and emergency preparedness and response. For the City of Houston’s CDBG-DR program, Ms. Walker coordinated the development of a data-driven paid and earned media plan and development of all creative assets for a citywide campaign to encourage affected citizens to complete the intake survey required to determine eligibility for housing recovery aid. The result of these efforts was a comprehensive 8 week paid and earned media campaign that covered five media channels in eight languages and delivered more than 42M impressions and resulted in nearly 70,000 survey visits from the digital campaign alone.
Familiarity with HUD	9	In addition to the experience that Ms. Walker has with CDBG-DR projects, she has also worked with several different HUD offices, including the redesign of the Homelessness Resource Exchange website in 2011 and the planning and implementation of the 2013 HUD Healthy Homes Conference.
Citizen engagement	20	Ms. Walker has more than 20 years’ experience developing communications, marketing and outreach campaigns for a variety of public- and private-sector clients in the areas of housing recovery, public health, energy efficiency, homeland security and emergency preparedness and response. Her work across multiple industries and markets provides her unique experience to implement best practices and lessons learned which result in innovative approaches for clients that enhance outreach efficacy and result in a higher level of public engagement.
Other	N/A	

Other experience or background information:

See above.



EXHIBIT C (Cont.): Technical Proposal–Team Qualifications, Working Team Member Biographies

Directions for Vendor: No more than six (6) Working Team members' biographies will be considered in the evaluation. Biographies should be submitted in the attached format. At least two (2) of the Working Team biographies should be representative Project Managers who could lead this project.

Name:	NDUBUISI “ONYE” IBEH
Title:	Infrastructure and Finance Lead
Proposed project role:	Project Support, Data Analysis, Research
% of time committed to project:	10 – 20%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BA, Liberal Arts	Soka University of America	2011
MPA, Public Administration	Cornell University	2013

Employment history:

Organization	Role	Dates
ICF	Infrastructure and Finance Lead	2019–Present
NYC CDBG-DR	Unit Head, Fiscal and Budget	2013–2019

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Familiarity with CDBG	6	Mr. Ibeh has been involved with the CDBG-DR grant since 2013, helping build out the Disaster Recovery taskforce for the City of New York after Hurricane Sandy. He has been involved in many aspects of recovery, including housing, business, infrastructure, and resiliency. His experience has allowed him to be instrumental in providing training and guidance to multiple stakeholders at all levels. His experience also cuts across CDBG, FEMA PA, FEMA HMGP, FEMA PAAP, etc.

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Research and compilation of data	6	<p>In the NYC CDBG-DR Taskforce, Mr. Ibeh supervised a team of fiscal analysts to oversee the \$4.2 billion CDBG-DR budget. Tasks included budgeting CDBG-DR grant funds, monitoring spending, reimbursing eligible CDBG-DR costs, and ensuring the proper accounting of federal revenue.</p> <p>In addition to financial management, Mr. Ibeh has a background in data analysis and reporting for CDBG-DR. He has used a variety of system to conduct due diligence on budgets, run quarterly performance reports, create dashboards, and track grant progress against baseline projections.</p>
Familiarity with HUD	6	<p>Mr. Ibeh has worked closely with HUD with respect to implementing both financial management and disaster recovery policies. He is also familiar with HUD policy, guidelines, and best practices.</p>
Citizen engagement	2	<p>Mr. Ibeh has assisted with citizen participation as it pertains to Action Plan development, public hearings, and citizen complaints.</p>

Other experience or background information:

See above.

EXHIBIT C (Cont.): Technical Proposal–Team Qualifications, Working Team Member Biographies

Directions for Vendor: No more than six (6) Working Team members' biographies will be considered in the evaluation. Biographies should be submitted in the attached format. At least two (2) of the Working Team biographies should be representative Project Managers who could lead this project.

Name:	LAUREN REEF
Title:	Disaster Management Specialist
Proposed project role:	Research and Data Analysis
% of time committed to project:	10 – 20%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
Master's in Development Practice (MDP)	Emory University	2016
BA, Anthropology	North Carolina State University	2009

Employment history:

Organization	Role	Dates
ICF	Disaster Management Specialist	2019-present
ICF	Research Scientist, Public Health	2018-2019
ICF	Analyst, Public Health	2016-2018
Heifer International	Evaluation Intern	2016
Manna Project International	Research Intern	2015
US Peace Corps	Rural Health Volunteer	2011-2014

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Familiarity with CDBG	1	Ms. Reef has quickly gained valuable experience in CDBG requirements through her roles on several key projects. She developed trainings that provide an overview of disaster recovery and CDBG-DR requirements for UC Davis. In her role as internal data reporting lead for the CDBG-DR funded Puerto Rico Department of Housing (PRDOH) Home Repair, Reconstruction or Relocation Program (R3), Ms. Reef ensures that implementation is being monitored in accordance with CDBG best practices. In addition, Ms. Reef has developed SOPs and process flows



Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
		for a CDBG-DR funded Buyout program in North Carolina, which required building a deep understanding of program requirements and regulations.
Research and compilation of data	5	Ms. Reef has a strong background in multi-disciplinary research and data analysis. For Puerto Rico, Ms. Reef produces weekly reports of program performance and monitors data quality using Power BI and Excel. She has also developed detailed reporting guidelines for the program. In her previous role in the Public Health practice, Ms. Reef has conducted data analysis and research on dozens of projects for the Centers for Disease Control and Prevention (CDC) and UNICEF.
Familiarity with HUD	1	For PRDOH R3, Ms. Reef supports the development of a Compliance and Monitoring manual that will be used to ensure compliance with HUD and other federal regulations.
Citizen engagement	4	Ms. Reef brings a strong background in engaging community members and gaining input for program design as well as improvement. While in Public Health, Ms. Reef conducted interviews and focus groups to ensure that the perspectives of program participants were included in the evaluation and subsequent program recommendations. Community engagement and needs assessment were also foundational to Ms. Reef's three years working as a Peace Corps volunteer in Paraguay. Ms. Reef facilitated meetings with women, youth and government officials to determine project priorities.
Other	7	Ms. Reef is fluent in Spanish.

Other experience or background information:

See above.

EXHIBIT C (Cont.): Technical Proposal–Team Qualifications, Working Team Member Biographies

Directions for Vendor: No more than six (6) Working Team members’ biographies will be considered in the evaluation. Biographies should be submitted in the attached format. At least two (2) of the Working Team biographies should be representative Project Managers who could lead this project.

Name:	MARINANGELES GUTIERREZ
Title:	Disaster Recovery Specialist
Proposed project role:	Research & Data Analysis
% of time committed to project:	30 – 40%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
Master’s in Development Practice (MDP), Program Management & Strategy	Emory University	2019
B.A., Business Administration & Management	Northwestern University	2011

Employment history:

Organization	Role	Dates
ICF	Disaster Recovery Specialist	2019
Habitat for Humanity International	MEAL Advisor – Malawi; Strategy Realization Intern	2018-2019
World Resources Institute	Climate Resilience Practice Intern - India	2018
Collective Wisdom Group, Inc.	Strategic Project Manager	2017-2018
City of Atlanta, Mayor’s Office of Resilience	Strategy Fellow – 100 Resilient Cities	2017
MNITargetedMedia	Sales Development Associate; Sales Coordinator	2011-2016

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Familiarity with CDBG	>1	Most recently, Ms. Gutierrez has supported the development and design of program implementation materials for North Carolina’s Office of Recovery and Resiliency (NCORR) to administer CDBG-DR funded relocation assistance.

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Research and compilation of data	6	She has a robust background in multi-disciplinary research and data analysis. With experience in monitoring, evaluation, and accountability for efforts in disaster response and recovery and vulnerable group projects.
Familiarity with HUD	>1	For NCORR, Ms. Gutierrez, supports the development of a Standard Operating Procedure for relocation assistance that will be used to ensure compliance with HUD and other federal regulations.
Citizen engagement	4	With her previous organization, Ms. Gutierrez worked in Malawi, conducting an evaluation on disaster response and a needs assessment for recovery efforts following Cyclone Idai in two districts, engaging over 75 families. She has also worked for municipalities in Atlanta Metro on resilience strategy planning and implementation. Coordinating and facilitating community conversations and interviews with stakeholders of all levels. For the City of Atlanta alone, she has assisted in the execution of 40 public events, 1,000 survey responses, 100 interviews, and the engagement of 7,000 people. For the City of Norcross, she spearheaded community engagement, in English and Spanish. Spearheading survey engagement and community conversations.
Other – Communications Design	8	Ms. Gutierrez has often brought communications support to community engagement efforts. Strengthening the drafting, editing, and distribution of public-facing communications, including presentations and marketing materials. A contributing writer and designer for campaign agendas, evaluation graphics and reports, and sustainability plans.

Other experience or background information:

Ms. Gutierrez is fluent in Spanish.

EXHIBIT D: Technical Proposal–Past Performance

Directions to Vendor: The vendor should provide the overall relevant vendor experience related to this RFP and reflective of the contractor qualifications in section 2.3

Overall Relevant Vendor Experience

(succinctly identify experience in the qualification area identified below)

Planning and design phases for HUD that involves identifying pertinent program participants and stakeholders, applicable regulations and requirements, deadlines, needs and available resources, and developing strategic plans to address needs and achieve goals using available funding resources, while also conforming to all applicable requirements, deadlines, restrictions, etc.

ICF has a 30+ year partnership with HUD and has more than 20 years of successfully performing work for FEMA. As the *largest training and technical assistance provider to HUD*, ICF manages the HUD Exchange (the online platform for resources and assistance to support HUD’s community partners) and works closely with the Office of Block Grant Assistance Disaster Recovery and Special Issues (OBGA DRSI) responsible for CDBG-DR funding. In that role, ICF:

- Wrote **HUD’s CDBG-DR Launch Toolkit**, the go-to guide on setting up a CDBG-DR program that includes a framework to organize staff and functions and a primer on the pros and cons of the organizational models used to run a disaster recovery program.
- Wrote **implementation guides** on Homeowner Rehabilitation, Homebuyer, Small Rental, Buyout, and Small Business Loan and Grant programs.
- Led and provided expert staff for HUD’s 2017, 2018 and 2019 **CDBG-DR Problem Solving Clinics**.
- Developed and delivered **CDBG-DR webinars for HUD grantees** in 2016 and again in 2019.
- Wrote a **Disaster Preparedness and Recovery Toolkit** for HUD’s Office of Housing Counseling.
- Provide **technical assistance and capacity building** support to CDBG-DR grantees, including New Jersey, U.S. Virgin Islands, and West Virginia.

ICF’s work with HUD is rooted in our implementation experience and expertise working on the ground with dozens of CDBG and CDBG-DR grantees throughout the country. Specifically, we have assisted with the *development of CDBG-DR Action Plans, Substantial Action Plan Amendments, and/or citizen engagement efforts* for New Jersey, Pennsylvania, U.S. Virgin Islands, West Virginia and Texas. A sample of our implementation expertise is highlighted in the three case studies below.

Directions to Vendor: The vendor should provide a work sample reflective of the vendor's experience with the following:

Work Sample

The vendor should identify and attach such documents of any work products that highlight well written, concise, thoroughly researched documents that reflect knowledge of program requirements, resulting in desirable outcomes, and satisfying the requirements for external or third party approval. The vendor should identify the individuals who worked on such document. It is highly desirable that the individuals are those that are part of the proposed working team.

ICF is currently supporting the North Carolina Office of Recovery and Resiliency (NCORR) to plan, design and implement their CDBG-DR as well as CDBG-MIT funded programs. This includes designing and implementing NCORR's Buyout program; providing relocation services for their single-family homeowner, buyout and small rental programs; and providing strategic communication and applicant outreach services. The ICF Team supporting NCORR includes staff that are also part of the proposed working team including: **Deb Siefert, Brandy Bones, Lauren Nichols, Melissa Walker, Jeremy Cirillo, Marina Gutierrez, and Lauren Reef.**

Since starting work in September 2019, ICF has completed work products that closely align with the services requested by the State of Missouri. Below is a list and description of the relevant work products completed. **Appendix A** includes samples of some of the public facing documents created for the CDBG-MIT public hearings, which are also posted on NCORR's website.

- **CDBG-MIT Public Hearings:** Worked with NCORR to plan and hold three CDBG-MIT public hearings in one week, with less than three weeks' notice, including:
 - Developing the public notice and press release
 - Scouting and securing locations for public hearings in the three most impacted and distressed (MID) counties
 - Developing 32 pieces of collateral in English and Spanish
 - Providing on-site logistics assistance and post-hearing support, including scanning and tallying written comments and sign-in sheets
- **CDBG-MIT Website:** Conducted a compliance review of NCORR's existing website and provided content for NCORR's CDBG-MIT webpage on their CDBG-DR/MIT website
- **CDBG-MIT Action Plan Translation:** Translated North Carolina's CDBG-MIT Action Plan into Spanish
- **Citizen Participation Plan:** Reviewed and provided edits to NCORR's existing Citizen Participation Plan to meet CDBG-MIT requirements.

EXHIBIT E: Technical Proposal–Past Performance

Directions to Vendor: The vendor should provide three (3) past performance reference case studies. Each should have been completed in the past three (3) years. At least two (2) should involve work for a state agency of similar scale and complexity as the Department of Economic Development, Division of Business and Community Solutions, CDBG Program. The vendor should copy and complete this Exhibit for each case study presented. The three (3) case studies should represent the vendor’s most relevant and recent experience that most closely aligns with the vendor’s services proposed herein.

CASE STUDY # 1	
Project Title	NCORR DISASTER RECOVERY PROGRAM MANAGEMENT SERVICES
Duration of the Project	September 2019 – Present
Specific Contact Information:	Organization Name: North Carolina Office of Recovery and Resilience (NCORR) Contact Person Name: Bridget Munger Telephone Number: 984-833-5361 Email Address: bridget.munger@ncdps.gov
<p>The vendor should summarize below the past project’s context, objectives, approach and impact achieved relevant to this RFP. As part of the case study, the vendor should identify if the case study involved interacting with audiences in a town hall meeting and/or public hearing setting with program/project constituents and stakeholders, including local government officials, state public officials, state CDBG Program management, Federal funding agencies and officials, local residents and community leaders, planning agencies, program staff, etc.</p>	
<p>ICF, as a subcontractor to HORNE, is responsible for implementation and program management of NCORR’s Voluntary Buyout program, providing relocation services, and managing applicant communication and outreach services. The following staff included in this proposal also work on this project: Deb Siefert, Brandy Bones, Lauren Nichols, Jeremy Cirillo, Melissa Walker, Lauren Reef, and Marina Gutierrez.</p> <p>As part of the applicant communication and outreach services, ICF is assisting with public hearings, providing translation services, redesigning NCORR’s <i>RebuildNC</i> website, and creating program outreach materials. ICF played a central role in the design, content development and implementation of three CDBG-DR MIT public hearings with less than three weeks’ notice. Our team developed the public notice and press release, developed social media advertisements, conducted site visits and secured three venues, and informed, edited and designed <i>32 pieces of collateral in English and Spanish</i>. We attended all hearings and provided logistics assistance and post-hearing support. Our team’s work helped to greatly engage the public in the eligible areas with 273 attendees. ICF also translated the North Carolina CDBG-MIT Action Plan into Spanish.</p> <p>In preparation for the launch of NCORR’s Buyout Program later this year, the ICF team <i>developed NCORR’s engagement strategy with local governments</i>, to include the schedule, communications strategy, informational materials for local officials, and talking points for NCORR leadership when meeting with different jurisdictions about potential buyout programs. ICF’s responsibilities also include managing Intake, Eligibility Review and Duplication of Benefits (DOB) verification through Inspection, Appraisal, Award Generation, and Closing.</p>	



EXHIBIT E (Cont.): Technical Proposal–Past Performance

Directions to Vendor: The vendor should provide three (3) past performance reference case studies. Each should have been completed in the past three (3) years. At least two (2) should involve work for a state agency of similar scale and complexity as the Department of Economic Development, Division of Business and Community Solutions, CDBG Program. The vendor should copy and complete this Exhibit for each case study presented. The three (3) case studies should represent the vendor’s most relevant and recent experience that most closely aligns with the vendor’s services proposed herein.

CASE STUDY # 2	
Project Title	STATE OF NEW JERSEY SUPERSTORM SANDY RECOVERY PROGRAM
Duration of the Project	May 2013 – Present
Specific Contact Information:	Organization Name: NJ Department of Community Affairs (DCA) Contact Person Name: Charles Richman Telephone Number: 609-278-7440 Email Address: crichman@njhmfa.gov
<p>The vendor should summarize below the past project’s context, objectives, approach and impact achieved relevant to this RFP. As part of the case study, the vendor should identify if the case study involved interacting with audiences in a town hall meeting and/or public hearing setting with program/project constituents and stakeholders, including local government officials, state public officials, state CDBG Program management, Federal funding agencies and officials, local residents and community leaders, planning agencies, program staff, etc.</p> <p>ICF works with DCA and its subrecipients to manage and implement more than 30 Superstorm Sandy recovery programs under its \$4.2 billion CDBG-DR grant program. The following staff included in this proposal also worked on this project: Brandy Bones, Sue Southon, and Melissa Walker.</p> <p>ICF’s scope started relatively small (providing policy, technical advice, and training) and grew significantly based on our client’s needs, our demonstrated ability to deliver results, and our diverse and deep multidisciplinary staff strength. ICF experts have helped DCA assess its unmet needs, draft policies and procedures, improve the efficiency of grant management operations, <i>draft Action Plan Amendments, host public hearings</i>, develop independent cost estimates to ensure cost reasonableness, respond to HUD audits, develop and implement a \$2 million outreach effort working with local NJ-based firms to reach low-to-moderate income and limited English communities, and develop reporting tools for managing budgets and programs.</p> <p>ICF staff developed and implemented <i>Sandy Recovery Division’s strategic communication plan</i>, revised the <i>ReNewJersey Stronger</i> website, provided translations, planned and executed public hearings to solicit public comments on Substantial Action Plan Amendments, and managed the public comment process.</p> <p>ICF has helped the DCA move DR programs forward rapidly while achieving a high level of compliance with the myriad of federal laws and regulations affecting CDBG-DR and FEMA funding. We helped DCA stand up the compliance and monitoring function and trained DCA and subrecipients on all cross-cutting federal regulations.</p> <p>In recognition of DCA’s strong record of compliance, they are the <i>only recipient of grants from the Disaster Relief Act of 2013 to comply with all HUD internal audit requirements that safeguard the distribution of federal funds and improve recovery operations.</i></p>	



EXHIBIT E (Cont.): Technical Proposal–Past Performance

Directions to Vendor: The vendor should provide three (3) past performance reference case studies. Each should have been completed in the past three (3) years. At least two (2) should involve work for a state agency of similar scale and complexity as the Department of Economic Development, Division of Business and Community Solutions, CDBG Program. The vendor should copy and complete this Exhibit for each case study presented. The three (3) case studies should represent the vendor’s most relevant and recent experience that most closely aligns with the vendor’s services proposed herein.

CASE STUDY #3	
Project Title	COMMONWEALTH OF PENNSYLVANIA CDBG-DR PROGRAM SUPPORT
Duration of the Project	September 2015 – September 2018
Specific Contact Information:	Organization Name: PA Department of Community and Economic Development (DCED) Contact Person Name: Donna Enrico Telephone Number: 717-720-7343 Email Address: denrico@pa.gov
<p>The vendor should summarize below the past project’s context, objectives, approach and impact achieved relevant to this RFP. As part of the case study, the vendor should identify if the case study involved interacting with audiences in a town hall meeting and/or public hearing setting with program/project constituents and stakeholders, including local government officials, state public officials, state CDBG Program management, Federal funding agencies and officials, local residents and community leaders, planning agencies, program staff, etc.</p>	
<p>ICF supported DCED to <i>update and write the State’s Substantial Action Plan Amendments</i>, rethink and redesign the State’s CDBG-DR programs, write the associated policies and procedures for each CDBG-DR program, and provide CDBG-DR training. The following staff included in this proposal also worked on this project: Brandy Bones and Sue Southon.</p> <p>DCED received two allocations of CDBG-DR funding – \$29,986,000 allocated under PL 113-2 and \$27,142,501 allocated under PL 112-55 – as a result of damage sustained from three natural disasters in 2011, including a flooding event in April; Hurricane Irene in August; and Tropical Storm Lee in September. After having challenges spending the funding, DCED engaged ICF. ICF updated PA’s unmet needs assessment, which required ICF to <i>work with the PA Emergency Management Agency and FEMA Region II</i> to obtain updated FEMA Individual Assistance (IA), FEMA Public Assistance (PA), FEMA Match, and SBA business and housing loan information. Once obtained, ICF analyzed and summarized the data, generated maps outlining the damage to <i>LMI communities</i>, and determined the remaining unmet housing, business, and infrastructure needs.</p> <p>Using this information ICF provided guidance to PA on the best method for distributing its CDBG-DR funding. Based on ICF’s guidance, PA shifted its funding from homeowner repair to buyouts working in partnership with the Pennsylvania Emergency Management Agency (PEMA) of residential properties located in harm’s way and infrastructure projects. Throughout the engagement, ICF aided in the design of programs; <i>developed written policies, procedures, administrative manuals and tools for the implementation of the programs</i>; amended the Action Plan as needed; trained DCED and partners’ staff member on CDBG-DR program requirements as well as all cross-cutting federal requirements; and helped draft waiver and timeline extension requests to HUD. In October 2019, PEMA was <i>awarded the 2019 Excellence in Government Partnership Award by DCED</i> for their buyout program.</p>	



EXHIBIT F: Participation Commitment



Minority Business Enterprise/Women Business Enterprise (MBE/WBE) and/or Organization for the Blind/Sheltered Workshop and/or Service-Disabled Veteran Business Enterprise (SDVE) Participation Commitment – If the vendor is committing to participation by or if the vendor is a qualified MBE/WBE and/or organization for the blind/sheltered workshop and/or a qualified SDVE, the vendor must provide the required information in the appropriate table(s) below for the organization proposed and must submit the completed exhibit with the vendor’s proposal.

For Minority Business Enterprise (MBE) and/or Woman Business Enterprise (WBE) Participation, if proposing an entity certified as both MBE and WBE, the vendor must either (1) enter the participation percentage under MBE or WBE, or must (2) divide the participation between both MBE and WBE. If dividing the participation, do not state the total participation on both the MBE and WBE Participation Commitment tables below. Instead, divide the total participation as proportionately appropriate between the tables below.

MBE Participation Commitment Table		
(The services performed or the products provided by the listed MBE must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract.)		
Name of Each Qualified Minority Business Enterprise (MBE) Proposed	Committed Percentage of Participation for Each MBE (% of the Actual Total Contract Value)	Description of Products/Services to be Provided by Listed MBE The vendor should also include the paragraph number(s) from the RFP which requires the product/service the MBE is proposed to perform and describe how the proposed product/service constitutes added value and will be exclusive to the contract.
1. TBD (Local Communication Firm)	TBD %	Product/Service(s) proposed: ----- RFP Paragraph References:
2.	%	Product/Service(s) proposed: ----- RFP Paragraph References:
3.	%	Product/Service(s) proposed: ----- RFP Paragraph References:

MBE Participation Commitment Table

(The services performed or the products provided by the listed MBE must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract.)

Name of Each Qualified Minority Business Enterprise (MBE) Proposed	Committed Percentage of Participation for Each MBE (% of the Actual Total Contract Value)	Description of Products/Services to be Provided by Listed MBE The vendor should also include the paragraph number(s) from the RFP which requires the product/service the MBE is proposed to perform and describe how the proposed product/service constitutes added value and will be exclusive to the contract.
4.	%	Product/Service(s) proposed: RFP Paragraph References:
Total MBE Percentage:	%	

EXHIBIT F (Cont.): Participation Commitment

WBE Participation Commitment Table				
(The services performed or the products provided by the listed WBE must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract.)				
Name of Each Qualified Women Business Enterprise (WBE) proposed	Committed Percentage of Participation for Each WBE (% of the Actual Total Contract Value)	Description of Products/Services to be Provided by Listed WBE The vendor should also include the paragraph number(s) from the RFP which requires the product/service the WBE is proposed to perform and describe how the proposed product/service constitutes added value and will be exclusive to the contract.		
1. TBD (Local Communication Firm)	TBD %	<table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border-bottom: 1px dashed black; padding: 5px;">Product/Service(s) proposed:</td> </tr> <tr> <td style="padding: 5px;">RFP Paragraph References:</td> </tr> </table>	Product/Service(s) proposed:	RFP Paragraph References:
Product/Service(s) proposed:				
RFP Paragraph References:				
2.	%	<table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border-bottom: 1px dashed black; padding: 5px;">Product/Service(s) proposed:</td> </tr> <tr> <td style="padding: 5px;">RFP Paragraph References:</td> </tr> </table>	Product/Service(s) proposed:	RFP Paragraph References:
Product/Service(s) proposed:				
RFP Paragraph References:				
3.	%	<table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border-bottom: 1px dashed black; padding: 5px;">Product/Service(s) proposed:</td> </tr> <tr> <td style="padding: 5px;">RFP Paragraph References:</td> </tr> </table>	Product/Service(s) proposed:	RFP Paragraph References:
Product/Service(s) proposed:				
RFP Paragraph References:				
4.	%	<table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border-bottom: 1px dashed black; padding: 5px;">Product/Service(s) proposed:</td> </tr> <tr> <td style="padding: 5px;">RFP Paragraph References:</td> </tr> </table>	Product/Service(s) proposed:	RFP Paragraph References:
Product/Service(s) proposed:				
RFP Paragraph References:				
Total WBE Percentage:	%			



EXHIBIT F (Cont.): Participation Commitment

Organization for the Blind/Sheltered Workshop Commitment Table

- The services performed or the products provided by the listed Organization for the Blind/Sheltered Workshop must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract.
- The vendor must either be an organization for the blind or sheltered workshop or must be proposing to utilize an organization for the blind/sheltered workshop as a subcontractor and/or supplier in an amount that must equal, at a minimum, the greater of \$5,000 or 2% of the total dollar value of the contract for purchases not exceeding \$10 million.
- The vendor may propose more than one organization for the blind/sheltered workshop as part of the vendor's total committed participation. However, the services performed or products provided must still meet the requirements noted herein.

Name of Organization for the Blind or Sheltered Workshop Proposed	Committed Participation (\$ amount or % of total value of contract)	Description of Products/Services to be Provided by Listed Organization for the Blind/Sheltered Workshop The vendor should also include the paragraph number(s) from the RFP which requires the product/service the organization for the blind/sheltered workshop is proposed to perform and describe how the proposed product/service constitutes added value and will be exclusive to the contract.
1. NONE	0%	Product/Service(s) proposed: RFP Paragraph References:
2.		Product/Service(s) proposed: RFP Paragraph References:
Total Blind/Sheltered Workshop Percentage:	%	

EXHIBIT F (Cont.): Participation Commitment

SDVE Participation Commitment Table		
(The services performed or the products provided by the listed SDVE must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract.)		
Name of Each Qualified Service-Disabled Veteran Business Enterprise (SDVE) Proposed	Committed Percentage of Participation for Each SDVE (% of the Actual Total Contract Value)	Description of Products/Services to be Provided by Listed SDVE The vendor should also include the paragraph number(s) from the RFP which requires the product/service the SDVE is proposed to perform and describe how the proposed product/service constitutes added value and will be exclusive to the contract.
1. NONE	0%	Product/Service(s) proposed: RFP Paragraph References:
2.	%	Product/Service(s) proposed: RFP Paragraph References:
Total SDVE Percentage:	%	

EXHIBIT G: Documentation of Intent to Participate

If the vendor is proposing to include the participation of a Minority Business Enterprise/Women Business Enterprise (MBE/WBE) and/or Organization for the Blind/Sheltered Workshop and/or qualified Service-Disabled Veteran Business Enterprise (SDVE) in the provision of the products/services required in the RFP, the vendor must either provide this Exhibit or letter of intent recently signed by the proposed MBE/WBE, Organization for the Blind, Sheltered Workshop, and/or SDVE documenting the following information with the vendor's proposal.

~ Copy This Form For Each Organization Proposed ~

Vendor Name: ICF Incorporated, L.L.C.

This Section To Be Completed by Participating Organization:

By completing and signing this form, the undersigned hereby confirms the intent of the named participating organization to provide the products/services identified herein for the vendor identified above.

Indicate appropriate business classification(s):

MBE WBE Organization for the Blind Sheltered Workshop SDVE

Name of Organization: TBD (Local Communication Firm)
(Name of MBE, WBE, Organization for the Blind, Sheltered Workshop, or SDVE)

Contact Name: _____ Email: _____

Address (If SDVE, provide MO Address): _____ Phone #: _____

City: _____ Fax #: _____

State/Zip: _____ Certification # _____

SDVE's Website Address: _____ Certification Expiration Date: _____
(or attach copy of certification)

Service-Disabled Veteran's (SDV) Name: _____ SDV's Signature: _____

(Please Print)



PRODUCTS/SERVICES PARTICIPATING ORGANIZATION AGREED TO PROVIDE

Describe the products/services you (*as the participating organization*) have agreed to provide:

Authorized Signature:

<hr/>	<hr/>
Authorized Signature of Participating Organization (MBE, WBE, Organization for the Blind, Sheltered Workshop, or SDVE)	Date



EXHIBIT G (Cont.): Documentation of Intent to Participate Service-Disabled Veteran Business Enterprise (SDVE)

If a participating organization is an SDVE, unless the Service-Disabled Veteran (SDV) documents were previously submitted within the past three (3) years to the Division of Purchasing (Purchasing), the vendor **must** provide the following SDV documents:

- ✓ a copy of the SDV's Certificate of Release or Discharge from Active Duty (DD Form 214), and a copy of the SDV's disability rating letter issued by the Department of Veterans Affairs establishing a service connected disability rating, or a Department of Defense determination of service connected disability.

(NOTE: The SDV's Certificate of Release or Discharge from Active Duty (DD Form 214), and the SDV's disability rating letter issued by the Department of Veterans Affairs establishing a service connected disability rating, or Department of Defense determination of service connected disability shall be considered confidential pursuant to subsection 14 of section 610.021, RSMo.)

The vendor should check the appropriate statement below and, if applicable, provide the requested information.

- No, I have not previously submitted the SDV documents specified above to Purchasing and therefore have enclosed the SDV documents.
- Yes, I previously submitted the SDV documents specified above within the past three (3) years to Purchasing.

Date SDV Documents were Submitted: _____

Previous Proposal/Contract Number for Which the SDV Documents were Submitted:

(if applicable and known)

(NOTE: If the proposed SDVE and SDV are listed on the Purchasing SDVE database located at <http://oa.mo.gov/sites/default/files/sdvelisting.pdf>, then the SDV documents have been submitted to Purchasing within the past three [3] years. However, if it has been determined that an SDVE at any time no longer meets the requirements stated above, Purchasing will remove the SDVE and associated SDV from the database.)

FOR STATE USE ONLY

SDV Documents - Verification Completed By:

Buyer

Date



EXHIBIT H: Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization

BUSINESS ENTITY CERTIFICATION:

The vendor must certify their current business status by completing either Box A or Box B or Box C on this Exhibit.

BOX A:	To be completed by a non-business entity as defined below.
BOX B:	To be completed by a business entity who has not yet completed and submitted documentation pertaining to the federal work authorization program as described at http://www.uscis.gov/e-verify .
BOX C:	To be completed by a business entity who has current work authorization documentation on file with a Missouri state agency including Division of Purchasing.

Business entity, as defined in section 285.525, RSMo, pertaining to section 285.530, RSMo, is any person or group of persons performing or engaging in any activity, enterprise, profession, or occupation for gain, benefit, advantage, or livelihood. The term "business entity" shall include but not be limited to self-employed individuals, partnerships, corporations, contractors, and subcontractors. The term "business entity" shall include any business entity that possesses a business permit, license, or tax certificate issued by the state, any business entity that is exempt by law from obtaining such a business permit, and any business entity that is operating unlawfully without such a business permit. The term "business entity" shall not include a self-employed individual with no employees or entities utilizing the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

Note: Regarding governmental entities, business entity includes Missouri schools, Missouri universities (other than stated in Box C), out of state agencies, out of state schools, out of state universities, and political subdivisions. A business entity does not include Missouri state agencies and federal government entities.

BOX A – CURRENTLY NOT A BUSINESS ENTITY

I certify that _____ (Company/Individual Name) **DOES NOT CURRENTLY MEET** the definition of a business entity, as defined in section 285.525, RSMo pertaining to section 285.530, RSMo as stated above, because: (check the applicable business status that applies below)

- I am a self-employed individual with no employees; **OR**
- The company that I represent employs the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

I certify that I am not an alien unlawfully present in the United States and if _____ (Company/Individual Name) is awarded a contract for the services requested herein under _____ (RFP Number) and if the business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo then, prior to the performance of any services as a business entity, _____ (Company/Individual Name) agrees to complete Box B, comply with the requirements stated in Box B and provide the Division of Purchasing with all documentation required in Box B of this exhibit.

Authorized Representative's Name (Please Print)

Authorized Representative's Signature

Company Name (if applicable)

Date



EXHIBIT H, continued
BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION,
AND AFFIDAVIT OF WORK AUTHORIZATION

(Complete the following if you DO NOT have the E-Verify documentation and a current Affidavit of Work Authorization already on file with the State of Missouri. If completing Box B, do not complete Box C.)

BOX B – CURRENT BUSINESS ENTITY STATUS

I certify that ICF Incorporated, L.L.C. (Business Entity Name) MEETS the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530.

Hawani Tessema
Authorized Business Entity Representative's
Name (Please Print)

Hawani Tessema
Authorized Business Entity
Representative's Signature

ICF Incorporated, L.L.C.
Business Entity Name

11/05/2019
Date

Hawani.Tessema@icf.com
E-Mail Address

As a business entity, the vendor must perform/provide each of the following. The vendor should check each to verify completion/submission of all of the following:

- Enroll and participate in the E-Verify federal work authorization program (Website: <http://www.uscis.gov/e-verify>; Phone: 888-464-4218; Email: e-verify@dhs.gov) with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein;

AND

- Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include EITHER the E-Verify Employment Eligibility Verification page listing the vendor's name and company ID OR a page from the E-Verify Memorandum of Understanding (MOU) listing the vendor's name and the MOU signature page completed and signed, at minimum, by the vendor and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the vendor's name and company ID, then no additional pages of the MOU must be submitted;

AND

- Submit a completed, notarized Affidavit of Work Authorization provided on the next page of this Exhibit.

EXHIBIT H, continued
BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION,
AND AFFIDAVIT OF WORK AUTHORIZATION

AFFIDAVIT OF WORK AUTHORIZATION:

The vendor who meets the section 285.525, RSMo, definition of a business entity must complete and return the following Affidavit of Work Authorization.

Comes now Hawani Tessema (Name of Business Entity Authorized Representative) as Associate Manager, Contracts (Position/Title) first being duly sworn on my oath, affirm ICF Incorporated, L.L.C. (Business Entity Name) is enrolled and will continue to participate in the E-Verify federal work authorization program with respect to employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the State of Missouri for the duration of the contract(s), if awarded in accordance with subsection 2 of section 285.530, RSMo. I also affirm that ICF Incorporated, L.L.C. (Business Entity Name) does not and will not knowingly employ a person who is an unauthorized alien in connection with the contracted services provided under the contract(s) for the duration of the contract(s), if awarded.

In Affirmation thereof, the facts stated above are true and correct. (The undersigned understands that false statements made in this filing are subject to the penalties provided under section 575.040, RSMo.)

<u><i>Hawani Tessema</i></u> <i>Authorized Representative's Signature</i>	<u>Hawani Tessema</u> Printed Name
<u>Associate Manager, Contracts</u> Title	<u>11/05/2019</u> Date
<u>Hawani.Tessema@icf.com</u> E-Mail Address	<u>925443</u> E-Verify Company ID Number

Subscribed and sworn to before me this 5th of November, 2019. I am
(DAY) (MONTH, YEAR)
commissioned as a notary public within the County of Fairfax, State of
(NAME OF COUNTY)
Virginia, and my commission expires on 12/31/23.
(NAME OF STATE) (DATE)

M. Semrin Aleckson
Signature of Notary 11/5/19
Date

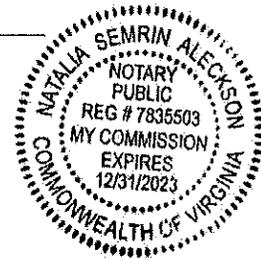


EXHIBIT H, continued
BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION,
AND AFFIDAVIT OF WORK AUTHORIZATION

(Complete the following if you have the E-Verify documentation and a current Affidavit of Work Authorization already on file with the State of Missouri. If completing Box C, do not complete Box B.)

BOX C – AFFIDAVIT ON FILE - CURRENT BUSINESS ENTITY STATUS

I certify that _____ (Business Entity Name) **MEETS** the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo and have enrolled and currently participates in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the State of Missouri. We have previously provided documentation to a Missouri state agency or public university that affirms enrollment and participation in the E-Verify federal work authorization program. The documentation that was previously provided included the following.

- ✓ The E-Verify Employment Eligibility Verification page OR a page from the E-Verify Memorandum of Understanding (MOU) listing the vendor's name and the MOU signature page completed and signed by the vendor and the Department of Homeland Security – Verification Division
- ✓ A current, notarized Affidavit of Work Authorization (must be completed, signed, and notarized within the past twelve months).

Name of Missouri State Agency or Public University* to Which Previous E-Verify Documentation Submitted: _____

(*Public University includes the following five schools under chapter 34, RSMo: Harris-Stowe State University – St. Louis; Missouri Southern State University – Joplin; Missouri Western State University – St. Joseph; Northwest Missouri State University – Maryville; Southeast Missouri State University – Cape Girardeau.)

Date of Previous E-Verify Documentation Submission: _____

Previous Bid/Contract Number for Which Previous E-Verify Documentation Submitted: _____ (if known)

Authorized Business Entity Representative's
Name (Please Print)

*Authorized Business Entity
Representative's Signature*

Business Entity Name

Date

E-Mail Address

E-Verify MOU Company ID Number

FOR STATE OF MISSOURI USE ONLY

Documentation Verification Completed By:

Buyer

Date



EXHIBIT I: Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion—Lower Tier Covered Transactions

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98 Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988, Federal Register (pages 19160-19211).

(BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS FOR CERTIFICATION)

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

ICF Incorporated, L.L.C.	072648579
Company Name	DUNS # (if known)
Hawani Tessema	Associate Manager, Contracts
Authorized Representative's Printed Name	Authorized Representative's Title
<i>Hawani Tessema</i>	11/04/2019
Authorized Representative's Signature	Date

Instructions for Certification

1. By signing and submitting this proposal, the prospective recipient of Federal assistance funds is providing the certification as set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of Federal assistance funds knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department of Labor (DOL) may pursue available remedies, including suspension and/or debarment.
3. The prospective recipient of Federal assistance funds shall provide immediate written notice to the person to which this proposal is submitted if at any time the prospective recipient of Federal assistance funds learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations.
5. The prospective recipient of Federal assistance funds agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the DOL.
6. The prospective recipient of Federal assistance funds further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to check the List of Parties Excluded from Procurement or Nonprocurement Programs.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the DOL may pursue available remedies, including suspension and/or debarment.

EXHIBIT J: Miscellaneous Information

1. **Outside United States:** If any products and/or services offered under this RFP are being manufactured or performed at sites outside the United States, the vendor MUST disclose such fact and provide details in the space below or on an attached page.

Are any of the vendor's proposed products and/or services being manufactured or performed at sites outside the United States?	Yes _____	No <u> ✓ </u>
If YES, do the proposed products/services satisfy the conditions described in section 4, subparagraphs 1, 2, 3, and 4 of Executive Order 04-09? (see the following web link: http://s1.sos.mo.gov/CMSImages/Library/Reference/Orders/2004/eo04_009.pdf)	Yes _____	No _____
If YES, mark the appropriate exemption below, and provide the requested details:		
1. _____ Unique good or service. • EXPLAIN: _____		
2. _____ Foreign firm hired to market Missouri services/products to a foreign country. • Identify foreign country: _____		
3. _____ Economic cost factor exists • EXPLAIN: _____		
4. _____ Vendor/subcontractor maintains significant business presence in the United States and only performs trivial portion of contract work outside US. • Identify maximum percentage of the overall value of the contract, for any contract period, attributed to the value of the products and/or services being manufactured or performed at sites outside the United States: _____ % • Specify what contract work would be performed outside the United States: _____		

2. Employee/Conflict of Interest:

Vendors who are elected or appointed officials or employees of the State of Missouri or any political subdivision thereof, serving in an executive or administrative capacity, must comply with sections 105.450 to 105.458, RSMo, regarding conflict of interest. If the vendor or any owner of the vendor's organization is currently an elected or appointed official or an employee of the State of Missouri or any political subdivision thereof, please provide the following information:	
Name and title of elected or appointed official or employee of the State of Missouri or any political subdivision thereof:	
If employee of the State of Missouri or political subdivision thereof, provide name of state agency or political subdivision where employed:	
Percentage of ownership interest in vendor's organization held by elected or appointed official or employee of the State of Missouri or political subdivision thereof:	_____ %

3. **Registration of Business Name (if applicable) with the Missouri Secretary of State:** The vendor should indicate the vendor’s charter number and company name with the Missouri Secretary of State. Additionally, the vendor should provide proof of the vendor’s good standing status with the Missouri Secretary of State. If the vendor is exempt from registering with the Missouri Secretary of State pursuant to section 351.572, RSMo., identify the specific section of 351.572 RSMo., which supports the exemption.

FL0664402 Charter Number (if applicable)	ICF Incorporated, L.L.C. Company Name
If exempt from registering with the Missouri Secretary of State pursuant to section 351.572 RSMo., identify the section of 351.572 to support the exemption:	

4. **Proposed Subcontractors:** The vendor should identify any subcontractor(s) proposed to provide any of the services required herein.

Proposed Subcontractor Name and Address	Service Proposed to be Provided by the Proposed Subcontractor

STATE OF MISSOURI



John R. Ashcroft
Secretary of State

CORPORATION DIVISION
CERTIFICATE OF GOOD STANDING

I, JOHN R. ASHCROFT, Secretary of State of the STATE OF MISSOURI, do hereby certify that the records in my office and in my care and custody reveal that

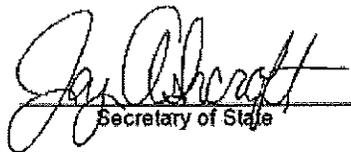
ICF INCORPORATED, L.L.C.

using in Missouri the name

ICF (Delaware), L.L.C.
FL0664402

a DELAWARE entity was created under the laws of this State on the 3rd day of June, 2005, and is Active, having fully complied with all requirements of this office.

IN TESTIMONY WHEREOF, I hereunto set my hand and cause to be affixed the GREAT SEAL of the State of Missouri. Done at the City of Jefferson, this 4th day of November, 2019.


Secretary of State



Certification Number: CERT-11042019-0027

Appendix A: ICF Work Sample

[Redacted content]

APPENDIX A: ICF Work Sample

ICF played a central role in the design, content development and implementation of three CDBG-DR MIT public hearings that the North Carolina Office of Recovery and Resiliency (NCORR) held in three counties over the course of one week, with less than three weeks' notice to plan and execute. Below are some of the public facing materials that ICF worked with NCORR to create and provide at the public hearings. **All materials were created and printed in both English and Spanish.**

CDBG-MIT Fact Sheets

ICF prepared fact sheets that were distributed to citizens attending the CDBG-MIT public hearings. Below are examples of two of the five fact sheets distributed including the overview and buyout fact sheets.

Helping North Carolina Prepare for Future Storms with CDBG-MIT Funds

In 2018, the U.S. Congress created Community Development Block Grant Mitigation (CDBG-MIT) funds to help states impacted by disasters that happened from 2015 to 2017. In August 2019, the U.S. Department of Housing and Urban Development (HUD) released the rules for how states can use CDBG-MIT funds. Because of damage from storms like Hurricane Matthew, HUD made \$168 million in CDBG-MIT funds available to North Carolina.

UNDERSTANDING MITIGATION

Mitigation helps communities lessen the impacts of disasters by reducing or eliminating the long-term risk of death, injury, property loss or damage, suffering and hardship. Mitigation activities can include:

- **Public Infrastructure:** Reduces risks for flood, fire, wind and other hazards.
- **Affordable Housing:** Increases available affordable housing in lower-risk areas of communities affected by storms.
- **Property Buyouts:** Reduces risk from future flooding in floodways, 100-year flood plains or Disaster Risk Reduction Areas by purchasing property at risk of future damage and converting it to green space.
- **Planning:** Helps develop land use plans and make upgrades to mapping and data systems. Planning can also help reduce the amount residents pay for flood insurance each year.

HOW FUNDING CAN BE USED

There are several ways to use CDBG-MIT funds, but HUD has some rules that states must follow when working with local governments and residents to protect communities from future disasters. North Carolina must:

- Spend at least half of the funds to benefit areas that were the most affected by Hurricane Matthew and Hurricane Florence.
- Use at least 50% of the funds for activities that benefit low- and moderate-income residents.

HELP YOUR COMMUNITY PREPARE FOR FUTURE STORMS

Local governments, businesses, residents and other community members are encouraged to share feedback on how CDBG-MIT funds can help the most people and protect the most at-risk areas. Submit your comments to publiccomments@rebuild.nc.gov.

Learn more at <https://www.rebuild.nc.gov>.



The ReBuild NC program is administered
by the North Carolina Office of Recovery & Resiliency.



Ayudar a Carolina del Norte a prepararse para futuras tormentas con fondos CDBG-MIT

En 2018, el Congreso de los Estados Unidos creó los fondos para la Mitigación de Subvenciones en Bloque para el Desarrollo de la Comunidad (CDBG-MIT, por sus siglas en inglés) para ayudar a los estados afectados por los desastres naturales ocurridos entre 2015 y 2017. En agosto de 2019, el Departamento de Vivienda y Desarrollo Urbano de EE. UU. (HUD, por sus siglas en inglés) publicó las normas para que los estados puedan utilizar los fondos CDBG-MIT. Como consecuencia de los daños causados por tormentas como el huracán Matthew, HUD puso a disposición de Carolina del Norte \$168 millones en fondos CDBG-MIT.

COMPRENDER DE QUÉ SE TRATA LA MITIGACIÓN

La mitigación ayuda a las comunidades a reducir los impactos de los desastres al reducir o eliminar el riesgo a largo plazo de muerte, lesiones, pérdida de o daño a la propiedad, sufrimiento y dificultades. Las actividades de mitigación pueden incluir:

- **Infraestructura pública:** Reduce los riesgos de inundaciones, incendios, viento y otros peligros.
- **Vivienda asequible:** Aumenta la disponibilidad de vivienda asequible en áreas de menor riesgo de las comunidades afectadas por tormentas.
- **Compras de propiedades:** Reducen el riesgo de futuras inundaciones en canales, llanuras de inundación a 100 años o áreas de reducción del riesgo de desastres mediante la compra de propiedades en riesgo de daños futuros y la conversión a espacios verdes.
- **Planificación:** Ayuda a desarrollar planes para el uso del suelo, y realiza actualizaciones en los sistemas de mapas y datos. La planificación también puede ayudar a reducir la cantidad que los residentes pagan cada año por el seguro contra inundaciones.

CÓMO SE PUEDEN UTILIZAR LOS FONDOS

Hay varias maneras de usar los fondos CDBG-MIT, pero HUD tiene algunas reglas que los estados deben seguir al trabajar con los gobiernos locales y los residentes para proteger a las comunidades de futuros desastres. El estado de Carolina del Norte debe:

- Gastar al menos la mitad de los fondos para beneficiar a las zonas más afectadas por el huracán Matthew y el huracán Florence.
- Usar al menos el 50% de los fondos para actividades que beneficien a los residentes de ingresos bajos y moderados.

AYUDE A SU COMUNIDAD A PREPARARSE PARA FUTURAS TORMENTAS

Se anima a los gobiernos locales, las empresas, los residentes y otros miembros de la comunidad a compartir comentarios sobre cómo los fondos CDBG-MIT pueden ayudar a la mayoría de las personas y proteger las áreas de mayor riesgo. Envíe sus comentarios a publiccomments@rebuild.nc.gov

Encuentre más información en <https://www.rebuild.nc.gov>.

ReBUILD NC

El programa ReBuild NC es administrado por
la Oficina de Recuperación y Restablecimiento de Carolina del Norte.



ReBuild NC Buyout Program

To help North Carolina prepare for future storms, ReBuild NC is planning to use some of its mitigation disaster recovery funding from the U.S. Department of Housing and Urban Development (HUD) for a Buyout Program. Homeowner participation in the program will be entirely voluntary.



This program will:

- Provide financial resources so that people can move from flood-prone, high-risk areas to lower-risk areas.
- Remove homes and buildings from the flood zone or other risky areas to make open space and protect the surrounding community.

UNDERSTANDING THE REBUILD NC BUYOUT PROGRAM

- Because funding is limited, the ReBuild NC Buyout Program will target funds to the most storm-impacted areas. After the Mitigation Action Plan is approved by HUD, ReBuild NC will coordinate with local governments and communities to refine these areas, called Buyout Zones, for participation in the program. Eligible single-family property owners in these Buyout Zones can move to lower-risk areas.
- Purchased properties will be demolished and the land will be turned into open spaces. Local governments can convert these open spaces to parks, community gardens and/or rainwater gardens, storm-water retention ponds or other projects.
- A licensed appraiser will assess eligible properties, and homeowners will be offered the **pre-storm fair market value**. Some homeowners may also qualify for additional assistance to move to lower-risk areas.
- **Participation in the ReBuild NC Buyout Program will be entirely voluntary.**

Before ReBuild NC can accept applications for the Buyout Program, HUD must approve North Carolina's plan for using the grant funds. Once HUD approves the plan and priority areas are selected, ReBuild NC will be able to take applications.

Questions? Add your contact information to the sign-in sheet or learn more at <https://www.rebuild.nc.gov>.



The ReBuild NC program is administered
by the North Carolina Office of Recovery & Resiliency.



El Programa de compra de ReBuild NC

Con el fin de ayudar a Carolina del Norte a prepararse para futuras tormentas, ReBuild NC planea usar parte de sus fondos de mitigación para la recuperación ante desastres del Departamento de Vivienda y Desarrollo Urbano de EE. UU. (HUD, por sus siglas en inglés) para un Programa de compra. La participación del propietario en el programa será totalmente voluntaria.



Este programa:

- Ofrecerá recursos financieros para que las personas puedan mudarse de las zonas propensas a inundaciones y de alto riesgo a zonas de menor riesgo.
- Retirá casas y edificios de la zona de inundación u otras áreas de riesgo para dar paso a espacios abiertos y proteger a la comunidad circundante.

COMPRENDER DE QUÉ SE TRATA EL PROGRAMA DE COMPRA DE REBUILD NC

- Debido a que los fondos son limitados, el Programa de compra de ReBuild NC destinará fondos a las áreas más afectadas por las tormentas. Después de que el Plan de acción de mitigación sea aprobado por HUD, ReBuild NC coordinará con los gobiernos locales y las comunidades para refinar estas áreas, llamadas Zonas de compra, para su participación en el programa. Los dueños de propiedades unifamiliares elegibles en estas Zonas de compra pueden mudarse a áreas de menor riesgo.
- Las propiedades compradas serán demolidas y las tierras se convertirán en espacios abiertos. Los gobiernos locales pueden convertir estos espacios abiertos en parques, jardines comunitarios y/o jardines de aguas pluviales, estanques de retención de aguas pluviales u otros proyectos.
- Un tasador con licencia evaluará las propiedades elegibles, y a los propietarios se les ofrecerá el valor justo del mercado antes de una tormenta. Algunos propietarios también pueden calificar para recibir asistencia adicional para mudarse a áreas de menor riesgo.
- La participación en el Programa de compra de ReBuild NC será totalmente voluntaria.

Antes de que ReBuild NC pueda aceptar solicitudes para el Programa de compra, HUD debe aprobar el plan de Carolina del Norte para usar los fondos de la subvención. Una vez que HUD apruebe el plan y se seleccionen las áreas prioritarias, ReBuild NC podrá recibir aplicaciones.

¿Tiene preguntas? Escriba su información de contacto en la hoja de inscripción. Obtenga más información en <https://www.rebuild.nc.gov>.

ReBUILD NC

El programa ReBuild NC es administrado por
la Oficina de Recuperación y Reestablecimiento de Carolina del Norte.

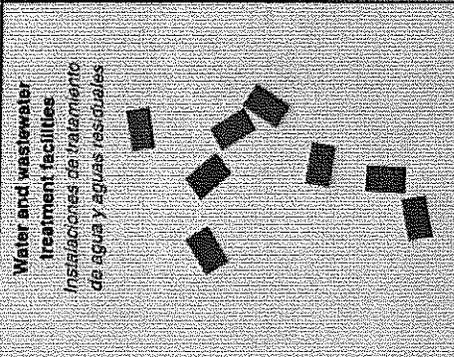
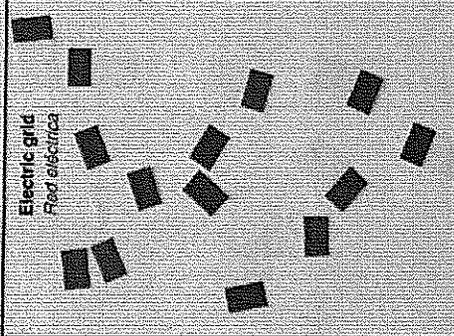
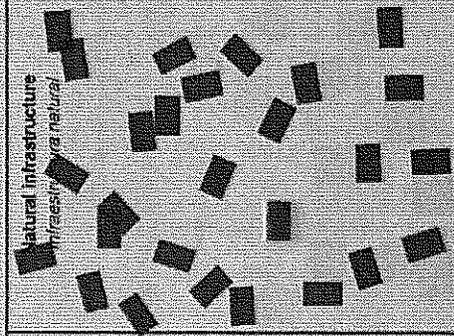
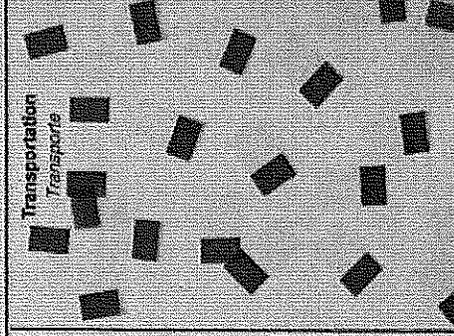


Getting Public Input on CDBG-MIT Investments

Using 'dot voting', ICF helped NCORR obtain community input on four strategic areas of focus – Housing, Buyout, Planning for Resilience, and Infrastructure. Pictured below is input obtained on the infrastructure improvements most important to North Carolinians attending the Craven County CDBG-MIT public hearing.

Which infrastructure improvements are most important to protect North Carolinians from future disasters?

¿Qué mejoras de infraestructura son más importantes para proteger a los residentes de Carolina del Norte de futuros desastres?

Water and wastewater treatment facilities Instalaciones de tratamiento de agua y aguas residuales	Electric grid Red eléctrica	Natural infrastructure Infraestructura natural	Transportation Transporte
			

NOTE: Natural infrastructure solutions can include seasonal floodplains, streambank restoration and agriculture, among others.
NOTA: Las soluciones de infraestructura natural pueden incluir cosas como las llanuras de inundación estacionales, restauración de riberas y agricultura apropiada.

ReBUILD NC



Capturing Attendance

ICF ensured that all citizens and members of the media signed in upon arrival at the three public hearings. Below is the public sign in sheet used at the Robeson County hearing and the media sign in sheet used at the Edgecombe County hearing.



Community Development Block Grant – Mitigation Public Hearings
October 15, 2019 – Edgecombe Community College
Subsidio de desarrollo comunitario en bloque - Audiencias públicas de mitigación
15 de octubre, 2019 – Edgecombe Community College

Media Sign-In Sheet
Hoja de inicio de sesión de medios

Name/Nombre (Please Print/Por favor imprimir)	Organization Organización	Media Type Tipo de medio	Email/Contact Number Correo electrónico / número de contacto
		<input type="checkbox"/> Print/Impresión <input type="checkbox"/> Radio/Radio <input type="checkbox"/> Photocraher/Fotografía <input type="checkbox"/> Television/Televisión <input type="checkbox"/> Digital/Online/Digital/en línea	
		<input type="checkbox"/> Print/Impresión <input type="checkbox"/> Radio/Radio <input type="checkbox"/> Photocraher/Fotografía <input type="checkbox"/> Television/Televisión <input type="checkbox"/> Digital/Online/Digital/en línea	
		<input type="checkbox"/> Print/Impresión <input type="checkbox"/> Radio/Radio <input type="checkbox"/> Photocraher/Fotografía <input type="checkbox"/> Television/Televisión <input type="checkbox"/> Digital/Online/Digital/en línea	
		<input type="checkbox"/> Print/Impresión <input type="checkbox"/> Radio/Radio <input type="checkbox"/> Photocraher/Fotografía <input type="checkbox"/> Television/Televisión <input type="checkbox"/> Digital/Online/Digital/en línea	
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The ReBuild NC program is administered by the North Carolina Office of Recovery & Resiliency.
El programa ReBuild NC es administrado por la Oficina de Recuperación y Restablecimiento de Carolina del Norte.



Capturing Public Comments

In addition to recording the hearings and documenting public comments provided verbally, ICF prepared the public comment form as another way for citizens to weigh in on North Carolina's CDBG-MIT strategy.



Celebrating **50 Years** of Making Big Things Possible | 1969 – 2019

ICF (NASDAQ:ICFI) is a global consulting services company with over 5,000 specialized experts, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future.

Learn more at icf.com.

TAXATION DIVISION
P O BOX 3666
JEFFERSON CITY MO 65105-3666



Missouri
DEPARTMENT OF REVENUE

Telephone: (573) 751-9268
Fax: (573) 522-1265
E-mail: taxclearance@dor.mo.gov

VENDOR NO TAX DUE

ICF INCORPORATED LLC
9300 LEE HIGHWAY
FAIRFAX VA 22031

DATE ISSUED: NOVEMBER 12, 2019

MISSOURI TAX ID NUMBER: 18879641
FEDERAL IDENTIFICATION NUMBER: 520893615

The Missouri Department of Revenue certifies that based on the information provided the above listed taxpayer/vendor and its disclosed affiliates do not sell taxable tangible personal property or provide taxable services in the State of Missouri. As a result, the above vendor and its disclosed affiliates are in compliance with Section 34.040.7, RSMo.

This statement does not limit the authority of the Director of Revenue to assess and/or collect liabilities under appeal or that become known to the Department as a result of audit or determination of successor liability.

This certificate will remain valid until such time as the business activity changes. Please note that any change in or deviation from the operation of this business as originally described will render this letter inapplicable.

DIRECTOR OF REVENUE OR DELEGATE
STATE OF MISSOURI

BY:

A handwritten signature in black ink that reads "Esta Zaring".

Esta Zaring
Administrator, Business Tax

BH:DU3392

CBN045
201931600300448

TAXATION DIVISION
P O BOX 3666
JEFFERSON CITY MO 65105-3666



Missouri
DEPARTMENT OF REVENUE

Telephone: (573) 751-9268
Fax: (573) 522-1265
E-mail: taxclearance@dor.mo.gov

ICF INCORPORATED LLC
9300 LEE HIGHWAY
FAIRFAX VA 22031

November 12, 2019

RE: MISSOURI TAX ID NUMBER: 18879641
FEDERAL IDENTIFICATION NUMBER: 520893615

Dear Sir or Madam:

Thank you for contacting the Department of Revenue. This is in response to your request for a Vendor No Tax Due in accordance with House Bill 600, Section 34.040.7 RSMo.

Enclosed please find the requested Vendor No Tax Due.

If you require additional information, please feel free to contact us at the above address or telephone number.

TAXATION DIVISION

BH:DU3392

Enclosure

CBN045
201931600300448

Kleffner, Julie

From: Tessema, Hawani <Hawani.Tessema@icf.com>
Sent: Wednesday, November 6, 2019 1:28 PM
To: Kleffner, Julie
Cc: Bones, Brandy; Savage, Dawn; Washington-Brock, Stephanie
Subject: RE: RFPS30034902001034 Community Development Block Grant Mitigation Action Plan Consultant Services - Everify and Employee/Conflict of Interest
Attachments: ICF Exhibit H - RFPS30034902001034.pdf; ICF Exhibit J - RFPS30034902001034.pdf
Importance: High

Good afternoon Julie,

Thank you for your email. Please find below ICF's response to your requests.

Item 4.12.3 Exhibit H, additional information:

- ICF's completed and notarized Affidavit of Work Authorization is found on page 3 of 6 of the attached ICF Exhibit H document.
- ICF has included the signature page of its E-Verify Memorandum of Understanding (MOU), listing ICF's name and the MOU signature page completed and signed by ICF. The signed MOU is included in the attached Exhibit H document, page 4 of 6 pages. We are also including ICF's E-Verify account screenshot as an additional supporting documentation.

Exhibit J Miscellaneous Information, Item 2, Employee/Conflict of Interest:

- Please find attached revised Exhibit J, to include responses to item 2, Employee Conflict of Interest. ICF has marked item 2 as "N/A". None of ICF's Officers is currently an elected or appointed official or an employee of the State of Missouri or any political subdivision.

Please let us know if you require additional information.

Sincerely,

v/r

HAWANI TESSEMA | Associate Contracts Manager | +1 (703) 462-6915
Hawani.Tessema@icf.com | icf.com
ICF | 9300 Lee Highway, Fairfax, VA 22031 ZIP USA



From: Kleffner, Julie <Julie.Kleffner@oa.mo.gov>
Sent: Wednesday, November 6, 2019 10:13 AM
To: Bones, Brandy <Brandy.Bones@icf.com>; Tessema, Hawani <Hawani.Tessema@icf.com>
Subject: RFPS30034902001034 Community Development Block Grant Mitigation Action Plan Consultant Services - Everify and Employee/Conflict of Interest

A review of the your response to RFPS30034902001034 Community Development Block Grant Mitigation Action Plan Consultant Services reveals the following:

Item 4.12.3 of the RFP requires completion and submission of the applicable portions of Exhibit H, *Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization*, in order to affirm your enrollment and participation in the E-Verify federal work authorization program. HBD Inc.'s proposal did not include the proper form of documentation affirming your enrollment and participation in the E-Verify federal work authorization program. The documentation needed consists of either the E-Verify Employment Eligibility Verification page listing your company name and ID, or a page from the E-Verify Memorandum of Understanding (MOU) listing your company name and the MOU signature page completed and signed, at minimum, by your company and the Department of Homeland Security – Verification Division. Your company is requested to submit a completed, signed, and notarized Affidavit of Work Authorization and the E-Verify Employment Eligibility Verification page or a page from the E-Verify Memorandum of Understanding (MOU).

Paragraph 4.12.5 of the RFP requests completion of Exhibit J *Miscellaneous Information*. Your company requested to complete and submit item 2, Employee/Conflict of Interest, of Exhibit J.

The above information may be submitted to me via email. A response is requested by end of business November 13.



Julie Kleffner, CPPB
Agency Focus Procurement Team
State of Missouri | OA/Purchasing

301 W. High Street Room 630
Post Office Box 809
Jefferson City MO 65102
Tel: [573.751.7656](tel:573.751.7656) | Fax: [573.526.9816](tel:573.526.9816)
Julie.Kleffner@oa.mo.gov | www.oa.mo.gov/purch
How did we do? <https://surveys.mo.gov/oacares>

EXHIBIT H: Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization

BUSINESS ENTITY CERTIFICATION:

The vendor must certify their current business status by completing either Box A or Box B or Box C on this Exhibit.

- BOX A:** To be completed by a non-business entity as defined below.
BOX B: To be completed by a business entity who has not yet completed and submitted documentation pertaining to the federal work authorization program as described at <http://www.uscis.gov/e-verify>.
BOX C: To be completed by a business entity who has current work authorization documentation on file with a Missouri state agency including Division of Purchasing.

Business entity, as defined in section 285.525, RSMo, pertaining to section 285.530, RSMo, is any person or group of persons performing or engaging in any activity, enterprise, profession, or occupation for gain, benefit, advantage, or livelihood. The term "business entity" shall include but not be limited to self-employed individuals, partnerships, corporations, contractors, and subcontractors. The term "business entity" shall include any business entity that possesses a business permit, license, or tax certificate issued by the state, any business entity that is exempt by law from obtaining such a business permit, and any business entity that is operating unlawfully without such a business permit. The term "business entity" shall not include a self-employed individual with no employees or entities utilizing the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

Note: Regarding governmental entities, business entity includes Missouri schools, Missouri universities (other than stated in Box C), out of state agencies, out of state schools, out of state universities, and political subdivisions. A business entity does not include Missouri state agencies and federal government entities.

BOX A – CURRENTLY NOT A BUSINESS ENTITY

I certify that _____ (Company/Individual Name) **DOES NOT CURRENTLY MEET** the definition of a business entity, as defined in section 285.525, RSMo pertaining to section 285.530, RSMo as stated above, because: (check the applicable business status that applies below)

- I am a self-employed individual with no employees; **OR**
 - The company that I represent employs the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

I certify that I am not an alien unlawfully present in the United States and if _____ (Company/Individual Name) is awarded a contract for the services requested herein under _____ (RFP Number) and if the business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo then, prior to the performance of any services as a business entity, _____ (Company/Individual Name) agrees to complete Box B, comply with the requirements stated in Box B and provide the Division of Purchasing with all documentation required in Box B of this exhibit.

Authorized Representative's Name (Please Print)

Authorized Representative's Signature

Company Name (if applicable)

Date



EXHIBIT H, continued
BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION,
AND AFFIDAVIT OF WORK AUTHORIZATION

(Complete the following if you DO NOT have the E-Verify documentation and a current Affidavit of Work Authorization already on file with the State of Missouri. If completing Box B, do not complete Box C.)

BOX B – CURRENT BUSINESS ENTITY STATUS

I certify that ICF Incorporated, L.L.C. (Business Entity Name) MEETS the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530.

Hawani Tessema
Authorized Business Entity Representative's
Name (Please Print)

Hawani Tessema
Authorized Business Entity
Representative's Signature

ICF Incorporated, L.L.C.
Business Entity Name

11/05/2019
Date

Hawani.Tessema@icf.com
E-Mail Address

As a business entity, the vendor must perform/provide each of the following. The vendor should check each to verify completion/submission of all of the following:

- Enroll and participate in the E-Verify federal work authorization program (Website: <http://www.uscis.gov/e-verify>; Phone: 888-464-4218; Email: e-verify@dhs.gov) with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein;

AND

- Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include EITHER the E-Verify Employment Eligibility Verification page listing the vendor's name and company ID OR a page from the E-Verify Memorandum of Understanding (MOU) listing the vendor's name and the MOU signature page completed and signed, at minimum, by the vendor and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the vendor's name and company ID, then no additional pages of the MOU must be submitted;

AND

- Submit a completed, notarized Affidavit of Work Authorization provided on the next page of this Exhibit.

EXHIBIT H, continued
BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION,
AND AFFIDAVIT OF WORK AUTHORIZATION

AFFIDAVIT OF WORK AUTHORIZATION:

The vendor who meets the section 285.525, RSMo, definition of a business entity must complete and return the following Affidavit of Work Authorization.

Comes now Hawani Tessema (Name of Business Entity Authorized Representative) as Associate Manager, Contracts (Position/Title) first being duly sworn on my oath, affirm ICF Incorporated, L.L.C. (Business Entity Name) is enrolled and will continue to participate in the E-Verify federal work authorization program with respect to employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the State of Missouri for the duration of the contract(s), if awarded in accordance with subsection 2 of section 285.530, RSMo. I also affirm that ICF Incorporated, L.L.C. (Business Entity Name) does not and will not knowingly employ a person who is an unauthorized alien in connection with the contracted services provided under the contract(s) for the duration of the contract(s), if awarded.

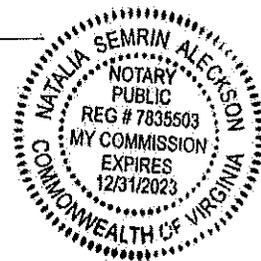
In Affirmation thereof, the facts stated above are true and correct. (The undersigned understands that false statements made in this filing are subject to the penalties provided under section 575.040, RSMo.)

<u><i>Hawani Tessema</i></u> Authorized Representative's Signature	<u>Hawani Tessema</u> Printed Name
<u>Associate Manager, Contracts</u> Title	<u>11/05/2019</u> Date
<u>Hawani.Tessema@icf.com</u> E-Mail Address	<u>925443</u> E-Verify Company ID Number

Subscribed and sworn to before me this 5th of November, 2019. I am
(DAY) (MONTH, YEAR)
commissioned as a notary public within the County of Fairfax, State of
(NAME OF COUNTY)
Virginia, and my commission expires on 12/31/23.
(NAME OF STATE) (DATE)

Natalia Semrin Aleckson
Signature of Notary

11/5/19
Date





Company ID Number: 11557

Client Company ID Number: 925443

Approved by:

Employer ICF Incorporated, LLC	
Name (Please Type or Print) Natalia Morro	Title HR Specialist
Signature 	Date 12/10/2015
E-Verify Employer Agent HireRight, Inc. (v28)	
Name (Please Type or Print) Crystal Jensen	Title
Signature Electronically Signed	Date 11/18/2015
Department of Homeland Security – Verification Division	
Name (Please Type or Print)	Title
Signature	Date



Company ID Number: 11557

Client Company ID Number: 925443

Approved by:

Employer ICF Incorporated, LLC	
Name (Please Type or Print) Natalia Horro	Title HR Specialist
Signature 	Date 12/10/2015
E-Verify Employer Agent iSolveRight, Inc. (V28)	
Name (Please Type or Print) Crystal Jensen	Title
Signature Electronically Signed	Date 11/18/2015
Department of Homeland Security - Verification Division	
Name (Please Type or Print) Timothy M. Sempruc	Title SMPA
Signature 	Date 12/10/2015

Company Information

Company Name
ICF Incorporated, LLC

Company ID
925443

Doing Business As

DUNS Number

Physical Address
9300 Lee Highway
Fairfax, VA 22031

Mailing Address
Mailing address is same as
physical address

Employer Identification Number
52-0893615

County
Fairfax

Total Employees
2,500 to 4,999

NAICS Code
541

Sector
Professional, Scientific, And
Technical Services (54)

Federal Contractor Category
Other

Subsector
Professional, Scientific, And
Technical Services (541)

Employee Category
Entire Workforce

 [Edit Company Information](#)

Company Category

Employer Category
Federal Contractor

 [Edit Company Category](#)

EXHIBIT H, continued
BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION,
AND AFFIDAVIT OF WORK AUTHORIZATION

(Complete the following if you have the E-Verify documentation and a current Affidavit of Work Authorization already on file with the State of Missouri. If completing Box C, do not complete Box B.)

BOX C – AFFIDAVIT ON FILE - CURRENT BUSINESS ENTITY STATUS

I certify that _____ (Business Entity Name) **MEETS** the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo and have enrolled and currently participates in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the State of Missouri. We have previously provided documentation to a Missouri state agency or public university that affirms enrollment and participation in the E-Verify federal work authorization program. The documentation that was previously provided included the following.

- ✓ The E-Verify Employment Eligibility Verification page OR a page from the E-Verify Memorandum of Understanding (MOU) listing the vendor's name and the MOU signature page completed and signed by the vendor and the Department of Homeland Security – Verification Division
- ✓ A current, notarized Affidavit of Work Authorization (must be completed, signed, and notarized within the past twelve months).

Name of Missouri State Agency or Public University* to Which Previous E-Verify Documentation Submitted: _____

(*Public University includes the following five schools under chapter 34, RSMo: Harris-Stowe State University – St. Louis; Missouri Southern State University – Joplin; Missouri Western State University – St. Joseph; Northwest Missouri State University – Maryville; Southeast Missouri State University – Cape Girardeau.)

Date of Previous E-Verify Documentation Submission: _____

Previous Bid/Contract Number for Which Previous E-Verify Documentation Submitted: _____ (if known)

Authorized Business Entity Representative's
Name (Please Print)

*Authorized Business Entity
Representative's Signature*

Business Entity Name

Date

E-Mail Address

E-Verify MOU Company ID Number

FOR STATE OF MISSOURI USE ONLY

Documentation Verification Completed By:

Buyer

Date



EXHIBIT J: Miscellaneous Information

1. **Outside United States:** If any products and/or services offered under this RFP are being manufactured or performed at sites outside the United States, the vendor MUST disclose such fact and provide details in the space below or on an attached page.

Are any of the vendor's proposed products and/or services being manufactured or performed at sites outside the United States?	Yes _____	No <u> ✓ </u>
If YES, do the proposed products/services satisfy the conditions described in section 4, subparagraphs 1, 2, 3, and 4 of Executive Order 04-09? (see the following web link: http://s1.sos.mo.gov/CMSImages/Library/Reference/Orders/2004/eo04_009.pdf)	Yes _____	No _____
If YES, mark the appropriate exemption below, and provide the requested details:		
1. _____ Unique good or service. • EXPLAIN: _____		
2. _____ Foreign firm hired to market Missouri services/products to a foreign country. • Identify foreign country: _____		
3. _____ Economic cost factor exists • EXPLAIN: _____		
4. _____ Vendor/subcontractor maintains significant business presence in the United States and only performs trivial portion of contract work outside US. • Identify maximum percentage of the overall value of the contract, for any contract period, attributed to the value of the products and/or services being manufactured or performed at sites outside the United States: _____ % • Specify what contract work would be performed outside the United States: _____		

2. Employee/Conflict of Interest:

Vendors who are elected or appointed officials or employees of the State of Missouri or any political subdivision thereof, serving in an executive or administrative capacity, must comply with sections 105.450 to 105.458, RSMo, regarding conflict of interest. If the vendor or any owner of the vendor's organization is currently an elected or appointed official or an employee of the State of Missouri or any political subdivision thereof, please provide the following information:	
Name and title of elected or appointed official or employee of the State of Missouri or any political subdivision thereof:	N/A
If employee of the State of Missouri or political subdivision thereof, provide name of state agency or political subdivision where employed:	N/A
Percentage of ownership interest in vendor's organization held by elected or appointed official or employee of the State of Missouri or political subdivision thereof:	_____ 0 %



3. **Registration of Business Name (if applicable) with the Missouri Secretary of State:** The vendor should indicate the vendor’s charter number and company name with the Missouri Secretary of State. Additionally, the vendor should provide proof of the vendor’s good standing status with the Missouri Secretary of State. If the vendor is exempt from registering with the Missouri Secretary of State pursuant to section 351.572, RSMo., identify the specific section of 351.572 RSMo., which supports the exemption.

FL0664402 Charter Number (if applicable)	ICF Incorporated, L.L.C. Company Name
If exempt from registering with the Missouri Secretary of State pursuant to section 351.572 RSMo., identify the section of 351.572 to support the exemption:	

4. **Proposed Subcontractors:** The vendor should identify any subcontractor(s) proposed to provide any of the services required herein.

Proposed Subcontractor Name and Address	Service Proposed to be Provided by the Proposed Subcontractor

STATE OF MISSOURI



John R. Ashcroft
Secretary of State

**CORPORATION DIVISION
CERTIFICATE OF GOOD STANDING**

I, JOHN R. ASHCROFT, Secretary of State of the STATE OF MISSOURI, do hereby certify that the records in my office and in my care and custody reveal that

ICF INCORPORATED, L.L.C.

using in Missouri the name

ICF (Delaware), L.L.C.
FL0664402

a DELAWARE entity was created under the laws of this State on the 3rd day of June, 2005, and is Active, having fully complied with all requirements of this office.

IN TESTIMONY WHEREOF, I hereunto set my hand and cause to be affixed the GREAT SEAL of the State of Missouri. Done at the City of Jefferson, this 4th day of November, 2019.


Secretary of State



Certification Number: CERT-11042019-0027

