



RESPONSE TO RFP FOR

## **Disaster Recovery Grant Management and Administration**

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**LOUISIANA HOUSING CORPORATION**

**JULY 31, 2020**



**Louisiana Housing  
Corporation**

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RESPONSE TO RFP FOR

## **Disaster Recovery Grant Management and Administration**



**Louisiana Housing  
Corporation**

July 31, 2020

Tamechia Beemon  
Louisiana Housing Corporation  
2415 Quail Drive  
Baton Rouge, LA 70808

**RE: RFP for Disaster Recovery Grant Management and Administration**

Dear Ms. Beemon,

CSRS Disaster Recovery Management, LLC, a wholly owned subsidiary of CSRS, Inc., together with Carlos Sosa, LLC, a Louisiana-based, DBE and 8(a) sub-consultant firm is pleased to present our proposal in response to Louisiana Housing Corporation's (LHC) Request for Proposals for Disaster Recovery Grants Management and Administration.

Since the early days of the response to COVID-19, CSRS has worked as a strategic partner and grants management consultant to LHC. We are eager to continue this work with LHC to ensure all COVID-19 related expenses are reimbursed, funding compliance requirements are followed as our communities safely re-open, and that LHC has a trusted grants management partner on hand for future disaster events. Further, CSRS stands ready to assist LHC in the event a future disaster declaration impacts LHC and requires effective and efficient disaster response and recovery assistance.

Our grants management team includes highly qualified individuals with the required expertise to continue managing your federal funds through successful close out. As Louisiana is our home too, the team is dedicated to the purpose and mission of LHC and possesses historical knowledge which can prove critical in quickly resolving disaster recovery issues. Continuity with CSRS as your consultant will ensure no time or productivity is lost in the ongoing management of LHC's COVID-19 recovery funds and will strengthen mutual understanding and familiarity in the event a future disaster response would be required by LHC.

CSRS understands the remaining objectives of LHC and uses the best methods and practices for the delivery of those objectives. Our approach to LHC's ongoing disaster related needs is explained in our proposal and is demonstrated through 4 objectives with associated strategies. We believe our approach, strategies, and team will precisely deliver the highest level of service LHC has come to expect, as well as the assurances that your COVID-19 and any future recovery program will be managed in a fully compliant manner.

Our proposal presents a comprehensive understanding of the requested Scope of Work. It meets all required RFP qualifications and demonstrates our understanding of your federally funded recovery program, as well as applicable laws and regulations, including by not limited to 2 CFR Part 200, and FEMA requirements contained in 44 CFR Parts 13 and 206, and the Robert T. Stafford Act. Our response showcases an experienced team that will continue to act as your partner and advocate to achieve the goals of LHC. LHC and CSRS agrees to comply with contract terms and conditions as set forth by the RFP and agrees final wording will be resolved during resulting contract negotiations.

As the Project Executive for this team, and a Principal of the firm, I will serve as the primary point of contact for this proposal through contract execution and can be reached by email at [domoine.rutledge@csrsinc.com](mailto:domoine.rutledge@csrsinc.com) or by phone at (225) 831-2223 or (225) 933-0844. We look forward to continuing our work with LHC to assist you in navigating the new COVID-19 related funding requirements and ensuring expenses related to public health in these uncertain times are reimbursed.

Sincerely,



Domoine Rutledge,  
Project Executive, CSRS Disaster Recovery Management, LLC

**CONTACT:**

Domoine Rutledge  
Project Executive; Principal

**ADDRESS:**

6767 Perkins Rd., Ste. 200  
Baton Rouge, LA 70808

**EMAIL:**

[domoine.rutledge@csrsinc.com](mailto:domoine.rutledge@csrsinc.com)

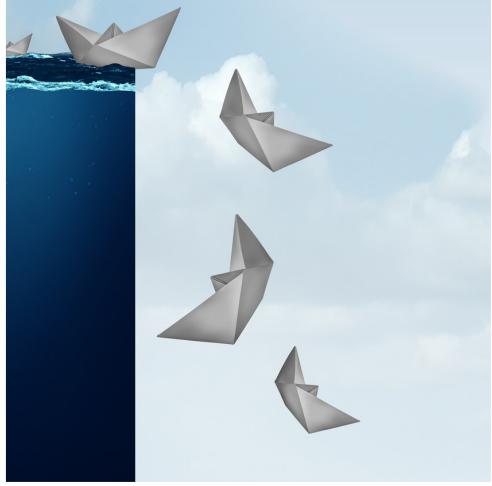
**PHONE:**

o: (225) 831-2223  
c: (225) 933-0844

**FAX:**

(225) 769-0060

CSRS has assembled a team of dedicated, energetic, and highly-qualified program and grants management experts with unparalleled project delivery, policy and technical expertise to meet your emergency response and recovery objectives. CSRS is a leader in grants management and project management in post-Katrina Louisiana, multiple states and US territories helping numerous applicants successfully navigate and leverage their federal and state response and recovery funding. Our firm is unique in that we bring highly specialized staff in both program management and grants management in a single team. This combination of the two management teams, in one firm creates a more collaborative environment that leads to more efficient and successful recovery for our clients.



As Louisiana is our home and your mission is critically important to us, we are prepared and ready to use our expertise and capacity to bolster your efforts for a full recovery from the impacts of COVID-19 on housing and vulnerable populations. Further, we are prepared to assist LHC in the event of any future federal or state disaster declaration. The CSRS team will work as your strategic partner and advocate in recovering from the impact of COVID-19 and future disasters while aligning your response protocols with the community's needs. With our Grants Team, accompanied by our processes, and platforms already in place, LHC will experience a smooth continuous workflow without transition delays or other risks or added costs that would otherwise be unrecoverable/unreimbursable from FEMA (related to COVID-19) or any other funding agencies. We will ensure LHC's recovery program will continue in a seamless manner with no down time and no learning curve.

## OUR TEAM, OUR APPROACH, AND OUR QUALIFICATIONS DELIVER UNMATCHED VALUE.

**OUR TEAM:** CSRS, with its strategic partner Carlos Sosa, LLC, offers our team of federal funding policy and process experts, architects, engineers, construction managers, accounting experienced in all tasks listed in the RFP's Scope of Services. Many of our staff have previously worked for FEMA, managed CDBG funds on behalf of the state grantees, and have written policies that have been put into practice by federal agencies. Further, we offer many other related services, if necessary and if requested, to assist with the recovery from the impacts of COVID-19 and any future disaster declarations. Our Grants Management knowledge and established professional and personal relationships among LHC, Federal and State Agencies and Program Vendors eliminate any service and workflow interruption.

**OUR APPROACH:** We implement a comprehensive strategic approach to effectively manage disaster recovery responses by maximizing eligibility to expedite project delivery, leveraging our collective decades of federal program experience and understanding of federal agencies, and having highly-qualified team members readily available to execute necessary tasks at the most-appropriate time.

CSRS Disaster Recovery Management, LLC is a limited liability company operating under the laws of the State of Louisiana. CSRS' experienced principals and professional staff members have designed a program-specific management structure and staffing plan to meet the requirements of this assignment.

**OUR QUALIFICATIONS:** We have successfully managed similar COVID-19 efforts and funding processes for a number of school boards and other public entities, and leverage this experience to benefit LHC. We have also managed over \$5B in federally funded disaster recovery programs in Louisiana since Katrina. Our proven track record of successful federal grants management demonstrates we are able to facilitate the best solutions to complete your federally funded objectives, successfully closeout the disaster recovery funding and to address any requests identified in the RFP. Utilizing our experience and success with similar project assignments, we offer the necessary qualifications, experience and commitment to manage all aspects of the recovery effort, including:

- Managing the process to properly apply for, justify, and retain federal funding while ensuring federal compliance with all federal grants, including FEMA PA, FEMA Hazard Mitigation, HUD CDBG-DR and ESG, EDA, and HHS.
- Acting as the Owner's Representative for LHC in matters concerning the execution and review of the contracts and funding associated with your recovery programs.
- Maximizing reimbursement amounts
- Identifying and managing pursuit of any other available financial assistance
- Providing insurance guidance and technical support in managing insurance proceeds and federal obtain and maintain requirements
- Supporting the design and construction process to ensure restorative efforts are properly scoped, scheduled, budgeted, procured and contracted to comply with federal funding rules and completed on time and on budget
- Managing receipt, expenditure and reporting of assistance funding
- Advising and representing LHC in any matter dealing with the recovery process of COVID-19
- Educate and advise the LHC in the matters of recovery programs and recovery processes for the purposes on internal capacity building.
- Clear the path of recovery hurdles which could impair the progress of your recovery program

### PROPOSER CONTACT:



**Domoine Rutledge**  
Project Executive,  
CSRS Disaster Recovery  
Management, LLC

6767 Perkins Road, Suite 200  
Baton Rouge, LA 70808

**PHONE:**

o: (225) 831-2223  
c: (225) 933-0844

**EMAIL:**

[domoine.rutledge@csrsinc.com](mailto:domoine.rutledge@csrsinc.com)

*Mr. Rutledge will be the sole point of contact for this proposal and with regard to contractual matters, including payment of any and all charges resulting from the contract.*

**RESPONSE DATE:** Friday, July 31, 2020

**VALIDITY OF PROPOSAL:** CSRS submits this proposal on July 31, 2020, and represents that the terms and conditions described herein to be valid. CSRS assumes responsibility for all items and services offered in this proposal.

**ACKNOWLEDGMENTS:** CSRS affirms it has no code of ethics violations or litigation issues that would prevent our company from entering into a contract to perform the scope of work.

# OUR EXPERIENCE AND QUALIFICATIONS COMPARED TO YOUR CRITERIA

Selection Criteria	Score	Value	Proofs
<b>Financial Proposal</b>	20 Points	Our cost proposal is competitive and aligns with national standards.	<ul style="list-style-type: none"> <li>Our rates have consistently been reviewed and deemed “cost reasonable” by State and Federal funding agencies. Where applicable, our fees have been fully reimbursed to our clients via federal grant funding where the scope of work requested to be performed was grant related.</li> </ul>
<b>Firm's Capacity to Address the LHC's Scope of Work</b>	20 Points	<p>We offer a highly qualified, carefully selected team of individuals with a unique combination of skills, experience, and understanding of project delivery, FEMA Public Assistance, HUD-funding programs such as ESG, CDBG, HOME and HOPWA, CARES Act funding, and hazard mitigation grants, along with technical accounting, engineering, architecture, and policy skills.</p> <p>Our team brings a deep bench of program professionals well suited to the current needs of LHC and we stand ready to meet those needs at all times.</p>	<ul style="list-style-type: none"> <li>CSRS is a 125 person firm headquartered in Baton Rouge with staff providing expert professional services in engineering, architecture, project management, grants management, GIS, and resiliency planning.</li> <li>The team has identified a core team of personnel, who are currently working on LHC's COVID-19 related grants who will provide a smooth, uninterrupted transition from the emergency contract to address the services requested in this RFP. The other proposed staff are on standby for LHC's future needs.</li> </ul>
<b>Demonstration of the Firm's Prior Experience in Providing Consulting Services and Its Familiarity with Federal and State Agencies and Programs</b>	20 Points	<p>The CSRS team brings extensive experience and demonstrated ability to deliver LHC's projects as put forward in the RFP. We bring years of experience gleaned from some of the largest recovery program/projects in the nation. Our team's collective experience presents value to LHC in the management of the grants identified in the RFP by being able to scale up quickly and bringing the expertise needed to support LHC's current recovery efforts. We are already familiar with LHC's recovery projects and personnel, which means there will be no standup time, effort, or cost for this team.</p>	<ul style="list-style-type: none"> <li>The team has worked with dozens of municipalities, school boards, state agencies, and US Territories consisting of over \$5B in obligated federal disaster recovery funding, and has successfully developed innovative approaches to grant management and compliance of disaster recovery programs to provide our clients with the greatest flexibility in the use of federal funds, and to further provide efficient, streamlined project delivery and reimbursements.</li> <li>Our current grants management teams have successfully worked in lock step with LHC to deliver grant applications and reimbursements from federal funding sources in the emergency period.</li> <li>Our experience and ability is represented by the very best in staff support and technical proficiency as demonstrated by successfully increasing FEMA Public Assistance funding by 350% during our tenure with the City of New Orleans, and the successful, first of its kind \$2.4B settlement for the re-building of New Orleans Public Schools.</li> <li>Many of our team members have worked for FEMA or state agencies managing federal disaster funds, and are experts in the requirements of the federal projects from those perspectives.</li> </ul>

# OUR EXPERIENCE AND QUALIFICATIONS COMPARED TO YOUR CRITERIA

Selection Criteria	Score	Value	Proofs
<b>Small Entrepreneurships (MBE/SBE/WBE) Initiative</b>	10 Points	CSRS Partnered with Carlos Sosa, LLC, a licensed LADOTD DBE, Louisiana Hudson Initiative Certified, and federal SBA 8(a) certified, HUBZone certified minority owned firm with strong experience in FEMA reimbursements and cost estimating. CSRS and Carlos Sosa, LLC have worked together in partnership on various programs for years.	<ul style="list-style-type: none"> <li>The City of New Orleans' Office of Supplier Diversity assigned top grades to our DBE mentoring program for all 5 years of the evaluation program.</li> <li>CSRS continues to facilitate its mentor/protegee program with multiple different DBE firms.</li> </ul>
<b>Proposed Strategy of the Firm in Representing the LHC in Disaster Recovery Grant Management and Administration</b>	10 Points	Our proposed strategy to the execution and delivery of the requested scope of services has been developed from the perspective of extensive experience and expertise in similar programs and understanding of LHC's vision. Our approach and delivery is solely and fully based upon the specific needs of LHC at any given time. Our team will act as a trusted partner in achieving LHC's short-term and long-term goals, and together we will function as one unit. We stand ready to provide the right level of services and resources to scale our team up or down as LHC deems necessary.	<ul style="list-style-type: none"> <li>Our team increased combined project eligibility of Recovery School District (RSD) and Orleans Parish School Board (OPSB) from \$525M to \$2.1B through a strategically advocating for flexible solutions through FEMA.</li> <li>By leveraging our relationships with FEMA Region 6, the FEMA Louisiana Recovery Office, and GOHSEP, we were able to help secure \$31M in expedited funding to ease the City of New Orleans' serious cash flow issues within 12 days of hurricane Isaac's landfall.</li> <li>CSRS developed a powerful SQL web-based project and grants database (called PMCS) and reporting tool (using Power BI), which is also linked to a document repository, so all project partners can access, exchange, or archive critical grant funding information and reports. This technology is being used on multiple recovery programs and can be tailored for specific client needs.</li> <li>Providing executive level policy assistance to the State Office of Community Development helped to clear HUD OIG monitoring findings on the Restore housing program to avoid financial consequence.</li> <li>Our Recovery School District (RSD) and Orleans Parish School Board (OPSB) clients are and have been drawing down \$57M in obligated Closeout Incentive/Direct Administrative Cost funds that our team justified to FEMA.</li> </ul>



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## **Disaster Recovery Grant Management and Administration**



**Louisiana Housing  
Corporation**



The latest audited financial statement is provided in separate sealed envelopes marked "Confidential."

CSRS Disaster Recovery Management, LLC has leveraged our innovation and leadership expertise to improve and revitalize our communities and agencies. As a wholly owned subsidiary of CSRS, Inc., CSRS Disaster Recovery Management, LLC (CSRS) has a culture of creative thinking and a background in engineering and architecture. CSRS provides professional management and delivery of disaster grants management for emergency protective measures, facilities, infrastructure, and housing. We provide a balance between big ideas and the technical ability to deliver a successful project every time, no matter how large, complex or challenging. Our professional services include Grants Management as well as Project and Construction Management, Compliance Oversight, Program Management, Engineering, Architecture, Planning, Environmental Permitting, and GIS Services for disaster recovery and resiliency programs to a wide range of clients.

With more than 13 years' experience in managing federally funded disaster recovery programs, CSRS has successfully performed comprehensive grants management services including but not limited to project formulation, scope development, eligibility justification, policy application, reimbursement requests, and Project Worksheet Closeout. Further, CSRS currently is assisting both the Baton Rouge General Hospital, the Orleans Parish School Board, the East Baton Rouge Parish School Board, and the Louisiana Housing Corporation navigate the COVID-19 disaster and associated funding sources.

With disaster recovery program management experience exceeding \$5B, CSRS is well-established as a successful disaster recovery consultant. Our qualifications, policy knowledge, personnel resources, and technology resources help public entities plan and implement comprehensive disaster recovery programs. We help them rebuild financial and physical resilience against future events and guide sub-grantees through the various federally funded programs for eligibility, compliance, and closeout, including the FEMA Public Assistance (PA), Hazard Mitigation (HMGP) and HUD Community Development Block Grant (CDBG) Disaster Recovery (DR) and Mitigation (MIT) Programs. CSRS' disaster recovery consultancy is focused on developing strategies to maximize eligibility, evaluate and develop mitigation and resiliency projects to help communities adapt and thrive amidst ever-changing environments, to reduce de-obligation risk, and integrate grants management with successful project delivery. We understand every facet of successful grant management program execution to assist our clients in bringing about the successful conclusion and closeout of those programs.

**CORPORATE STRUCTURE:**  
Limited Liability Company

**YEARS IN BUSINESS:**  
Established in 2012 (and is a wholly owned subsidiary of CSRS, Inc., established in 1978)

**YEARS OF GRANT  
MANAGEMENT EXPERIENCE:**  
13 Years

**NUMBER OF EMPLOYEES:**  
125 Employees

**OFFICE LOCATIONS:**  
Baton Rouge, LA  
New Orleans, LA  
Lake Charles, LA  
Dallas, TX

## SUCCESSES

Management of \$5B in Disaster Recovery and Mitigation Programs

Professionally licensed in Engineering, Architecture, and General Contracting, and Construction/Project Management

Baton Rouge Business Report's 2015 Company of the Year



Carlos Sosa, LLC is an SBA 8(a), Louisiana DBE, and HUBZone certified disaster response and recovery practice. The firm's expertise is in architecture as well as the management of recovery grants, projects, and construction including cost estimation. The firm has offices in Louisiana and Colorado.

With over 30 years' experience in architecture and construction and 15 years in disaster response and recovery, Carlos Sosa LLC is well-established as a wholistic recovery consultancy firm. The goal of the firm is to help clients maximize eligible FEMA funding by leveraging its architecture/construction experience and FEMA policy knowledge to help entities plan, implement, design, and construct projects.

Carlos Sosa LLC has successfully worked with Federal, State, and Local Governments on recovering from various natural disasters and helping them rebuild with more resilience against future events. The firm has worked with clients in securing eligible FEMA funding from the FEMA Public Assistance (PA), Hazard Mitigation (HMP) and HUD Community Development Block Grant (CDBG) Disaster Recovery (DR) and Mitigation (MIT) Programs.

The firm is focused on developing strategies to maximize eligibility, evaluate and develop mitigation and resiliency projects to help communities adapt and thrive amidst ever-changing environments, to reduce de-obligation risk, and integrate grants management with successful project delivery.

The firm will leverage its expertise to help LHC maximize its grant funding, retain obligated funds, effectively address compliance issues, accelerate project delivery, keep projects on schedule and on budget, and prepare for audit and grant closeout.

**FULL LEGAL NAME:**  
Carlos Sosa, LLC

**CORPORATE STRUCTURE:**  
Limited Liability Company

**YEARS IN BUSINESS:**  
7

**NUMBER OF EMPLOYEES:**  
2 Employees

**OFFICE LOCATIONS:**  
New Orleans, LA  
Golden, CO

## SUCCESES

Experienced in Cost Estimating, Project Management, and Closeout of Federal, State and Local Government Disaster Recovery Programs

Professionally licensed in Architecture, and General Contracting

Certified DBE in Louisiana

## FIRM SIZE AND WORKLOAD

### CSRS' Capacity and Technical Ability

CSRS offers a depth of federal funding and grant management professionals, in addition to a multitude of technical and subject matter experts which are often needed to support a federally funded recovery program. Due to our extensive in-house experience, and additional professionals in our cadre, CSRS is well suited to service and administer multiple federally funded recovery programs simultaneously. Further, our management and administration of multiple disaster recovery programs provides direct benefit to our individual clients because it helps us ensure, as your advocate and strategic partner, equitable application of federal policy to your individual program.

Throughout the history of CSRS' disaster recovery/grants management practice, we have been involved with 40 programs throughout the United States and territories. Currently, CSRS is associated with 20 federally funded disaster recovery/grants management programs as either prime or sub-consultant. CSRS can assure all of its clients that the current workload only supports their recovery efforts and they will get the primary attention and responsiveness they are accustomed to from our teams.

- **Ascension Parish School Board Recovery**
- **Baton Rouge General Medical Center COVID-19 Recovery**
- BREC Recovery
- Brunswick County
- City of Central Recovery
- **City of New Orleans Recovery**
- **City of New Orleans Staff Augmentation**
- **Colorado Technical Assistance**
- **East Baton Rouge Parish School System Recovery**
- East Baton Rouge City-Parish Recovery
- **Florida DEO Oversight and Monitoring**
- **Florida Division of Emergency Management QA/QC**
- **Isle de Jean Charles Community Resettlement Program**
- Jefferson Parish PM Recovery
- **Louisiana Housing Corporation Homelessness Sheltering**
- **Louisiana Watershed Initiative**
- **LSU Health Care Services District**
- Mississippi CIAP
- **NYC Neighborhood - CDBG Contracting**
- **Office of Community Development CDBG-DR Technical Assistance**
- Orleans Parish School Board PM/GM Recovery
- **Orleans Parish School Board GM Recovery**
- Puerto Rico - Aracibo
- Puerto Rico - Aguas Buenos
- Puerto Rico - Arroyo
- Puerto Rico - Canovanas
- Puerto Rico - Naguabo
- Puerto Rico - Toa Alta
- Puerto Rico - Toa Baja
- Puerto Rico - Yabucoa
- **Recovery School District**
- **Regional Transit Authority**
- **Restore 3.0**
- Rostan/Davis-Bacon Compliance
- **St. Bernard Parish PM Recovery**
- St. John the Baptist Parish Recovery
- St. John the Baptist Schools Recovery
- Texas PREPS
- University of Texas Medical Branch
- **West Calcasieu Port**

**\*bold = active projects**

## PROJECT EXPERIENCE

CSRS has extensive experience leading program management teams in the implementation and execution of federally funded recovery programs utilizing multiple funding sources. We know how to successfully manage project and grants management programs.

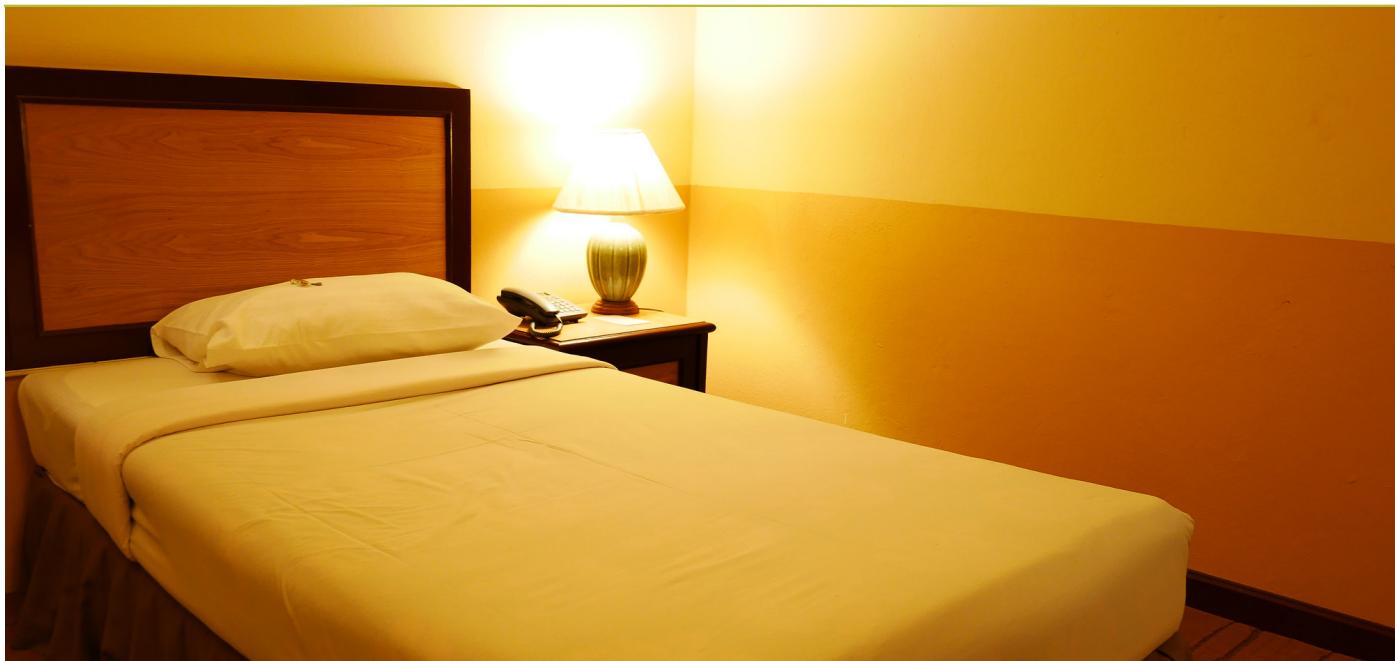
As prime consultant, CSRS is fully responsible for providing LHC with Grant Management and Administration Services to deliver as-needed support in the federal and state disaster declaration for COVID-19 as well as provide any support needed in future federally declared disasters. CSRS has the experience and expertise required to successfully analyze the current recovery program, make recommendations for strategic improvement, and monitor closeout procedures to ensure compliance with the Stafford Act programs. Through the appropriate leveraging and application of our team's expertise and resources, LHC will benefit from reduced audit risk and maximized recovery.

CSRS' IT infrastructure and project controls systems are in place and ready to work for you to accomplish your goal — successful recovery project closeout. Our resource availability includes reserve laptops with cloud-based protocols in place to support document retention, real-time reporting, and monitoring, should the nature of current disaster continue to necessitate the use of remote work stations.

We are committed to and focused on providing LHC with the highest quality of services and have the financial resources to meet your disaster management recovery efforts. The following pages include a compilation of detailed project experience similar to LHC's requested recovery scope and size that will affirm our team's ability to not only meet, but exceed, the services required in the RFP.

Experience with RFP Requested Scope of Services										
Project Name	Firm/Team Members (prime or sub)	Funding Source	Project Value	Experience with RFP Requested Scope of Services						
Experience with RFP Requested Scope of Services										
				Support in Engaging with Funding/Reimbursement Agencies	Assist with Assessments of Damages/Loss from Events	Advise on Recovery Programs/Processes	Provide Eligibility Guidance	Develop, Revise, and Submit PWs and Various Grant Applications	Provide Insurance Guidance	Support to Ensure Proper Procurement and Document Management
Louisiana Housing Corporation: Non-Congregate Sheltering COVID-19 Response Program Management	CSRS (Prime)	FEMA PA HUD ESG CDBG	\$15M	■	■	■	■	■	■	■
Louisiana Office of Community Development Grants Management	CSRS (Sub-Consultant)	HUD CDBG-DR	\$26.1M	■	■	■	■	■	■	■
Baton Rouge General Health System	CSRS (Prime)	FEMA PA CARES Act	\$30M	■	■	■	■	■	■	■
Orleans Parish School Board	CSRS (Prime)	FEMA PA CARES Act	\$383M	■	■	■	■	■	■	■
East Baton Rouge Parish School System	CSRS (Prime)	FEMA PA CARES Act CDBG-DR Match	\$65M	■	■	■	■	■	■	■
Ascension Parish School Board Grants Management and Program Management	CSRS (Prime)	FEMA PA CDBG-DR Match	\$85M	■	■	■	■	■	■	■
Bay County School Board Recovery Program from Hurricane Michael	Carlos Sosa, LLC (Sub-Consultant)	FEMA PA	\$50M	■	■	■	■	■	■	■

## PROJECT EXPERIENCE



## Louisiana Housing Corporation

### NON-CONGREGATE SHELTERING COVID-19 RESPONSE - DISASTER RECOVERY MANAGEMENT | STATEWIDE, LA

#### CLIENT

- Louisiana Housing Corporation (LHC)

#### SCHEDULE

- 2020 - Present

#### PROGRAM VALUE

- \$15M

#### SERVICES PROVIDED

- Disaster Recovery Management
- Federal Grants Coordination and Compliance
- Budgeting and Invoicing
- HUD Emergency Solutions Grants (ESG) Coordination
- FEMA Public Assistance Grants Management
- Data Management

#### CLIENT REFERENCE

Keith Cunningham  
Executive Director  
2415 Quail Drive  
Baton Rouge, LA 70808  
Ph: 225-763-8700  
Email: kcunningham@lhc.la.gov

The Louisiana Housing Corporation (LHC) engaged CSRS under an emergency contract for overall Disaster Recovery Management Professional Services to assist with the implementation and overall funding reimbursement for the non-congregate housing options for the homeless population throughout the State of Louisiana in response to the impacts of the COVID-19 pandemic disaster. The program and grant management activities include coordinating staffing resources and managing invoices, contracts, change orders, and amendments to develop systems that result in the delivery of projects on time and on budget.

Supported the stand-up of an estimated 20 hotels as social distancing and health protection shelters for vulnerable homeless individuals and families throughout the State has been submitted for funding in an application through the FEMA Public Assistance (PA) program for Non-congregate sheltering and to be coupled with HUD Emergency Solutions Grants (ESG) resources that funds long-term housing options to people experiencing homelessness or at risk of homelessness.

#### PROJECT KEY SUCCESSES

Supported the stand up of an estimated 20 hotel shelters housing over 1000 homeless individuals including hotel and wrap arounds of food provision, laundry services and security.

Working with the state, city and non-profit partners to identify long term housing options across federal and state funding streams for homeless statewide.

## PROJECT EXPERIENCE



## Louisiana Office of Community Development, Disaster Recovery Unit

**GRANTS MANAGEMENT AND STAFF AUGMENTATION | STATEWIDE, LA**

### CLIENT

- Louisiana Office of Community Development

### SCHEDULE

- 2017 - 2019

### PROGRAM VALUE

- \$500K

### SERVICES PROVIDED

- CDBG Policy Advisory Services
- Program and Grant Management Advisory Services
- Action Plan Amendment Development
- Construction Management Advisory Services
- Homeowner Housing Program Operations Oversight

### CLIENT REFERENCE

Pan American Engineers, Inc.

Michelle Smith

1717 Jackson St.  
Alexandria, LA, 71301

(318) 473-2100,  
michelle@paealex.com

The State of Louisiana, Division of Administration, OCD-DRU (OCD) oversees CDBG-DR funds received for Hurricanes Katrina and Rita (2005), Gustav and Ike (2008), Isaac (2012), and the Severe Storms and Flooding of 2016, as well as the National Disaster Recovery Competition (2016). OCD contracted with PAE, LLC. to perform grants management services to OCD and to subrecipients, as requested, for recovery efforts related to each of these disasters and possible future disasters.

CSRS served as a team member to PAE in providing consulting services to OCD. CSRS provides grant management services to OCD on matters relating to disaster recovery planning, development, redevelopment, and revitalization of Louisiana in housing, infrastructure and economic development. CSRS was initially engaged to provide executive level technical assistance across all CDBG-DR funded activities, including design and program guidelines for applying CDBG-DR funds as match to FEMA public assistance and hazard mitigation projects and support on program monitoring and audits. CSRS was further tasked to provide policy advisory and program management technical expertise to the Restore Homeowner Assistance Program to facilitate rebuilding housing after the Great Floods of 2016.

## PROJECT EXPERIENCE



## Baton Rouge General Health System

**FEDERAL GRANTS MANAGEMENT AND CONSULTANT SERVICES | BATON ROUGE, LA**

### **SERVICES PROVIDED**

- FEMA Grants Management
- CARES Act Funding
- Data Management
- Reimbursement Management
- Disaster Recovery Advisory

### **PROGRAM VALUE**

- \$30M (Estimated)

### **SCHEDULE**

- 2020 - Present

### **FIRM PERSONNEL**

- Tim Barfield, JD
- Suzanne Settoon
- Max Johnson
- Byron Saravia
- Allison Davis Atkinson, MBA

### **CLIENT REFERENCE**

Lindsay Shelton, CPA, MBA

Director of Financial Operations

Baton Rouge General Medical Center

8490 Picardy Ave.,

Baton Rouge, LA 70809

(225) 237-1756

[lindsay.shelton@brgeneral.org](mailto:lindsay.shelton@brgeneral.org)

Due to the outbreak of COVID-19, Baton Rouge General Medical Center (The General) quickly expanded its capacity to meet the rapidly growing need of addressing the highly contagious and novel respiratory disease. This included opening previously shuttered sections of its Mid-City Hospital campus, purchasing of critical medical supplies and equipment, and mitigating the facility to meet the needs of the Baton Rouge area public.

The General engaged CSRS to provide disaster recovery advisory services to guide them through the FEMA Public Assistance process, navigate the various new funding sources from the CARES Act (through Department of Health and Human Services, Department of Treasury, and others), ensuring grant compliance and duplication of benefits avoidance, and leveraging of the various funding sources to ensure all COVID-19 related expenses and activities are reimbursed and cash flow for the facility can be properly maintained.

### **SPECIFIC SERVICES PROVIDED**

- Project/Grant Development and Formulation for FEMA under the Stafford Act, HUD's Community Development Block Grant (CDBG) Programs and Other Federal and State Programs, including as Authorized by the CARES Act and Future/Subsequent Legislation to Address the Covid-19 Disaster
- FEMA PW Scope Development and Negotiation
- Cost Estimating and Analysis for Grant Development
- Funding Strategy Development
- Procurement Advisory
- Cost-Benefit Analysis
- Representation to FEMA, other Federal Agencies and State Agencies, as Authorized
- Insurance Reconciliation (assessment of duplication of benefits)
- Advisory Services in Any Matter Dealing with the Recovery Process
- Data Management and Document and Project Controls
- Environmental and Historic Preservation Management and Compliance
- Davis-Bacon & Section 3 Compliance (if HUD CDBG-Disaster Recovery Funding for the Non-Federal "Match" is Made Available)
- Maximize Reimbursement Amounts
- Regular Grants Status Reporting
- Manage Receipt and Assist in Accounting of Reimbursement
- Final Cost Reconciliation and Closeout Packaging

# PROJECT EXPERIENCE



## Orleans Parish School Board

### HURRICANE KATRINA RECOVERY FUNDING MANAGEMENT PROGRAM | NEW ORLEANS, LA

#### SERVICES PROVIDED

- Disaster Recovery Program
- Project Management/Construction Management
- FEMA Grants Management and Closeout
- COVID-19 Disaster Support

#### PROGRAM VALUE

- \$383M

#### SCHEDULE

- 2012 - 2019 (as Joint Venture Prime)
- 2019 - Present (as Prime)

#### FIRM PERSONNEL

- Christopher J. Pellegrin, AIA
- Kelly Crothers
- Eugene Wetzel, RA
- Rose Richardson
- Ryan Roppolo, MCTIP
- Paul Tortorici
- Deborah Norton
- Mylinda Armond, MBA
- Allison Davis Atkinson, MBA

#### CLIENT REFERENCE

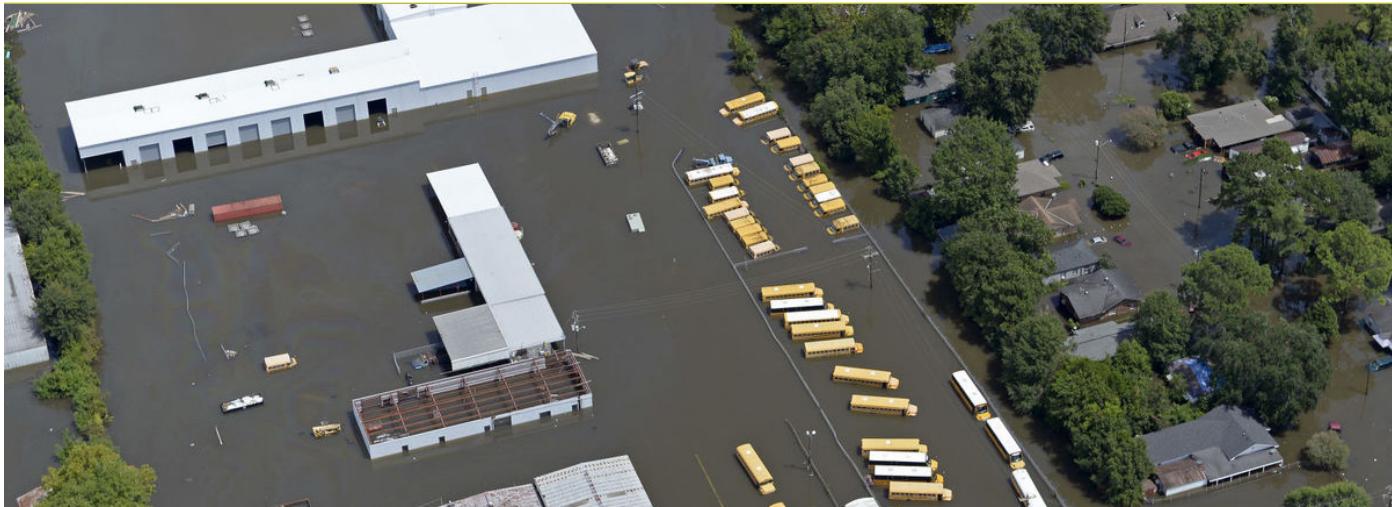
Tracy Tingstrom, Assistant Comptroller  
 Orleans Parish School Board  
 2401 Westbend Parkway, Ste. 505  
 New Orleans, LA  
 (504) 304-5925  
[tracy\\_tingstrom@opsb.us](mailto:tracy_tingstrom@opsb.us)

Given the drastic need for a plan to rehabilitate flooded and otherwise damaged school facilities in New Orleans after Hurricane Katrina, the New Orleans Schools Master Plan was developed, and OPSB approved it on November 6, 2008. After seeing CSRS' accomplishments first-hand, in the Fall of 2009, OPSB engaged CSRS to develop a recovery program. As a result, we helped OPSB increase its FEMA PA funding from \$75 million to \$383 million. To achieve this goal, CSRS designed a multi-faceted \$383 million facilities improvement program that identified and maximized funding by documenting and verifying undervalued and uncaptured project scope within the FEMA PA Grants Program.

Additionally, CSRS continues full engagement in the closeout phase for OPSB projects, no longer with a Joint Venture Partner, but as OPSB's prime consultant for disaster grants management services since 2018. The CSRS funding team ensures that each OPSB project worksheet meets the eligibility requirements and documentation standards prescribed by federal and state regulations. The team ensures that all completed recovery work is fully reconciled, that eligible costs have been reimbursed, and that the right stakeholders are engaged to resolve any unforeseen issues on the path to final closeout. The CSRS funding team makes certain all documentation pertaining to each project is organized according to the GOHSEP approved closeout checklist and maintained as the permanent record of the project. The thorough and meticulous nature of the CSRS document retention process has helped ensure the speedy nature of the closeout experience for OPSB.

Additionally, when COVID-19 disrupted life throughout Orleans Parish in March 2020, OPSB requested CSRS's assistance to guide them through the disaster recovery and reimbursement process with FEMA and all the other federal recovery programs as authorized by the CARES Act, including through the federal Department of Education, Department of Treasury, and Department of Agriculture. CSRS is intently tracking the funding received, ensuring no duplication of benefits, and submitting grant requests to the appropriate federal agencies to ensure rapid reimbursement of their COVID-19 related expenses.

# PROJECT EXPERIENCE



## East Baton Rouge Parish School System

**DISASTER RECOVERY GRANT MANAGEMENT AND ADMINISTRATION (2016 FLOOD AND COVID-19 DISASTERS)**

### **SERVICES PROVIDED**

- Program Management
- Project Management
- FEMA Grants Management
- CDBG-DR Match Grants Management
- CARES Act Grants Management
- Facility Assessments
- Closeout
- Insurance Recognition

### **PROJECT COST**

- \$65M

### **SCHEDULE**

- 2016 – Present

### **FIRM PERSONNEL**

- Christopher J. Pellegrin, AIA
- Marcus Williams, AIA
- Stacy Danner, AIA
- Allison Davis Atkinson, MBA
- Mylinda Armond, MBA

### **CLIENT REFERENCE**

Warren Drake  
Superintendent  
East Baton Rouge Parish  
School System  
1050 S. Foster Dr., Baton  
Rouge, LA.  
(225) 922-5400  
warrendrake@ebrschools.org

In the aftermath of the record level flooding that occurred in South Louisiana in August 2016, the East Baton Rouge Parish School System engaged CSRS to assist in the build-back of the numerous facilities damaged or destroyed as a result of the massive inundation. CSRS' primary responsibility is to work closely and collaborate with various funding agencies and internal School Board departments to ensure the proper use and application of federal and state funds. CSRS' team of grants management and project management specialists focus on maximizing eligible, allocable federal dollars. Our team of experts use the substantial experience gained through work performed on numerous disaster recovery projects of similar sized and scope. CSRS uses proven processes that efficiently reduce the timeline for eligibility determinations that support project cash flow sources and uses. Our team provides technical knowledge and experience, proven business processes, and policy strategies to assist the EBRPSS in full recovery of all affected facilities.

Additionally, when COVID-19 disrupted life throughout East Baton Rouge Parish in March 2020, EBRPSS requested CSRS's assistance to guide them through the disaster recovery and reimbursement process with FEMA and all the other federal recovery programs as authorized by the CARES Act, including through the federal Department of Education, Department of Treasury, and Department of Agriculture. CSRS is intently tracking the funding received, ensuring no duplication of benefits, and submitting grant requests to the appropriate federal agencies to ensure rapid reimbursement of their COVID-19 related expenses.

The project's scope of services requires CSRS to perform all tasks and work necessary to successfully:

- Support EBRPSS by engaging FEMA and other federal and state agencies using our established professional working relationships with decision-makers
- Assess damages and provide eligibility guidance
- Provide recommendations for the recovery process
- Provide guidance on insurance claim resolution
- Review and resolve eligibility issues
- All other required tasks, including preparing and conducting the closeout process to ensure maximum recovery and retention of all available funding

## PROJECT EXPERIENCE



## Ascension Parish School Board

### GRANTS MANAGEMENT AND PROGRAM MANAGEMENT | ASCENSION PARISH, LA

#### SERVICES PROVIDED

- FEMA Grants Management
- CDBG-DR Grants Management
- Project Management
- Davis-Bacon Labor Compliance

#### PROJECT COST

- \$85M (Average construction size per school campus site was \$3M)

#### SCHEDULE

- 2016 – Present

#### FIRM PERSONNEL

- Christopher J. Pellegrin, AIA
- Louis Saab, AIA
- Sunny Smith, CFM
- Allison Davis Atkinson, MBA
- Byron Saravia
- Stacey Danner, AIA
- Todd Mann, AIA

#### CLIENT REFERENCE

Chad Lynch  
Chief Operations Director  
9690 Airline Hwy.  
Sorrento, LA 70778  
225-391-7304  
chad.lynch@apsb.org

Because of record inundation during August 2016 and subsequent flooding of school facilities, the Ascension Parish School Board hired CSRS to provide professional services for the development and implementation of a recovery plan to return schools to pre-disaster condition. CSRS provides support for grants management and administration and associated project management activities required by federal and state programs. The scope of work also includes overall program management, design phase management, construction management, field inspection services, and project controls.

CSRS is providing full assistance and support for the grants management and project management activities required by federal and state disaster recovery programs, including the FEMA PA Program and HUD's CDBG. CSRS handles overall program management, OIG audit response, Davis-Bacon Labor compliance, HUD Section 3 compliance, records management, procurement compliance, design phase management, construction management, field inspection services, insurance reconciliation, environmental compliance, and project controls. CSRS has full accountability for all grants administration tasks, compliance, and closeout.

At St. Amant High School, CSRS also manages a \$3.9M bond renovation and major drainage improvements at the school funded by the 2016 APSB Capital Improvement Tax Bond and the Drainage Master Plan and Improvement Projects, respectively. CSRS also manages the solicitation of a pre-positioned emergency remediation contract for potential future disaster related damages.

During day-to-day oversight, CSRS team members serve as APSB's representative in communications with federal and state agencies, along with the design and construction teams at the project sites. All tasks performed by CSRS grants management experts provide close oversight to ensure compliance with applicable codes and regulations to capture and retain maximum funding available for complete and successful facility recovery and closeout.

Additionally, in 2018, CSRS was instrumental in lobbying the US Congress for changes to the way FEMA executes mandatory NFIP reductions to PA Grants for DR-4277. H.R. 302 passed in the fall of 2018 (becoming part of the DRRA) making the mandatory flood reductions one-per-campus rather than the existing one-per-building, netting APSB an additional \$9M in recovery grant funding previously unavailable to them. This effort also resulted in APSB being able to utilize an additional \$1.3M in funds that were previously allocated as 428 funds to offset mandatory insurance reductions. After the legislation passed, \$1.3M is now being allocated to cover additional costs associated with two existing flood repair projects.

## PROJECT EXPERIENCE



## Bay County School Board

PANAMA CITY, FL

### SERVICES PROVIDED

- FEMA Comprehensive Damage Assessments
- Project Scope and Cost Development
- FEMA Grants Management
- Project Management

### PROJECT COST

- \$50M

### SCHEDULE

- 2019 – 2020

### FIRM PERSONNEL

- Carlos Sosa

### CLIENT REFERENCE

Tanya Shannon  
Program Director  
Hagerty Consulting Inc.  
(850) 363-7741  
tanya.shannon@hagertyconsulting.com

The Bay County School Board in Panama City, Florida required technical assistance to formulate grants and manage projects for federal and state programs, including primarily, the Federal Emergency Management Agency (FEMA) Public Assistance Program as a result of Hurricane Michael (Category 5) in 2018.

Carlos Sosa LLC, in association with Hagerty Consulting Inc., conducted site visits and prepared over 30 comprehensive damage reports for hurricane-damaged school buildings throughout Bay County. Several of the buildings were eligible for replacement based on FEMA's 50% Rule. To help maximize eligible FEMA funding for those buildings deemed eligible for repair only, Carlos Sosa LLC also prepared numerous Hazard Mitigation proposals to help maximize eligible FEMA funding and to harden them against a future similar disaster.

### KEY SUCCESSES:

- FEMA approved the cost estimates prepared by Carlos Sosa LLC including the replacement of several buildings.
- Carlos Sosa LLC identified and/or corrected discrepancies in scope prepared by others which resulted in the replacement of the buildings in lieu of repair.



RESPONSE TO RFP FOR

## **Disaster Recovery Grant Management and Administration**



**Louisiana Housing  
Corporation**

## APPROACH &amp; METHODOLOGY



Our functional approach to providing Grants Management Services and identifying tasks necessary to meet the program requirements is based on the implementation of four (4) strategies critical to achieving one overarching goal; unparalleled grants management results for LHC.





## STRATEGY 1: Maximize and Align Eligible Funding from All Funding Sources

Federal policy related to disaster recovery funding is continually evolving and changing. When compounded by the unique nature of the federal and state disaster declarations for COVID-19 and the resulting multiple funding sources available to address and respond to the pandemic, it is critical that all disaster related expenses are carefully evaluated for eligibility and further evaluated to determine the most expedient means of funding recovery from these various sources. Our Grants management professionals closely monitor evolving policy and guidance, with a sharp focus on all COVID-19 related funding sources, and have coordinated with State leaders which has ensured our understanding, applicability, and limitations of the various funding sources. Our methodology, approach, and standard operating procedures are purposed with anticipating hurdles, developing parallel tracks, and minimizing financial exposure while maximizing available funding. Our approach ensures we will comprehensively address every incurred disaster related expense and anticipated expenses to identify all opportunities for eligibility and reimbursement. We will also systematically capture reimbursement for our services to the greatest extent possible and ensure all recovery activities are in accordance with Federal regulations to minimize economic and compliance risk.

### COMPLIANCE GUIDANCE AND MONITORING

Through guidance and collaboration, our team will ensure the work completed under this contract will be fully compliant with all relevant Federal regulations, policies, and procedures. Our experienced team will coordinate policy guidance from all funding sources, to ensure projects are in-line with specific funding parameters and Federal regulation from the beginning through to completion of your COVID-19 program as well as any future recovery efforts LHC may encounter. In collaboration with LHC, we will assist with procurement. In collaboration with LHC, we will assist with procurement practices, document control, and oversight of financial recovery efforts. In ongoing efforts to ensure the successful completion of the scope of work, our team will implement proven processes to track, review, and regulate the progress and performance of all tasks.

### DUPLICATION OF BENEFITS MITIGATION

Mitigating the duplication of benefits received is always of overarching importance in any recovery program, however our engagement with the State of Louisiana has made it clear that any funding received by a public agency which represents a duplication of benefits will be the sole responsibility of the receiving agency should a de-obligation of funding occur due to either audit or records examination. With available funding flowing from numerous federal agencies, often with the same or similar eligibility parameters, it is critical that no COVID-19 related expense incurred by LHC is duplicated among these various funding streams.

CSRS has invested considerable time in the analysis of the CARES Act multiple funding opportunities/buckets and how that funding converges/diverges with FEMA Public Assistance funding. With that knowledge, our team will evaluate and make recommendations to LHC as to the most appropriate and most expedient funding vehicle for your COVID-19 related expenses. CSRS will track all expenses to ensure no duplication of benefits occurs in this or any future disasters, thereby mitigating future adverse financial impacts to LHC.

### BENEFITS:

Maximized funding, shortened timeframe due to comprehensive, accurate, and expeditious assessments of disaster related expenses to ensure each expense is allocated to the correct funding source.

LHC is completely informed, can maximize the full accumulation of all eligible federal funds, ensure federal compliance to minimize the burden of financial liability and loss of funding, and in turn positively influence the progress and success of the COVID-19 response program and any future response/recovery programs.

Maximize funding availability through leveraging of multiple funding sources while ensuring no duplication of benefits which could lead to a future loss of funding.



## STRATEGY 2: Critical Advocacy in Application of Federal Policy

With a focus on engaging key stakeholder agencies in the management of LHC's federal and state funding, and response/recovery processes; our team will facilitate regular working meetings with these stakeholders to evaluate the position of LHC's needs, workload assessment, and issue resolution. With more than 13 years of experience managing billions of dollars of federal and state funding, CSRS understands the challenges and implements solutions to that management of these programs in a manner that will best benefit your program.

Experience has confirmed how critical it is to have an experienced advocate on your side. Experience has further demonstrated that federal/state policy is not necessarily applied in a uniform and consistent manner. That policy often varies widely from federal region to federal region. Our years of experience, combined with the multitude of programs managed, has primed CSRS to succinctly advocate and promote the application of federal and state policy in an equitable manner, providing LHC's current and any future disaster response/recovery efforts for the best possible outcome.

A primary example of this advocacy in work performed on behalf of our client is our challenge to the application of policy concerning mandatory flood reductions for multiple structures on school campuses damaged/destroyed by Hurricane Katrina. Understanding the enormous negative financial impact of this policy application, and further understanding the appropriate application of federal policy; CSRS advocated for, and eventually succeeded in, an adjustment to this policy application which resulted in an additional \$10.3M in federal funding for our client.

CSRS will continually review policy associated with the CARES Act and any additional federal legislation impacting the COVID-19 disaster, policy implementation, FEMA disaster specific guidance, previous appeals and arbitrations to ensure LHC realizes the greatest benefit possible in the response and recovery from this state and federal disaster declarations.

### BENEFITS:

Substantially improves the outcome of grants management, funding reimbursement, and response/recovery efforts for LHC.

Creates a more level playing field and ensures large and small applicants benefit in an equitable manner.

Expertise and experience expedites resolution of issues or roadblocks which can hinder response/recovery programs.



## STRATEGY 3: Leverage CSRS' Team Member Working Relationships with Key Agencies to Streamline Communication

With a focus on engaging key recovery agencies in LHC's recovery processes, our team will facilitate regular working meetings with recovery partners to evaluate the status of projects, assess the workload, project funding timelines, and resolve potential roadblocks to swiftly complete your recovery program objectives. Our years of experience, managing over \$5B in recovery funding has resulted in CSRS' establishment of outstanding working relationships with state and federal stakeholders, and has further resulted in our inventory of best practices in the management and oversight of federal recovery programs.

Our established and existing positive relationships with key agency personnel allow us to effectively and efficiently advocate for LHC to result in program wide efficiencies. Our working relationships help expedite response from those key agencies which are often required for an efficient and successful recovery program.

Due to the multitude of programs CSRS has managed and delivered for our clients, we have developed long-standing, positive relationships with decision makers at FEMA, GOHSEP, and OCD. These working relationships with leadership of key agencies create avenues to elevate program challenges to the decision makers to facilitate key responses and resolution of hurdles or questions in a timely manner.

Due to our positive working relationships with key stakeholders, CSRS has a unique ability to limit bureaucratic delays by presenting matters directly to the top decision makers. Moreover, we work closely with GOHSEP and LLA to discuss policy issues on the front end to solicit their feedback and obtain collaborative agreement regarding eligibility solutions which thereby, withstand the test of time and minimizes future de-obligation and funding reduction.

### BENEFITS:

Promotes continuous positive engagement from key agencies for LHC.

Substantially improves the outcome of grants management and closeout by leveraging our positive working relationships with key stakeholders and decision makers.

Expedites resolution of hurdles resulting from knowing the appropriate stakeholder to contact at the correct time.



## STRATEGY 4: Utilizing Scalable and Accessible Resources to Respond Efficiently

CSRS, and Carlos Sosa, LLC as its strategic partner, has a cadre of project and grant management professionals in place to handle the array of tasks related to initiating federal and state funding for response and recovery and managing the resultant program activities. It is important to note that we remain flexible and expandable to support any program management needs and can adjust the team work schedule per the response priorities identified by LHC or due to another disaster.

Our staff resources allow us to provide the technical, policy, and program experts needed to meet any task order requirements and mobilize quickly for every request from LHC. Our wide range of resources affords CSRS the ability to manage work across the state. We have the flexibility and resources to be embedded with our clients or to work remotely, as required by the program. Our team of experts is accessible around the clock, 24 hours a day, 7 days a week, should an emergency warrant such rapid response. Our Project Executive/Principal and supervisory personnel remain prepared and ready to timely dispatch the appropriate staff should an emergency arise.

With CSRS as its recovery partner, LHC will benefit from the reliability of a self-sufficient team knowledgeable in best practices learned from our experiences with numerous other recovery programs. We understand the many technical disciplines required to support all FEMA, HUD and Stafford Act funded programs. Our team of experts with their diverse range of disciplines is available to support LHC in each of the following areas:

• Accounting (disaster related financials)	• Cost Estimating and Reasonableness Analysis	• Hazard Mitigation	• Reimbursement and Fiscal Reconciliation
• Appeal and Arbitration Support	• Damage Assessments	• Historic Preservation and Archeology	• Reporting
• Codes and Standards Compliance	• Data Management	• Inspection Services	• Scope Alignment
• Community Engagement	• Housing Policy	• Insurance	• Scope Development
• Construction Management	• Design Procurement	• Master Planning	• Surveying
• Procurement and Contracting	• Design Standards	• Permitting	• Sustainable Design
	• Document Management	• Project Management	
	• Environmental (including NFIP/Floodplain)	• Public Assistance Policy	

We have the ability to backfill positions and add staff at the request and direction of LHC, and we are prepared to respond to any request in an expeditious manner. Experts in policy, technical, and regulatory areas will be available throughout the life of the contract to support LHC across the broad range of federally funded programs available.

### BENEFITS:

LHC will have the optimal level of support depending on evolving programmatic recovery needs.

The most qualified and experienced recovery professionals will be available to support LHC in the recovery of eligible funding and the application and interpretation of law, regulation, policy, and guidance to maximize that funding.

Access to a well-established resource of best practices from day one that will speed up recovery for LHC and lower the cost of grants and project management.

# PROJECT MANAGEMENT AND QUALITY ASSURANCE APPROACH

## PROGRAM MANAGEMENT PLANNING, ACCOUNTING, AND TRACKING SYSTEM

CSRS implements a comprehensive computer-based management system that enables efficient and effective management of program tasks, finances, contracts, schedules, and documents. We understand the importance of creating accounting systems that will enable an auditor to easily evaluate disaster related expenses. Features of this system that will benefit LHC include a **secure online portal** with a customized Client dashboard that provides live, real-time reporting on critical project information to authorized users.

## PROJECT REPORTING

Our team has an in-depth understanding of the critical importance of reporting project progress during the entire project and grant lifecycle. Direct lines of communication and face-to-face interaction are necessary to provide the detail that reports alone cannot provide. Our team will engage leadership in regular face-to-face meetings, offer on-call access to our team leadership, and collaborate continuously to specifically tailor the reporting deliverables to meet the program's changing needs. We will provide informed real-time status updates of the program to LHC's recovery leadership to support decision making and allow prompt, decisive action. To support LHC in their Board Meetings and necessary reporting, our process includes two methods that will enhance the process understanding and progress status: informal and formal.

**INFORMAL PROJECT REPORTING** occurs daily through our Program Manager via direct face-to-face meetings, telephone conversations, and email communications with LHC. Informal communication is critical to the LHC's ability to address concerns and questions from your staff and the public regarding the progress of individual and global recovery efforts. This form of communication is often the most effective means by which to support LHC in addressing minor "crisis" level issues, questions, and concerns that may arise from LHC's staff and the general public.

**FORMAL PROJECT REPORTING** will occur monthly and quarterly in the form of status reports. Monthly project reports will be submitted to LHC and will be organized by project to summarize the status and progress made in the progress of your recovery projects and grants.

## MONTHLY PROGRESS/STATUS REPORTING

The Project Manager will provide LHC with precise and accurate monthly progress reports that summarize our team's activities, including a summary of project and FEMA grant status and any relevant issues that requires LHC's approval or decision-making involvement. The project team will also prepare the quarterly reports required by federal code. Quarterly reports provided to GOHSEP are required to ensure appropriate and timely spending of the FEMA funding. CSRS will assist LHC in meeting the reporting requirements.

## WEB-BASED DATA PORTAL

Additionally, CSRS will quickly develop and deploy a web-based data portal where all project partners will access, exchange, or archive critical project information and reports. This secure portal will be available from anywhere with Internet service and will provide real-time reporting capabilities for easy project monitoring and accountability. Through this innovative technology initiative, project status information and reports can be accessed by a secure log-in provided to those persons approved for such access by LHC.



# PROJECT MANAGEMENT AND QUALITY ASSURANCE APPROACH



## QUALITY ASSURANCE

CSRS maintains its high work standards and reputation because we accept only the highest quality of work from our employees and our subcontractors. Our rigorous internal QA/QC process ensures that no deliverables are submitted without primary and secondary technical reviews. This quality control is a pivotal reason for the success of our grants management, construction project management, and design programs.

Based on more than a decade of experience in managing disaster recovery programs, our team has developed standard operating procedures (SOPs) that align our daily activities with the complex requirements of federally funded projects. The implementation of these disciplined procedures enhances progress for the program, ensures compliance with all GOHSEP, FEMA, HUD and federal requirements, and provides tracking and reporting capability to establish performance measures and standards by which we ensure quality service. Our quality control methodology is designed to provide continuous improvements, manage expectations, and ensure effective completion of tasks.

# PROJECT WORK PLAN

Aligned with the details in the previously listed strategies, the CSRS team offers the following project work plan, incorporating the tasks, timelines and deliverable to provide LHC with immediate and measurable value for our retained grant management and administration services.

## Program Launch/Stand-Up of Operations (First 30 Days):

For the current disaster, there will be no stand-up time for the CSRS team as we already are fully engaged with LHC. However, for newly declared disasters, the CSRS team will provide technical expert(s) to deploy immediately to assess the current emergency situation, work with LHC to identify and establish grant management requirements for the program.

- Perform an initial Needs Analysis and review the availability and requirements of potential FEMA, HUD and other funding streams.
- Provide damage assessment and field inspection services as needed.
- Develop and implement all communications protocols.
- Deploy and install technology packages as needed, including cloud-based document repository and reporting systems.
- Mobilize staff to launch grant management services engagement with LHC, including training and establishing document control procedures.
- Develop an engagement plan for federal and state funding stakeholders and resources to meet the COVID-19 or other emergency need as identified by LHC.

### DELIVERABLES:

- ✓ Grant Management Office Mobilization Plan of appropriately sized and technically oriented staffing to meet the needs of the specified emergency.
- ✓ Protocols and file structure established for obtaining fully compliant procurement, contracts, scope and invoicing details.
- ✓ Communications and reporting plan to keep LHC informed at established frequency.

## Ongoing Activities for Grant Management (90 Days):

At the direction of LHC, the CSRS team will engage in working meetings with key funding stakeholders, primarily anticipated to be FEMA, GOHSEP and HUD staff as well as state agencies to manage requirements, priorities, responsibilities, and set targets for implementation and reimbursements.

- Develop and submit Project Applications (Project Worksheets) to GOHSEP for FEMA approval of funding; track approvals; request time extensions as needed. Apply all damage assessment expertise to support cost estimates and ensure no duplication of benefits.
- Work with LHC to timely submit Reimbursement Requests to GOHSEP and other funding agencies.
- Where applicable, work with LHC to ensure LHC staff are tracking time and tasks properly for reimbursement per federal guidelines.
- Assist in tracking of all procurements and contracts of professional firms and contractors. Identify and mitigate for deficiencies.
- Provide clear reports suitable for executive briefings, management meetings and daily cash management.
- Review pay requests and ensure full compliance of invoices, in line with federal and state requirements, prior to recommending them for payment to LHC.
- Maintain overall project/grant delivery schedule to meet LHC's operational needs and community expectations.
- Ensure completion of Quarterly Reports to GOHSEP and to HUD as required by the funding programs.
- Reconcile scope and cost through the comparison of estimates to actuals.
- Advocate on behalf of the LHC for maximum benefits with GOHSEP and related federal agencies.

### DELIVERABLES:

- ✓ Submittal of compliant and complete Requests for Reimbursements of Funds (RRFs) to the Grantee/state.
- ✓ Cost Tracking and Projections Report (weekly) to keep LHC informed of progress and inform decision making.

## Project/Grant Close-out. Timeline is dependent on responses and requirements of federal and state funding entities:

As projects and grants move through their full management cycle toward closeout, the following tasks/actions will be performed by the CSRS team to ensure full compliance and successful closure for LHC:

- Work with LHC to develop any appeals or justification need to ensure all reimbursement from federal sources are resolved.
- Provide full fiscal reconciliation between FEMA and or other state or federal agency including confirming all "match" requirements are met.
- Package and submit all final closeout documentation.
- Prepare and support all internal and external audit proceedings as requested by LHC.

### DELIVERABLES:

- ✓ Final packages to federal and state agencies and payment resolution to complete grant close out.
- ✓ Compliance Checklist completed and Audit closure.

## PROPOSED PERSONNEL



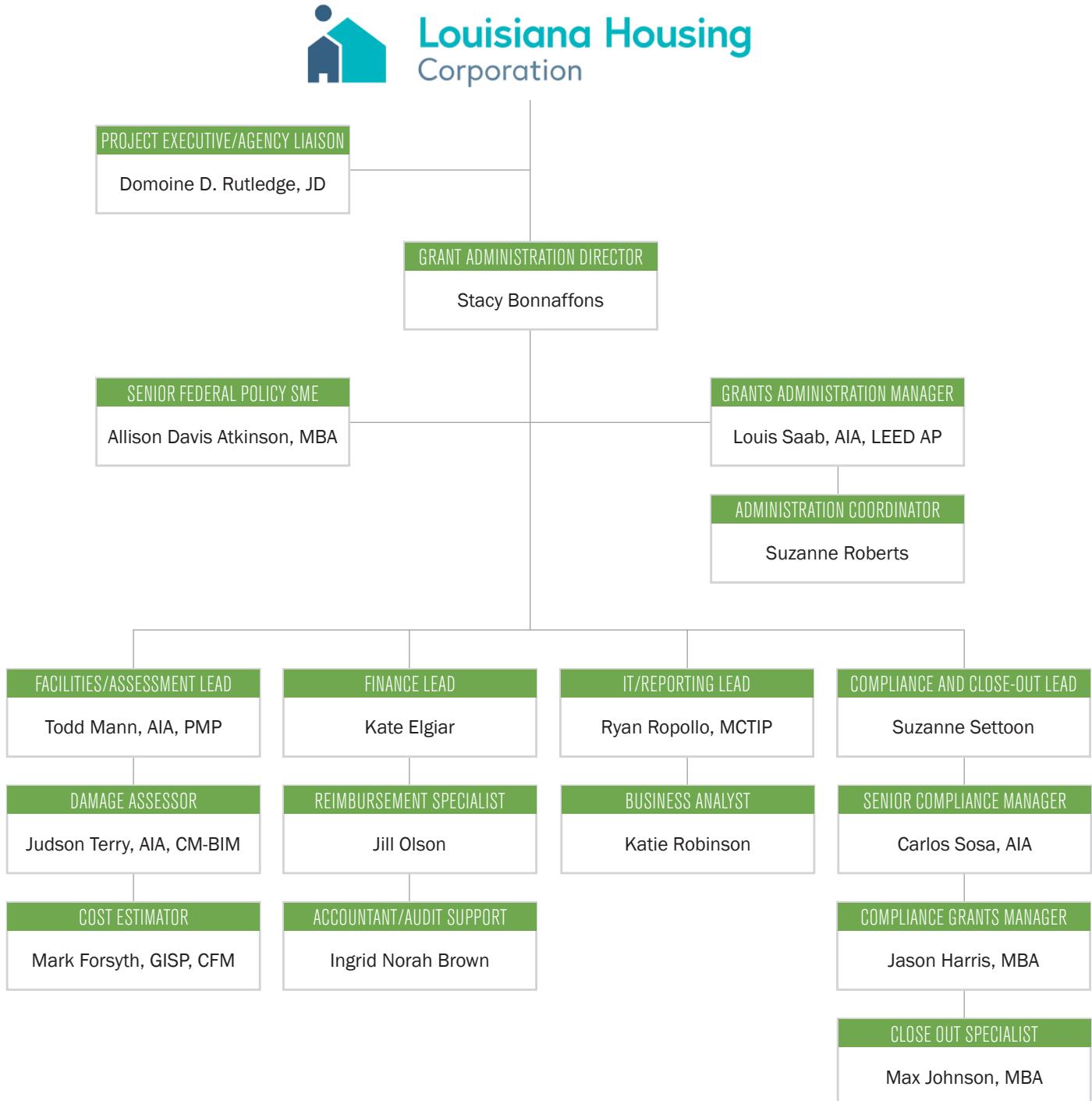
We propose a core team concept that will maximize staffing flexibility to maintain the appropriate sized team to match the disaster management recovery workload. We are skilled at optimizing staff utilization that strikes a balance between operating efficiently while achieving maximum results. We also have sufficient staff to call upon during periods when additional personnel are needed.

Our organizational chart details our proposed core team and identifies additional available resources able to provide additional professional expertise applicable to LHC's disaster recovery needs as requested. This section also highlights the professional resumes of key staff. We propose an efficient and responsive team to deliver the requested scope of services without duplicating the efforts provided elsewhere within the team's organization.

CSRS has a team of highly-qualified staff members who are personally committed to LHC's recovery and support in potential future disaster events. Our firm's Louisiana office network, headquartered in Baton Rouge, provides timely accessibility to local auxiliary staff for surge support across all disaster recovery, project management, architectural, engineering, construction, and technical disciplines.

Our proposed technical assistance team is poised to begin supporting LHC immediately upon selection, and there will be no standup time. Many of our proposed core team members have worked with LHC and know its systems, staff, and goals. We understand that disaster can strike at any time and realize the importance of timely access to recovery assistance. Our Project Executive will be accessible 24/7 to handle even the most unexpected emergency situations and will dispatch the appropriate staff members to assist LHC in its recovery efforts. The table below details the roles and responsibilities of our team members who can support the management and administration of disaster recovery grants for LHC.

## PROPOSED ORGANIZATIONAL STRUCTURE



## PROPOSED PERSONNEL

We propose a core team concept that will maximize staffing flexibility to maintain the appropriate sized team to match the disaster management recovery workload. We are skilled at optimizing staff utilization that strikes a balance between operating efficiently while achieving maximum results. We also have sufficient staff to call upon during periods when additional personnel are needed.

Our organizational structure provides LHC with a core team to thoroughly and efficiently manage your disaster recovery programs, though additional resources are available to provide any professional expertise required by LHC. This section highlights the professional resumes of key staff we propose in order to deliver an efficient and responsive team to LHC.

CSRS has a team of highly-qualified staff members who are personally committed to LHC's efforts.

The table below details the roles and responsibilities of our team members who can support the management and administration of disaster recovery grants for LHC.

TITLE		PROPOSED PERSONNEL															EXPERIENCE WITH RFP REQUESTED SCOPE OF SERVICES																	
Project Executive/Agency Liaison	Domoine D. Rutledge, JD	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>																													<input checked="" type="checkbox"/>
Grants Administration Director	Stacy Bonnaffons	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																			
Sr. Federal Policy SME	Allison Davis Atkinson, MBA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																			
Grants Administration Manager	Louis Saab, AIA, LEED AP	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Facilitieis/Assessemment Lead	Todd Mann, AIA, PMP	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Finance Lead	Kate Elgjær					<input checked="" type="checkbox"/>																											<input checked="" type="checkbox"/>	
IT/Reporting Lead	Ryan Roppolo, MCTIP					<input checked="" type="checkbox"/>																											<input checked="" type="checkbox"/>	
Compliance and Closeout Lead	Suzanne Settoon	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																			
Senior Compliance Manager	Carlos Sosa, AIA	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																			
Compliance Grants Manager	Jason Harris	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																			
Reimbursement Specialist	Jill Olson	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>																			
Closeout Specialist	Max Johnson, MBA	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>															
Accountant/Audit Support	Ingrid Norah Brown	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>														
Business Analyst	Katie Robinson																<input checked="" type="checkbox"/>																	<input checked="" type="checkbox"/>
Damage Assessor	Judson Terry, AIA, CM-BIM		<input checked="" type="checkbox"/>															<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>	
Cost Estimator	Mark Forsyth, GISP, CFM	<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							
Administrative Coordinator	Suzanne Roberts														<input checked="" type="checkbox"/>																	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

**EDUCATION**

- JD, Southern University Law Center, 1997
- BA, Political Science, Southern University A&M College, 1992

**PROFESSIONAL MEMBERSHIPS**

- 2016, Present, Southern University Board of Supervisors
- 2015 – 17, President & Chairman, Southern University System Foundation Board of Directors
- 2003, Louisiana Governor's Education Policy Council
- Louisiana State Bar Association, Member, October 1997
- Baton Rouge Bar Association
- Louisiana District Attorneys Association

**YEARS OF EXPERIENCE**

- With Firm: 2 Years
- Total: 18 Years

## Domoine D. Rutledge, JD

**ROLE ON PROJECT:** PROJECT EXECUTIVE/AGENCY LIAISON

**PHONE.** (225) 831-2223

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | domoine.rutledge@csrsinc.com

Domoine D. Rutledge is Vice President and General Counsel for CSRS. In this dual capacity, he provides oversight and management of all legal affairs of the company and serves as Education Market Sector Leader, which includes K-12 and Higher Education. Prior to joining CSRS, Inc., Mr. Rutledge served 15 plus years as General Counsel of the East Baton Rouge Parish School System and Chief Legal Advisor to the East Baton Rouge Parish School Board. The East Baton Rouge Parish School System is the second largest school system in the state of Louisiana. Mr. Rutledge brings a unique background of experience in matters related to K-12 school systems. His K-12 experiences include, but are not limited to, significant participation in capital improvement plans, the resolution of desegregation litigation, , facility management agreements, K-12 finances, risk management, policy development and implementation, school board reapportionment, labor and employment issues, and procurement. He also has significant higher education experience having served as National President of the Southern University Alumni Federation, Immediate Past Chairman of the Southern University System Foundation Board of Directors, and the current Chairman-Elect of the Southern University System Board of Supervisors.

### Relevant and Related Experience

**Tangipahoa Parish Schools Master Plan. Tangipahoa, LA. Client Liaison.**

Mr. Rutledge provides advisory services as Client Liaison to Tangipahoa Parish School System in its endeavor to develop a long-range facilities master plan. He assists with the educational programming, community engagement, and master planning components of the scope of services for 35 school facilities.

**East Baton Rouge Parish School System. East Baton Rouge Parish, LA. General Counsel.** Non-Exclusive Areas of Responsibility in Mr. Rutledge's role as General Counsel for East Baton Rouge Parish School System (EBRPSS) include Preparation of and render legal opinions regarding policies and problems concerning due process, equal protection of the laws, First Amendment, public records requests, among all other legal items concerning the school board, it's employees, students, and student's families/home life. Further, Mr. Rutledge did attend and provide legal advice to the School Board at meetings, tenure hearings, employee grievance hearings, student expulsion hearings before the School Board and such other meetings as the Superintendent or the Board may request. Mr. Rutledge, as General Counsel was responsible for oversight, management, guidance, and opinion for all matters of legal consequence to EBRPSS including, but not limited to, selecting and working with special counsel, providing legal assistance in the drafting of legal papers, assisting in the drafting and passage of school board legislation proposed to the State Legislature.**DeCuir & Clark, L.L.P., Baton Rouge, LA. Attorneys at Law, Of Counsel.** Civil Law Practice representing Public Agencies, Universities, State Department of Education, The Resolution Trust Corporation (RTC) and the Federal Deposit Insurance Corporation (FDIC), The Louisiana Office of Risk Management and others in the areas of Commercial, tort, insurance and employment litigation.**East Baton Rouge Parish 19th Judicial District Court. East Baton Rouge Parish, LA.** Assistant District Attorney. Responsible for evaluating, indicting, billing and trying felony cases ranging from Felony Theft to First Degree Murder. Involved in coordinating daily criminal docket for section IV of the 19th Judicial District Court. Give direction and supervision to secretarial staff and investigators.



## Stacy Bonnaffons

**ROLE ON PROJECT:** GRANTS ADMINISTRATION DIRECTOR

**PHONE.** (225) 769-0546

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | stacy.bonnaffons@csrsinc.com

Ms. Bonnaffons is a Senior Project Manager with 20 years of experience as a subject matter expert in disaster recovery. She has experience with government and private sector entities in designing and managing environmental, economic development, and disaster recovery programs both in the U.S. and internationally. In coordination with multiple stakeholders, she has provided technical expertise in determining funding strategies for recovery and resiliency of housing, infrastructure, and business. Ms. Bonnaffons has served as the coordinator of critical aspects of post-disaster recovery, including needs assessment, outreach, program design, project management and results reporting in seven catastrophic-level disasters including the Asia Tsunami in 2004, Hurricane Katrina in 2005, and Superstorm Sandy in 2012. While serving as Assistant Commissioner of the New Jersey Department of Community Affairs to manage Superstorm Sandy recovery efforts, utilizing \$4.1B of funds from HUD, Ms. Bonnaffons developed strategy and design of programs in response to recovery and resiliency needs.

## Relevant and Related Experience

### **CDBG Advisory Services, Louisiana Office of Community Development. Statewide,**

**LA.** CDBG Subject Matter Expert. Ms. Bonnaffons serves as a subject matter expert on CDBG funds allocated by the U.S. Department of Housing and Urban Development (HUD), in providing advisory services for state and local governments. She advises on federal grant management including disaster recovery resources such as FEMA IA, PA and HMGP.

### **Louisiana Office of Community Development Grants Management and Advisory Services. Statewide, LA.**

Subject Matter Expert/Policy Advisor. Provided technical support and advisory services to senior management at the Louisiana Office of Community Development (OCD) across housing, economic Development and infrastructure programs on program design and policies for CDBG-DR funds received by Louisiana during the Great Floods of 2016. The work involved direction for the compliance and monitoring division of OCD. She also Serves to advise local governments on the use of CDBG-DR funds for matching FEMA funds and for resiliency and mitigation activities.

**City of Central Recovery Management. Central, LA.** Senior Project Manager. As the result of record rainfall in South Louisiana in August 2016, numerous City of Central's facilities were damaged due to flooding. CSRS was engaged by the City of Central to provide technical assistance to the City for debris management operations, emergency push/road clearance coordination, and to provide other field services as requested. Ms. Bonnaffons is responsible for complete oversight of all tasks under the scope of services. She oversees critical aspects of project completion to ensure accuracy of timesheets, production of weekly, monthly, and quarterly to ensure compliance with applicable standards, policies, codes, and regulations. Ms. Bonnaffons' subject matter expertise in disaster recovery is critical to the successful completion of all tasks, while securing maximum available funding and minimizing risk of de-obligation of funds.

**BREC Disaster Recovery Management. Baton Rouge, LA.** Project Manager. Provides grants management and program management for implementing the design and construction phases of the Recovery Plan, coordinating funding from FEMA Public Assistance program. Applies disaster recovery management expertise to ensure that all required tasks are completed in compliance with applicable policies, procedures, and applicable state and federal agency regulations.



## Allison Davis Atkinson, MBA

**ROLE ON PROJECT:** SR. FEDERAL POLICY SME

**PHONE.** (225) 769-0546

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | [allison.davis@csrsinc.com](mailto:allison.davis@csrsinc.com)

Ms. Atkinson has spent the last 18 years managing complex technical, policy, and interagency coordination efforts to help citizens and governments navigate disaster and development related programs. She joined FEMA in 2006 and has provided disaster relief and recovery services under the FEMA Individual Assistance Program, External Affairs, and the Command Staff in Louisiana. She entered the private sector assisting municipalities, school boards, and other public entities in ensuring they maximized and successfully managed FEMA PA funding, eligibility, and navigation of the bureaucracy of compliance. At CSRS, she has helped increase funding and managed over \$5B in recovery funding for clients' disaster recovery programs including Emergency Protective Measures and Permanent work categories. As the Director of Disaster Recovery Programs, she has led CSRS' efforts to help clients establish and execute their recovery programs in response to the August 2016 Louisiana flooding.

### Relevant and Related Experience

#### **Ascension Parish School Board (APSB) Disaster Recovery Grants Management and Program Management. Ascension Parish, LA.** Subject Matter Expert.

Because of record inundation during August 2016 and subsequent flooding of school facilities, APSB hired CSRS to develop and implement a recovery plan to return schools to pre-disaster condition. Ms. Atkinson provides expert advice to the for developing scopes of work for emergency protective measures and permanent work and successfully negotiated with FEMA on properly capturing disaster costs.

#### **City of New Orleans Federal and State Grants Management. City of New Orleans, LA.**

Program Director/Deputy Program Director. Ms. Atkinson managed operations for the grants management of hundreds of facilities owned by the City. These facilities ranged from police stations to roads sustained damages from Hurricanes Katrina, Gustav, and Isaac valued at over \$2.3B. She oversaw the quality control of submittal packages to FEMA regarding its PA and HMGP programs, developed arguments on behalf of the City, and managed strategy shifts based on the City's needs and requests. She also worked to ensure that execution of the Jacobs/CSRS joint venture complied with the contract, task orders, and performance indicators, and adjusted practices and provided direction to the 20+ person team accordingly.

#### **Regional Transit Authority (RTA) Grants Management Program. New Orleans, LA.**

Subject Matter Expert/Policy Advisor. Ms. Atkinson provides expert advice to the RTA for developing scopes of work and negotiating with FEMA on properly capturing disaster costs. Before submitting to the state, she provides quality control on all submittals, which reduces the number of issues requiring audit resolution. Also, she assists the RTA in strategizing to maximize eligible PA funds to meet their capital project needs that support the citizens.

#### **St. Bernard Parish Recovery Program. St. Bernard Parish, LA.** FEMA Specialist/Liaison.

Ms. Atkinson serves as an advisor, trainer, and mentor to project managers regarding FEMA's disaster recovery operations and policy. She prepares arguments and supporting documentation for disaster grant scope development and appeals on FEMA PA eligibility decisions, which helped increase the project scope to over \$1B in FEMA PA funding. Also, she provides strategic guidance to maximize their eligibility and flexibility of funding and to train staff on process improvements. Her leadership ensured efficiency and effectiveness of FEMA-funded infrastructure project delivery and documentation. She maintains positive and productive relationships with all parties in the disaster recovery efforts, resulting in reliable and open communication between FEMA, GOHSEP, and the Parish.

**EDUCATION**

- Bachelor of Architecture, Louisiana State University, 2006

**PROFESSIONAL REGISTRATION**

- La. Architecture License # 7723, 2012

**YEARS OF EXPERIENCE**

- With Firm: 4 Years
- Total: 14 Years

**AREAS OF EXPERTISE**

- Architecture
- Project Management
- Disaster Damage Assessments
- Design Review
- Program Management

## Louis F. Saab, II, AIA, LEED AP

**ROLE ON PROJECT:** GRANTS ADMINISTRATION MANAGER

**PHONE.** (225) 769-0546

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | louis.saab@csrsinc.com

Mr. Louis F. Saab II, AIA LEED AP is a Licensed Architect and LEED Accredited Professional with extensive and varied experience in project development. His project development work includes programming, design, project management, construction documents, bidding, permitting, and construction administration. As an Architectural Project Manager, Mr. Saab's expertise lies in balancing client coordination, completing construction documents, and working with the contractor to implement the design. His clients have noticed and commended Mr. Saab for his ability to work diligently through unforeseen conditions and other unexpected obstacles along the way. Mr. Saab's background as a LEED Accredited Professional gives CSRS an edge in finding substantial and economical strategies for our clients' buildings. As a project director for CSRS, Louis coordinates with the contractors, engineers, and the community colleges on the development of their new facilities for LCTCS. He is actively involved in the beginning stages of programming to the end of construction to ensure efficiency, economy, and progressive design is at the forefront.

### Relevant and Related Experience

**Louisiana Housing Corporation Disaster Recovery Management of the COVID-19 Operations. Baton Rouge, LA. Project Manager.**

Due to the COVID-19 Pandemic, the Louisiana Housing Corporation (LHC) is managing the statewide effort to temporarily house a targeted population, which started in New Orleans. CSRS was hired, through emergency procurement, to manage the entire program, which includes shelters, coordination with the on-site staffing agency, and wraparound services at multiple sites within eight cities in Louisiana. Mr. Saab provides general project oversight of contract administration, vendor procurement, coordination of grants management, and team collaboration. (2020 – Present).

**Ascension Parish School Board Disaster Recovery PM/GM. Ascension Parish, LA.**

*Program Director.* After record-level flooding in August 2016 and subsequent flooding of school facilities, the Ascension Parish School Board hired CSRS to provide professional services to coordinate with FEMA and other federal and State agencies as the School System's representative. for the development and implementation of a recovery plan to return schools to pre-disaster condition. CSRS assists and support grants management and administration and associated project management activities required by federal and state programs. The scope of work includes overall program management, design phase management, construction management, field inspection services, and project controls. CSRS is tasked with assessing damages, providing education and advisory services to the School Board and its Program Manager on recovery programs and the recovery process, providing eligibility guidance, and resolving funding eligibility issues, among other tasks as requested by the APSB. Mr. Saab serves as the Program Director responsible for full project oversight and implementation. (2017 – Present).

**Louisiana Community and Technical College System Act 360 and 391 Statewide Facilities Improvement Programs. Statewide, LA. Project Manager.**

CSRS provides Program Management services throughout the State for the delivery of 58 projects in LCTCS Act 360 and 391 programs, with a total value of \$458M. As a project manager for CSRS, Mr. Saab coordinates with the contractors, engineers, and the community colleges on the development of their new facilities for LCTCS. He is actively involved in the beginning stages of programming to the end of construction to ensure efficiency, economy, and progressive design is at the forefront. (2009–Present)



## R. Todd Mann, AIA, PMP

**ROLE ON PROJECT:** FACILITIES ASSESSMENT LEAD

**PHONE.** (225) 769-0546

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | [todd.mann@csrsinc.com](mailto:todd.mann@csrsinc.com)

Todd Mann is a licensed architect with over 38 years of experience in the fields of architecture, engineering, PM/CM and facility management and brings significant Louisiana experience. He serves as a Senior Project Manager for CSRS, providing construction oversight for projects from pre-development and site acquisition through design documents to substantial completion and occupancy by the owner. His project experience includes new construction of educational facilities, residential developments, commercial office/administration facilities, municipal community and recreation centers, and retail establishments. Mr. Mann brings a demonstrated ability of leading teams to plan, direct and control project design and construction from concept through closeout. As a highly skilled professional in project management delivery, his experience includes participation in and oversight of master planning, design, procurement, minority and small business subcontracting, project controls and accounting, contract administration, construction and commissioning.

### EDUCATION

- Bachelor of Architecture, University of Louisiana-Lafayette, 1982

### PROFESSIONAL REGISTRATION

- 1990, Professional Architect, Louisiana License No. 3758

### CERTIFICATIONS & TRAINING

- 2013, Project Management Professional (PMP), Project Management Institute

### PROFESSIONAL AFFILIATIONS

- American Institute of Architects

### YEARS OF EXPERIENCE

- With Firm: 10 Years
- Total: 38 Years

### AREAS OF EXPERTISE

- Project Management
- Architectural Design
- Master Planning
- Design Review
- Code Compliance Review
- Construction Administration

### Relevant and Related Experience

**St. John the Baptist Parish School System Facilities Improvement Program. St. John the Baptist Parish, LA.** Program Director. CSRS provided overall project management on a variety of design and construction projects throughout the district. Projects include roofing, fire alarm, and other maintenance projects at multiple sites as well as major renovations and additions at Laplace Elementary School. As Program Director, Mr. Mann was responsible for the overall delivery of the \$68M facility improvement program. He programmed all proposed capital outlay and major maintenance projects including new schools, major additions and renovations to other campuses and new recreational and sports facilities. (2012 - 2013)

**Ascension Parish School Board Disaster Recovery. Ascension Parish, LA.** Program Director. After the 2016 Great Flood, Ascension Parish School Board engaged CSRS to develop and implement a recovery plan to restore facilities to pre-disaster conditions. Primary objectives include: ensuring that projects within the recovery program are accomplished on time and within budget and to ensure maximized eligibility and reimbursement for all aspects of the recovery program. As Program Director, Mr. Mann provided general oversight of all scopes of work. He provided direct guidance and supervision for the design phase, construction management, field inspections, project controls, compliance, and project closeout. He worked closely with the School Board to maintain communication related to project progress and cost controls. He also reviewed contracts, bid documents, and change order to ensure eligibility compliance. Mr. Mann coordinated the activities of the Program Management Team to meet the objectives of the overall Program Management Plan. (2016 - 2017)

### Advisory Services to the LA Office of Community Development. Baton Rouge, LA.

**Subject Matter Expert.** Mr. Mann served as a subject matter expert for the Restore Louisiana Homeowner Assistance Program funded by CDBG-DR allocations and advises Program management on any issues involving design or construction related to the Program. Reporting to the State's Program Manager, Mr. Mann monitored progress of Contractor's forces performing repairs and reconstructions and assists in resolution of various issues such as scoping and pricing for reconstruction projects, permanent elevation efforts and temporary elevation efforts. Mr. Mann was also involved in investigation, documentation and resolution of homeowner complaints. In addition, Mr. Mann advised Program management on validity of proposed construction change orders and exceptions panel submissions. (2018 - 2019)



## Kate Elgiar

**ROLE ON PROJECT:** FINANCE LEAD

**PHONE.** (225) 769-0546

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | [kate.elgiar@csrsinc.com](mailto:kate.elgiar@csrsinc.com)

Ms. Elgiar has over 8 years of experience in project controls, project coordination, right-of-way acquisitions projects, and disaster recovery program support. As a Business Analyst, Ms. Elgiar is responsible for performing all tasks required to ensure project schedules and budgets meet or exceed each program's target and all contracts and invoices of a program are eligible and compliant with federal and client requirements. She is responsible for analyzing critical financial information and preparing reports in formats that allow management to make effective project-related decisions. She maintains the project strategy and methodology, tracks project progression, and provides regular project status updates to project and grant managers to assist in optimizing financial performance during project execution. Ms. Elgiar monitors project costs and assists with cost control, reasonableness, forecasting, and reporting via project cost control tools, including controls and databases for multi-million-dollar projects. She performs all tasks required to ensure project and grant managers are continually informed regarding the status of project costs and project schedule. Her keen knowledge of business, contracting, invoicing, and controls processes is an asset that ensures adherence to project budgets and schedules.

## Relevant and Related Experience

### Louisiana Housing Corporation's COVID-19 Homelessness Sheltering

**Program. Statewide, LA.** Business Analyst. In response to COVID-19 health pandemic the Louisiana Housing Corporation (LHC) engaged CSRS, Inc. for overall Program Management Services to assist with the implement and overall funding reimbursement for the non-congregate housing options for the homeless population throughout the State of Louisiana in response to the impacts of the COVID-19 pandemic disaster. In her role as Business Analyst on the program, Ms. Elgiar ensures that all contracts and invoices related to the stand-up and running of over a dozen hotels throughout the state being used for social distancing and health protection shelters for vulnerable homeless individuals, are compliant and supported with proper back up documentation, and the associated invoices are in compliance with the contracts. Additionally, she manages the team's disaster recovery database which tracks all expenses for the program as well as the funding from different agencies (including the FEMA Public Assistance Program (PA) and HUD's Essential Services Grant (ESG) to ensure there is no duplication of benefits nor reimbursement issues. (2020-present)

### Texas Partial Repair & Essential Power for Sheltering (PREPS) Program.

**Houston, TX.** Compliance Support Specialist. Funded through the FEMA Public Assistance Program (PA) under Category B (Emergency Protective Measures), this program got homeowners back into their homes by providing temporary repairs to make the damaged home functional, so they could begin the rebuilding process as an alternative to temporary sheltering in hotels, travel trailers, and short-term housing options. In her role as Compliance Support Specialist, Ms. Elgiar provided overall program support to the team who was providing overall oversight of construction management and coordination with construction contractors. She ensured the project costs were properly forecasted and invoiced, developed reports as needed for the prime, and resolved any issues that arose through positive communication between the various teams within the program. (2017-2018)



## Ryan Roppolo, MCTIP

**ROLE ON PROJECT:** IT/REPORTING LEAD

**PHONE.** (225) 769-0546

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | ryan.roppolo@csrsinc.com

Ryan Roppolo has 27 years of experience leading the design, development, and implementation of high-performance technology solutions. He has a strong record of success in managing robust IT High Reliable Organizations (HRO), with a proven ability to bring the benefits of IT to solve business issues while delivering applications, infrastructure, costs and risks. Mr. Roppolo provides strategic direction to CSRS in technology, from leading projects for infrastructure delivery to improving program control applications and databases for our clients.

Mr. Roppolo serves as the IT Director for CSRS, responsible for all aspects of strategic IT planning and information systems' delivery. He is also responsible for program and project management, budgeting, contract manager/negotiator, design and support of all technology for our clients, and for our offices in Baton Rouge and New Orleans.

## Relevant and Related Experience

### **Texas Partial Repair & Essential Power for Sheltering (PREPS). Austin, TX. IT Manager.**

**IT Manager.** Under the PREPS program, Texas provided partial repairs to homes of survivors who were displaced by Hurricane Harvey. The program was designed to be an immediate response, temporary repair program which allowed homeowners to return to their own homes and shelter in place for an extended period until permanent repairs could be completed. CSRS was hired as a sub-consultant where Mr. Roppolo was part of the program management team that administered and executed nearly 19,000 contracts during a 9-month period. He was responsible for managing all IT support for all users, as well as, the immense undertaking of setting up the office by ordering, tracking, and configuring all the IT assets utilized on the program to include 1 server, 200 workstations, 4 switches, 6 wireless access points, 150 tablets for field personnel, and 3 copiers. Additionally, he set-up domain and office 365 tenant, as well as, the 8x8 call center software on all 200 workstations which enabled the call center to contact over 90,000 eligible applicants and make 250,000 outgoing calls. The Texas PREPS program provided relief to nearly 16,000 survivors in 41 counties valued at approximately \$200M.

### **Recovery School District Disaster Recovery Facilities Improvement Program.**

**New Orleans, LA. IT Director.** CSRS is providing disaster recovery and program management services to the Recovery School District (RSD), to assist with the rebuilding their school facilities damaged by Hurricane Katrina. In support of these efforts, Mr. Roppolo is responsible for the information systems throughout the Recovery School District Office, consisting of 4 servers and 50 workstations. Also, Mr. Roppolo is responsible for overall systems applications deployment and delivery success. (2009 – Present)

### **East Baton Rouge Parish School Board Tax Plan for Facilities. East Baton Rouge Parish, LA. IT Director.**

CSRS, along with a joint venture partner, is managing the implementation of the \$700 million Facilities Improvement Tax Plan Program for the East Baton Rouge Parish School Board. In support of these efforts, Mr. Roppolo is responsible for the information systems throughout the program's office, consisting of 2 servers and 12 workstations. Mr. Roppolo is also responsible for overall systems' applications deployment and delivery success.



## Suzanne Settoon

**ROLE ON PROJECT:** COMPLIANCE AND CLOSEOUT LEAD

**PHONE.** (225) 769-0546

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Suzanne Settoon has 15 years of experience in Emergency Management and Disaster Recovery with FEMA and SBA. As a FEMA CORE employee at FEMA's Louisiana Recovery Office within the Branch of Public Assistance (PA) for 8 years, Mrs. Settoon served in multiple capacities from Project Specialist (PS) to Public Assistance Group Supervisor (PAGS). She worked within multiple disasters beginning with DR-1603 Hurricane Katrina, DR-1607 Hurricane Rita, DR-1786 Hurricane Gustav, DR-1792 Hurricane Ike; DR-4080 Hurricane Isaac, and most recently, DR-4228 Red River Flooding and DR-4263 Louisiana Severe Storms and Flooding. Prior to her experience in PA, Mrs. Settoon worked within the Branch of Individual Assistance for two years as a Team Lead within the Applicant Services department, in which she worked with state, local, and voluntary agencies in providing temporary housing solutions to disaster survivors.

Mrs. Settoon joined CSRS in 2016 after the historic flooding of August 2016 in the Baton Rouge area. She has lead teams of grants managers to address all aspects of the City of Baton Rouge and BREC's flood recovery, providing her technical advice to guide the City and BREC through the maze of compliance requirements, meet program deadlines, and maximize their reimbursements. She also leads the efforts to develop feasible and effective 404 Hazard Mitigation projects on behalf of the City of Central.

## Relevant and Related Experience

### Louisiana Housing Corporation-Disaster Recovery Management of the COVID-19

**Operations. Baton Rouge, LA.** Sr. Compliance Grants Manager. Due to the COVID-19 Pandemic, the Louisiana Housing Corporation (LHC) is managing the statewide effort to temporarily house a targeted population, which started in New Orleans. CSRS was hired, through emergency procurement, to manage the entire program, which includes shelters, coordination with the on-site staffing agency, and wraparound services at multiple sites within eight cities in Louisiana. Mrs. Settoon provides QA/QC oversight to the LHC federal funding program and ensures eligibility concerns receive resolution by working closely with both FEMA and the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP). (2020 – Present)

**Baton Rouge General Medical Center, Disaster Recovery. Baton Rouge, LA.** Senior Grants Manager. During the Coronavirus (COVID-19) Health Pandemic, the Baton Rouge General Medical Center reached out to CSRS for disaster recovery advisory services and grant development to obtain funding through the CARES Act and the Federal Emergency Management Agency (FEMA). Mrs. Settoon provides owner representation with both GOHSEP and FEMA, provides client updates to the CARES Act relevant to the medical industry, oversees grant development and formulation for submittal to FEMA, and ensures no duplication of benefits are received. (March 2020 – Present)

**City of Central Disaster Recovery Grants Management. Central, LA.** Technical Assistance Liaison. The City of Central received an allocation of \$13.7M from FEMA's Hazard Mitigation Grant Program (HMGP) following the severe flooding in August 2016. The City of Central selected CSRS to develop and bring to the community for adoption five Hazard Mitigation (HM) drainage projects, which include upsizing of culverts to sustain a 25-year storm, as well as development of a buyout initiative within the city limits. Ms. Settoon facilitated the City in project scope development, scheduling and cost estimating for development and submittal of a quality application for FEMA consideration and approval. Ms. Settoon leads the efforts to develop the HMGP grant applications on behalf of the City of Central. (2018-present).



## Carlos Sosa, RA

**ROLE ON PROJECT:** SENIOR COMPLIANCE MANAGER

**PHONE:** (303) 215-9394

1260 Esplanade Ave. Unit 2, New Orleans, LA 70116 | csosa@sosallc.com

Mr. Sosa is a licensed Architect, Owners Representative, Construction Manager and Energy Consultant with over 30 years of experience in the design and management of complex projects diverse in scale, budget, and construction types. Mr. Sosa, who has specific expertise in mixed-use, recreational, office, and residential projects, has applied his diverse skills to projects from cradle to grave. Technical Assistance Contractor (TAC) to FEMA and private-sector consultant to applicants in response to natural and man-made disasters. Mr. Sosa possesses a comprehensive knowledge of FEMA regulations and policies gained through the deployment of numerous disasters.

### EDUCATION

- Bachelor of Arts in Architecture, University of New Mexico, 1986

### TRAINING & CERTIFICATIONS

- Professional Architect, Colorado License No. B-3159 February 2019

### AREAS OF EXPERTISE

- Program Management
- Architectural Design
- Design Management
- Construction Management
- Grant Management – 404 HMGP, 406
- 406 Hazard Mitigation Proposal Development
- HMGP Application Development
- Public Assistance Management

### LANGUAGES

- English
- Spanish

## Relevant and Related Experience

**Bay District School Board. Panama City, FL.** Cost Estimator, Policy Specialist (*Hurricane Michael*). Sub-consultant to Hagerty Consulting Inc., provided comprehensive damage assessments, developed scopes of work and detailed cost estimates for over 100 school buildings; including numerous replacement buildings. Prepared cost estimates for Hazard Mitigation using FEMA's Benefit Cost Analysis procedure. In addition, reviewed the work of local architects for conformance to FEMA guidelines.

**Panama City Housing Authority. Panama City, FL.** Cost Estimator, Policy Specialist (*Hurricane Michael*). Sub-consultant to Hagerty Consulting Inc. Provided comprehensive damage assessments, developed scopes of work and detailed cost estimates for 29 residential buildings numerous replacement buildings. Prepared cost estimates for Hazard Mitigation using FEMA's Benefit Cost Analysis procedure. In addition, reviewed the work of local architects for conformance to FEMA guidelines

**Caguas. Puerto Rico.** Cost Estimator, Policy Specialist (*Hurricane Maria*). Carlos Sosa LLC., was engaged by GP Strategies Inc., to prepare a comprehensive scope of work and detailed cost estimate for the severely damaged Sola Morales Baseball Stadium and Field. Due to the extensive damage to the stadium the project qualified for replacement.

**Orange County Texas Project. Orange County, TX.** Architect/Public Assistance Specialist, team Lead (*Hurricane Harvey*) Sub-consultant to Trigon Associates LLC. Served in a technical team lead role on recovery programs. Performed technical inspections, oversaw/managed other team members and performed field work to support recovery efforts. Prepared comprehensive damage assessments and cost estimates for parks facilities, district attorney building, police stations, jail facilities, two historic courthouses and community centers.

**City of New Orleans Grant Management Program. New Orleans, LA.** Sr. FEMA PA Program Policy Specialist (*Hurricane Katrina*). Sub-consultant to CSRS. Managed over \$300 in federal rebuilding grants. Helped to significantly increase FEMA funding by \$90 M on several high-profile projects. Provided technical consulting for arbitration. (2010 – 2017)

**Ascension Parish School Board Disaster Recovery Grants Management & Program Management. Ascension Parish, LA.** FEMA PA Program Policy Specialist (*Great Flood of 2016*) – Sub-consultant to CSRS. Provided building damage assessments, scopes of work and cost estimating for numerous school buildings. (2016 – 2017)



#### EDUCATION

- Master of Science in Accounting, Strayer University, New Orleans, LA, 2012
- Master of Business Administration, University of Phoenix, New Orleans, LA, 2000
- Bachelor of Science in Retail Management, University of South Carolina, Columbia, SC, 1993

#### TRAINING & CERTIFICATIONS

- Contracting Officer's Technical Representative (COTR) Certification, 2007
- FAC-C Level II Defense Acquisitions Workforce Improvement Act (DAWIA) training, 2010 - 2012
- Comptroller and Acquisition Advanced training, 2006
- Supervisors and Managers Training, 2006
- IS 634 Introduction to FEMA's Public Assistance Program, 2013
- IS 393 Introduction to FEMA's Hazard Mitigation Program, 2019

#### AREAS OF EXPERTISE

- FEMA Public Assistance Program
- FEMA Hazard Mitigation Assistance Program
- Governmental Accounting
- Project Management
- Grants Management and Close-out

#### YEARS OF EXPERIENCE

- With Firm: <1 Year
- Total: 25 Years

## Jason Harris, MBA

**ROLE ON PROJECT:** COMPLIANCE GRANTS MANAGER

**PHONE.** (225) 769-0546

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | jacob.harris@csrsinc.com

Jason Harris has 12 years devoted to FEMA programs and recovery activities which includes a comprehensive understanding of FEMA policies and procedures. He has strong knowledge of generally accepted accounting principles and the Federal Acquisitions Regulation (FAR). A robust analytical skill set and dedication to fair practices in dealing with applicants. He currently holds a Public Trust security clearance for the federal government. He worked at FEMA under the Finance and Administration Section as a Deputy Comptroller managing the \$26B recovery program for the State of Louisiana after Hurricane Katrina. In his seven years with FEMA providing financial and contracts management analysis, Mr. Harris developed a deep understanding of FEMA procedures and processes, the FAR, various FEMA programs, including the PA Program and Hazard Mitigation Program management, and a very strong understanding of eligibility requirements. He managed and obligated funding of grants in Individual Assistance, Mission Assignments with federal agencies, PA, Hazard Mitigation, and government contracts for FEMA for several declared disasters. Working directly with FEMA upper management including FEMA headquarters, Regional Office and Louisiana State upper management, Mr. Harris helped to resolve highly complex grant funding issues for recovery projects. He also developed the ability to formulate and communicate resolution strategies effectively to multiple stakeholders.

## Relevant and Related Experience

### Louisiana Housing Corporation Disaster Recovery Management of the COVID-19 Operations. Baton Rouge, LA.

**Compliance Grants Manager.** Mr. Harris develops scope and cost for Project Worksheets for the LHC program, applies disaster specific guidance and policy to the LHC recovery efforts, and manages projects within the FEMA Grants Portal system. (2020 – Present).

### FEMA Public Assistance Technical Assistant Contract IV, Zone II, Serco, Inc., New Orleans, LA.

**Public Assistance (PA) Technical Assistant Contractor (TAC).** Jason Harris is currently assigned to Zone II for the FEMA PA Technical Assistant Contract IV and awaiting deployment. Mr. Harris' assignments will include working as a technical representative in funding of federal grants. (2019 to Present)

### Recovery School District (RSD) Grants and Project Management Recovery Program. New Orleans, LA.

**Funding Quality Assurance / Compliance Lead.** Responsible for the compliance to federal regulations involving the FEMA grants associated with the Single Settlement Request for RSD. He used his technical skills and knowledge of federal regulations to manage compliance of the grant program, including closing grants. His relationships with FEMA needed recovery of the state. He advised on policy and regulations for the support of grants management and associated activities for federal and state programs, primarily the FEMA PA Program, FEMA HMGP, and HUD CDBG disaster recovery programs. (2015 – 2019)

### City of New Orleans Grant Management Program. New Orleans, LA.

**Chief Administrative Office Liaison.** As a result of Hurricane Katrina flooding the City, Mr. Harris lead the Chief Administrative Office Team. He managed the grant managers administering the infrastructure projects, including writing version requests to PWs to provide comprehensive detailed damage descriptions. He worked closely with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and the City as the consultant and technical advisor to determine eligibility of infrastructure projects through federal policies and regulations including the 44 Code of Federal Regulations and the FEMA PA Policy Guide. (2013 – 2015)



## Jill Olson

### ROLE ON PROJECT: REIMBURSEMENT SPECIALIST

PHONE. (225) 769-0546

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | [jill.olson@csrsinc.com](mailto:jill.olson@csrsinc.com)

Jill Olson has over 15 years of comprehensive experience in disaster response, recovery and cost recovery operations in both the Individual Assistance (IA) and Public Assistance (PA) sectors, primarily as a Grants Manager, Technical Writer, Disaster Recovery Funding Policy Specialist, and Closeout Specialist. Her accomplishments include researching, writing policy justifications, and analyzing FEMA grants, reconciling over \$10M in COI/DAC costs, generating over \$150M in federal disaster reimbursements, and reconciling and managing grant closeout of over \$100M FEMA PWs. As a Technical Writer, Ms. Olson used existing policies and procedures to analyze, research, and prepare \$17M in grant requests for the CPRA RESTORE Parish Matching program, and for the State of Florida, she has assisted in assessing and monitoring their CDBG-DR funded consultant and provided her findings and recommendations.

### EDUCATION

- Bachelor of Science, Civil Engineering, Colorado School of Mines, 2003

### YEARS OF EXPERIENCE

- With Firm: 5 Years
- Total: 15 Years

### AREAS OF EXPERTISE

- Federal Disaster Funding Policy
- Grant Reimbursement and Closeout
- Technical Writing
- IA and PA Grant Management
- Analysis
- Project Liaison and Outreach
- Process and Data Systems Improvement
- Cost Reasonableness Analysis

## Relevant and Related Experience

### **Louisiana Housing Corporation Disaster Recovery Program. Baton Rouge, LA.**

**Compliance/Grants Manager.** Due to the COVID-19 Pandemic, LHC is managing the statewide effort to temporarily house a targeted population, which started in New Orleans. CSRS was hired, through emergency procurement, to manage and oversee the entire program, which includes shelters, coordination with the on-site staffing agency, and wrap around services at multiple sites within eight cities in Louisiana. Ms. Olson provides technical grants management support by ensuring all requests for reimbursement are developed, packaged, and submitted correctly and all eligibility issues with those requests are addressed appropriately. She also performs QC duties on grants reports and submissions to GOSHEP. (2020 - Present)

### **Florida Department of Economic Opportunity-Office of Disaster Recovery (DEO-ODR), CDBG-DR Oversight and Monitoring Program. Tallahassee, FL.**

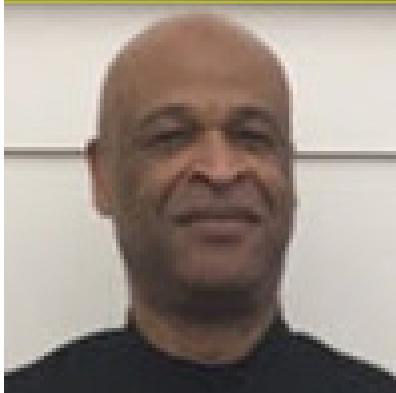
**Assistant Project Manager.** Serve on team engaged to provide monitoring review of the \$773.5M HUD CDBG-DR allocation for long-term recovery efforts following Hurricane Irma. Ms. Olson completed the initial risk assessment of Florida's Irma CDBG-DR Housing Repair and Replacement Program (HRRP) alerting FL DEO of findings and recommended solutions. Based on the results of that assessment, Ms. Olson continues to establish the monitoring and Quality Assessment/Quality Control (QA/QC) plan for HRRP. (2019 – Present)

### **New Orleans Regional Transit Authority. New Orleans, LA.**

**Grants Management/PA Funding & Policy Specialist.** Ms. Olson is leading a joint effort between NORTA and GOHSEP to resolve numerous issues delaying the closeout of 12 FEMA PWs. Originally tasked to address the findings of an OIG audit, Ms. Olson and her team successfully retained 99.7% of the original \$20M "at risk" in FEMA funds. Ms. Olson has analyzed, audited, and written several technical cost reasonableness and sole source justification memos, resulting in GOHSEP's approval of over \$15M in expenses. (2015 – Present)

### **St. Bernard Parish Government Disaster Recovery Program. Chalmette, LA.**

**PA Funding and Closeout Specialist/Program Manager.** Ms. Olson audited over seven years of project management and COI/DAC invoices based on policy and regulation, resulting in the closeout of over \$35M in management costs and eliminating the project's negative balance with GOHSEP. Using persuasive arguments based on FEMA policy, Ms. Olson was able to justify the reimbursement of \$1.7M in past, previously uncaptured direct administrative costs, setting a precedent for other FEMA Katrina applicants to follow. Ms. Olson continues to lead the PW reconciliation team by auditing grants, expenses, payments, and documentation, and identifying when a project is ready to be closed. In addition, Ms. Olson's responsibilities include writing grant amendment requests and technical policy and cost reasonableness memos. (2015 – Present)



## Max Johnson, MBA

**ROLE ON PROJECT:** CLOSEOUT SPECIALIST

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Mr. Johnson has 15 years of experience in Emergency Management and Disaster Recovery of which 11 years he was a Fluor consultant assigned to FEMA's Louisiana Recovery Office with the Branch of Public Assistance (PA). Mr. Johnson served in the capacity of Public Assistance Project Officers over multiple disaster beginning with DR-1603 Hurricane Katrina, DR-1607 Hurricane Rita, DR-1786 Hurricane Gustav, DR-1792 Hurricane Ike,

Mr. Johnson joined CSRS in 2016 to work within his accounting field and assist Louisiana State University Health Care Service Division (LSU HCSD) through the process of closeout of disaster-related FEMA projects from Hurricane Katrina through Hurricane Ike. He has worked closely with LSU HCSD senior management and finance team to ensure compliance requirements, meet closeout deadlines, and ensure reimbursement of all eligible expenses throughout the closeout process.

### EDUCATION

- BA, Accounting, Minor: Business Administration, Southern University, Baton Rouge, LA, 1974
- MBA, University of Santa Clara, Santa Clara, CA, 1980

### TRAINING & CERTIFICATIONS

- Multiple FEMA related Public Assistance Training Courses

### AREAS OF EXPERTISE

- FEMA Public Assistance Policy
- Grants Management
- Program Management
- Accounting
- Financial Analysis
- Grant Closeout
- Construction Audit Review
- Internal Auditing

### YEARS OF EXPERIENCE

- With Firm: 4 Years
- Total: 46 Years

## Relevant and Related Experience

### Baton Rouge General Medical Center, Disaster Recovery, Baton Rouge, LA.

**Reimbursement Specialist.** During the Coronavirus (COVID-19) Health Pandemic, the Baton Rouge General Medical Center (BRGMC) reached out to CSRS for disaster recovery advisory services and grant development to obtain funding through the CARES Act and the Federal Emergency Management Agency (FEMA). Mr. Johnson serves as the Reimbursement Specialist on this program. In this role, he gathers and audits all pertinent information requested to write and submit the grant for costs associated with the build-out and start-up costs for the Baton Rouge General Medical Center's Mid-City location. Within the first two weeks of the program, reimbursements exceed \$8M. (March 2020 – Present)

Client Reference: Lindsay Shelton, Director of Financial Operations, 8490 Picardy Avenue, Baton Rouge, LA, (225)-237-1756, lindsay.shelton@brggeneral.org

### Louisiana State University Health Care Service Division – Stafford Act

**Closeout Activities. Baton Rouge, LA.** *Closeout Specialist.* Mr. Johnson manages grant closeout activities for LSU HCSD hospitals for several hurricane related projects valuing over \$185M. He ensures procurement for all grants are compliant for the successful execution of project closeout and prepares cost analyses, comparisons, and estimates for improperly procured contracts. Prior to providing the State approval to close a project, Mr. Johnson is tasked with the reconciliation of all obligated funding and review of State Closeout documents. He assists with complex problems through effective and efficient resolutions that are compliant with Federal and State regulations and policies. (2016–Present/CSRS)

Client reference: Angela Gooden, Executive Project Manager, 5429 Airline Highway, Baton Rouge, LA (225) 354-7017, agoode@lsuhsc.edu

### Federal Emergency Management Agency. Baton Rouge, LA. Project Specialist.

As a Project Specialist Mr. Johnson wrote many complex project worksheets including estimating costs for various FEMA Public Assistance categories by using his construction background from previous positions in construction management and auditing. He also worked directly with sub-grantees to work through changes in policy and procedures so applicants could still meet their re-building needs while using the most up to date policies and procedures. (2005-2016, Fluor)

Client reference: Eddie Williams, FEMA Public Assistance Supervisor, 415 N. 15th Street, Baton Rouge, LA, (225) 678-7800, eddie.williams@fema.dhs.gov



## Ingrid Norah Brown

**ROLE ON PROJECT:** ACCOUNTANT/AUDIT SUPPORT

**PHONE.** (225) 769-0546

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Since joining CSRS in 2016, Ms. Norah has performed claims analyst and cost recovery reviews for disaster recovery projects. Her accounting background combined with her FEMA Public Assistance Program experience makes her a valuable team member for our clients in grants management. Ingrid Norah Brown has 15 years of experience working with FEMA related projects, conducting financial audits, and advising on FEMA related issues. Her experience in disaster recovery and response started in Louisiana where she served as an Accountant and Claims Analyst and was responsible for performing financial calculations to determine economic losses for Hurricane Katrina and the BP Oil Spill. Ms. Norah has vast expertise in the FEMA Public Assistance Program with emphasis in grants support and cost recovery services related to the disaster recovery programs and Project Worksheet (PW) preparation in compliance with the Stafford Act, Title 44 Code of Federal Regulations, and the National Environmental Policy Act.

### EDUCATION

- B.S., Accounting, University of Phoenix, 2010
- A.S., Accounting, Delgado Community College, 2003

### AREAS OF EXPERTISE

- Cost Recovery Specialist
- Closeout Specialist
- Claims Analysis
- Contents Specialist

### YEARS OF EXPERIENCE

- With Firm: 3 Years
- Total: 20 Years

### Relevant and Related Experience

#### **Ascension Parish School Board Disaster Recovery Program, Ascension Parish**

**School Board. Donaldsonville, LA.** Accounting Specialist. As a result of the record floods in August 2016 in South Louisiana, the Ascension Parish School Board's facilities sustained substantial damage. CSRS was hired by the School Board to assist with grants management and program management. Ms. Norah provides critical accounting support to ensure that reimbursable costs are properly documented to maximize funding reimbursement and minimize the risk of de-obligation. She uses her expertise in FEMA PA programs to provide grants support and cost recovery services. (2016 – Present)

**East Baton Rouge City-Parish Disaster Recovery Grants Management, Baton Rouge, LA.** Sr. PA GM Specialist. In the aftermath of the record level flooding that occurred in South Louisiana in August 2016, CSRS was engaged by East Baton Rouge City-Parish to assist in the build-back of the numerous facilities damaged or destroyed resulting from the massive inundation. As the Accounting Specialist assigned to the project, Ms. Norah collaborates with various funding agencies and internal City-Parish departments to ensure use and application of federal and state funds are properly reviewed and audited for correctness. She uses her FEMA PA programs experience to ensure maximum funding for the client. (2016 – Present)

**State of Louisiana, Office of State Procurement, New Orleans, LA.** Contracts and Grants Officer. Ms. Norah assessed records of statewide contracts and cooperative endeavor agreements between various interagency and intergovernmental groups and executive branch state agencies. She ensured contracts meet highest standards by analyzing all documents for proper regulatory compliance, required clauses and authorization signatures. Ms. Norah coordinated with cross-functional agency personnel to clarify regulatory discrepancies. She assisted state agencies in preparing RFPs, contracts, and other procurement documentation. Ms. Norah resolved any disputes with multiple governmental and environmental agencies as Agency Relationship Manager.



## Katelynn Robinson

**ROLE ON PROJECT:** BUSINESS ANALYST

**PHONE.** (225) 769-0546

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | katie.robinson@csrsinc.com

Ms. Robinson performs administrative assistant functions for CSRS executives. Ms. Robinson also assist project managers in maintaining project documentation, preparing project reports, and other clerical type duties required throughout the project's lifecycle. She is detail-oriented and uses her exceptional communication skills to interact with clients and provide the highest-quality service. Ms. Robinson multi-tasks and prioritizes to meet deadlines. She interacts with multiple agencies to coordinate documentation deliveries and official document filing.

### EDUCATION

- Bachelor of Business Administration, Management, Southwestern Oklahoma State University

### YEARS OF EXPERIENCE

- With Firm: <1 Year
- Total: 3.5 Years

### Relevant and Related Experience

#### **Louisiana Housing Corporation Disaster Recovery Program. Baton Rouge, LA.**

*Business Analyst.* Due to the COVID-19 Pandemic, LHC is managing the statewide effort to temporarily house a targeted population, which started in New Orleans. CSRS was hired, through emergency procurement, to manage and oversee the entire program, which includes shelters, coordination with the on-site staffing agency, and wrap around services at multiple sites within eight cities in Louisiana. Ms. Robinson supports the overall disaster recovery program by performing administrative roles, meeting management, assists with grants management tasks, validation of wrap around services, labor coordination, and invoicing. (2020 - Present)

**CSRS, Inc. Baton Rouge, LA.** *Document Controls Specialist.* Ms. Robinson assists in administrative tasks from project managers and executives and enters data, reports, and monetary information into the CSRS database. Ms. Robinson illustrates great professionalism and remarkable communication skills. (2020 - Present)

**Bancfirst. Weatherford, OK.** *Customer Services Telebunker.* Ms. Robinson leveraged business management concepts to assist customers with account inquiries and banking services promptly, courteously, and accurately. She researched and explained account charges, tracked checks and payments, and resolved customer inquiries on personal checking and savings accounts. Ms. Robinson displayed strong interpersonal skills through thinking critically and strategically with all customer interactions. She handled sensitive and confidential information with tact, diplomacy, discretion, and within business procedures. Ms. Robinson was passionate about contributing to the organization and focused on continuously improving customer and staff experience. She possesses a strong ability to problem solve and integrate multiple projects simultaneously.

**Southwestern Oklahoma State University Wellness Center. Weatherford, OK.** *Front Desk/Supervisor.* Ms. Robinson trained front desk staff on daily assignments and workflow process improvement. She spoke effectively before groups of attendees and employees of the organization. Ms. Robinson continuously maintained front desk and reception area to appeal to clients and support staff and responded to routine client services inquiries.



#### EDUCATION

- Bachelor of Architecture, Louisiana State University, 2009
- Visiting student - SCI ARC, 2007-08
- E.J. Ourso School of Business, Louisiana State University, 2003-04

#### PROFESSIONAL REGISTRATION

- 2018, Louisiana Architect Lic. # 9042
- 2018, CM-BIM – Certificate of Management in Building Information Modeling

#### YEARS OF EXPERIENCE

- With Firm: 4 Years
- Total: 13 Years

#### AREAS OF EXPERTISE

- BIM Modeling Coordination & Development
- Program Management
- Construction Administration
- Commercial Development
- Architectural Design
- Conceptual Design Packages
- Bid Document Preparation
- Cost Analysis

## Judson Terry, AIA, CM-BIM

**ROLE ON PROJECT:** DAMAGE ASSESSOR

**PHONE.** (225) 769-0546

6767 Perkins Road, Suite 200, Baton Rouge, LA 70808 | judson.terry@csrsinc.com

Mr. Terry has over 12 years' experience in architecture, BIM modeling, construction administration, project and program management. He served in the U.S. Navy/U.S. Naval Reserve from 1997 to 2007. As a licensed architect and BIM specialist, he oversees aspects of project delivery that involve building design technology. He specializes in BIM development for use with preconstruction, coordination and facilities operations. In developing strategic deployments, he establishes a thorough database to capture relevant and useful information for future planning. He ensures quality control while serving as the client's representative during project planning and implementation.

#### Relevant and Related Experience

##### **NOLA Public Schools, Capital Planning and Facility Assessment. New Orleans, LA.**

**Project Manager.** CSRS was hired to lead an effort that initially worked with school charter operators to evaluate their needs against the organizational level documents such as Educational Adequacy Standards, Design Standards, and Performance Specifications. The resulting information was submitted to the client for updates to their organizational guidelines. The subsequent phase of work was to conduct facility assessments of 91 campuses, build a database to track recommend repairs, and use the collective information to create a tool capable of capital planning analysis. Mr. Terry lead a team of six consultants over a period of eight months to complete the project.

**Ochsner Hospital BIM. New Orleans, LA.** **BIM Manager.** Mr. Terry provides full oversight and advisory services to assist in defining BIM/VDC goals. His role includes defining level of effort for BIMs per sub-trade, developing VDC team structure, establishing a communication plan and document sharing procedure. Mr. Terry develops BIM as-built requirements and helps ensure collaboration throughout project lifecycle. He is instrumental in assuring accurate and timely construction coordination and implementation and quality control. (May 2019 – Present)

Client reference: Timothy Burdette, Operations Manager, The Lemoine Company, 1906 Eraste Landry Rd, Ste. 200, Lafayette, LA, (337) 896-7720, Tim.Burdette@lemoinecompany.com

**Lafayette Airport Terminal LFT VDC. Lafayette, LA.** **Project Manager.** CSRS was hired as subconsultant to Lemoine Company to provide a BIM Execution Plan for the Lafayette Airport Terminal. Mr. Terry's responsibilities included guidance and advisory service to effectively coordinate all trades and facility efficient fabrication and project implementation. Scope of services included site model, architectural model, structural model, MEP, fire protection, and special systems monitoring. He maintained and organized project documentation and captured all meeting minutes as information to incorporate into the BIM plan. He established a task by discipline checklist to ensure quality control over all scope requirements to be performed by other subconsultants. (2017 – 19)

Client reference: Timothy Burdette, Operations Manager, The Lemoine Company, 1906 Eraste Landry Rd, Ste. 200, Lafayette, LA, (337) 896-7720, Tim.Burdette@lemoinecompany.com

**Louisiana State Museum Sports Hall of Fame. Natchitoches, LA.** **Architectural Associate.** (Trahan Architects) Contemporary building comprised of custom cast stone sections with an exterior clad in copper metal panels along the Cane River's historic district.



## Mark Forsyth, CFM, GISP

### ROLE ON PROJECT: COST ESTIMATOR

### PHONE. (225) 769-0546

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Mr. Forsyth is the CSRS GIS Manager with over 16 years of experience in the GIS field. He is responsible for project management, providing GIS database development, analyses, and map and report production for complex research, survey, planning, and impact assessment projects. Relevant to hazard mitigation planning, he brings a wealth of experience with USACE Benefit-Cost Analyses and flood modeling and mapping. Mr. Forsyth has been active in the local GIS community over the last 11 years and in turn has a firm foundation of relationships with state agencies and universities as well as knowledge of data availability and limitations for the region, which impacts mitigation project development.

## Relevant and Related Experience

### **Central Drainage Master Plan. Central, LA. GIS Manager.**

Mr. Forsyth led a team in the development of project base map detailing the master plan efforts during the project. He developed an ArcGIS Online application that was used by the project team to display GIS and other model outputs. Mr. Forsyth was responsible for developing an economic damage assessment for the project area. He created a detailed structure inventory to be input, along with HEC-RAS flood depth outputs, into HEC-FIA to estimate damages associated with 10-, 50- and 100-year floods events in the project area for the preliminary BCA. This data helped support Central's FEMA approved HMGP project. (2019-Present)

Client Reference: Terri Parnell, Executive Assistant, City of Central, 13421 Hooper Road, Ste 9, Central, LA, (225) 261-5988, Terri.Parnell@central-la.gov

### **Calcasieu Parish Drainage Master Plan. Calcasieu Parish, LA. GIS Manager.**

Mr. Forsyth worked with Parish and CSRS staff to assist in the development of Parish Plan maps and project figures. He led the effort to develop a parish-wide Esri ArcGIS Online that was used to inform the client and eventually the public of Master Plan goals. Mr. Forsyth worked with parish staff to develop a project base map that will be used in the final master plan documents as well as all public outreach efforts. (2019-Present)

Client Reference: Jeanne Arceneaux Hornsby, MS, PE, Engineering Director, Fenstermaker, 135 Regency Square, Lafayette, LA, (337) 237-2200

### **Isle de Jean Charles Resettlement Project – Phase III. Terrebonne Parish, LA. G/S Specialist.**

The project, funded through HUD's National Disaster Resilience Program, involves the master planning of a new development to accommodate the voluntary resettlement of an island community in response to significant environmental degradation from ongoing coastal land loss, subsidence, and sea level rise. Mr. Forsyth utilized drone technology to support a corridor survey along LA Highway 24 for final design of the wastewater system for the new community. (2019 – Present)

Client reference: Michael Taylor, Executive Director, Louisiana Land Trust, 11100 Mead Road, Ste. 200, Baton Rouge, LA, (225) 395-0777, mtaylor@lalandtrust.us



## Suzanne Roberts

**ROLE ON PROJECT:** ADMINISTRATIVE COORDINATOR

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Mrs. Roberts joined CSRS in 2018 as the Executive Assistant and Paralegal to President Tim Barfield and Executive Vice President and General Counsel Domoine Rutledge. In this dual role, she supports Mr. Barfield and Mr. Rutledge in all areas of their involvement in the firm. She provides support to the Executive Team, Board of Directors and Shareholders, and manages the firm licenses and registrations with the Secretary of State in Louisiana and other states where firm and principals are licensed. In addition to the responsibilities related to licensing she also tracks and manages the firm philanthropic endeavors and civic activities and fundraisers. Mrs. Roberts provides support to the Proposal Team with forms, litigation disclosures, requests for financials, resolutions, and proposal review.

## Relevant and Related Experience

### **Louisiana Housing Corporation Disaster Recovery Management of the COVID-19 Operations. Baton Rouge, LA. Administrative Coordinator.**

*Due to the COVID-19 Pandemic, the Louisiana Housing Corporation (LHC) is managing the statewide effort to temporarily house a targeted population, which started in New Orleans. CSRS was hired, through emergency procurement, to manage the entire program, which includes shelters, coordination with the on-site staffing agency, and wraparound services at multiple sites within eight cities in Louisiana. Ms. Roberts coordinates internal business operations for contract management and internal communications. Additionally, she assisted team in locating additional sites for housing and potential businesses who could provide the needed wraparound services for this unique endeavor. (2020 – Present).*

### **East Baton Rouge Parish School System, Baton Rouge, LA. Administrative Assistant**

*Mrs. Roberts worked with Executive Vice President and General Counsel, Domoine Rutledge for seven (7) years while he served as the General Counsel of the East Baton Rouge Parish School System and Chief Legal Advisor to the East Baton Rouge Parish School Board and accompanied him to CSRS, Inc. (2011 – 2018)*

### **O'Fallon Township High School District, O'Fallon, IL. Administrative Assistant & Payroll Manager.**

*Responsible for payroll for entire district of approximately 250 employees. Processed and printed W2s for all employees and reported wages to the Illinois Teacher Retirement System and the Illinois Municipal Retirement Fund. Served as a substitute for the Board Secretary during open and closed sessions of regularly scheduled school board meetings. Assisted with board meeting preparation. Maintained board policies and updates of same. Provided assistance to parents and staff members.*

### **O'Fallon Community Consolidated School District, O'Fallon, IL. Administrative Assistant to Director of Special Education Services.**

*Scheduled district wide IEP meetings. Provided assistance to parents and staff members. Worked collaboratively with staff and parents to coordinate and schedule IEP meetings. Managed schedules for three individuals, maintained student special education files and records, designed and implemented various forms for district use. Maintained and tracked expenditures in the special education budget.*

### EDUCATION

- Bachelor of Science, Paralegal Studies, Minor in Business Administration, University of Southern Mississippi, Hattiesburg, MS, 1989

### AREAS OF EXPERTISE

- Document Review
- Licensing
- Written Communications
- Managing Multiple Schedules
- Litigation Matters & Legal Bills
- Form Preparation for Proposals
- MS Word
- MS Excel
- Adobe Acrobat
- PowerPoint

### YEARS OF EXPERIENCE

- With Firm: 2 Years
- Total: 31 Years



RESPONSE TO RFP FOR

## **Disaster Recovery Grant Management and Administration**



**Louisiana Housing  
Corporation**

# INNOVATIVE CONCEPTS



At CSRS, we understand the importance of a successful track record, exceptional ability and expertise, innovative management and processes, and a thorough understanding of program and grants management dynamics in the selection of your consultant. To demonstrate some of our past successes, innovations, and additional differentiators, we offer the following in order to provide you with a more in-depth understanding of CSRS and our commitment to excellent work, every time and for every client, no matter how large or small.

## **PROJECT MANAGEMENT CONTROLS SYSTEM (PMCS):**

As a result of providing years of technical support to federal funding recipients, CSRS developed a database to merge Project Management and Grants Management processes into one, streamlined system. The Project Management Controls System (PMCS), developed in 2016, is owned and operated by CSRS, allowing for customization to address specific client needs and reporting requirements. The system tracks everything from creating a budget, to project worksheets, to invoicing, payments, and reimbursements, and has the ability to track and report separate funding sources. Using FEMA's cost line structure, the system was designed to separate expenses by cost line type, allowing clients to see actual costs incurred by line item rather than based on what has been submitted and reviewed by the state and FEMA, which is often times extremely old information.

PMCS also has the capability to link to project specific folders and documents that have been uploaded to Box, CSRS's file depository system. It also has an ad hoc query tool, allowing clients to request an array of reports on an as needed basis. Using a client specific Client Portal application, CSRS has the ability to create, customize, and standardize reports that are automatically updated and can be accessed by the client at any time. These reports can be customized to include logos, graphs, charts, tables, and utilizes information from PMCS and Vision, CSRS's time keeping system. Combining PMCS and Vision allows clients to monitor project management, grants management, and administrative costs as they relate to federal disaster funding.

## **FEMA FUNDING INNOVATIONS:**

CSRS was instrumental in the precedent setting Single Settlement Request (SSR) for New Orleans Public Schools (total FEMA funding \$2.4B), which was agreed to in 2009. The SSR funding amount was determined by grouping facilities into tranches, according to estimated damage, and applying a cost per square foot to the damaged facilities. The successful settlement agreement resulted in both an increase in FEMA Public Assistance funding, and the flexibility needed to rebuild a right-sized school system for the City of New Orleans after Katrina, rather than the traditional requirement to repair or replace exactly what had been disaster damaged. The success and benefit of this model directly informed alterations to the Stafford Act. The addition of Section 428 is directly modeled on the Single Settlement Request for New Orleans Public Schools and provides flexibility to recipients of federal funding to recover in a manner that best meets the needs of their disaster impacted community.

## **HARD AND SOFT SKILL SETS TO MEET OUR CLIENTS' NEEDS AND REQUESTS:**

Because CSRS has some of the country's best talent across a wide range of specialties and skill sets, we are able to effectively respond to any client request in an almost immediate timeframe. Beyond management and project delivery services, we are prepared to respond with specialized services as wide ranging as environmental sciences, historic preservation measures, master planning, design services, surveying, engineering, floodplain modeling, resilience planning and development, mitigation among numerous additional areas of focus and specialization.

## REFERENCES & CUSTOMER SATISFACTION

CSRS takes pride in the work we do with and for our valued clients. As a demonstration of customer satisfaction, we submit the following references, comments, and letters of recommendation from a few of our public clients.

Client	Client Reference
NOLA Public Schools	Diane B. Allison, CPA, CGMA, CGFO, CLSBA, Chief Financial Officer 2401 Westbend Parkway, Suite 5012, New Orleans, LA 70114 504-304-4185   dallison@nolapublicschools.com
New Orleans Regional Transit Authority	Lona Edwards Hankins, Chief of Infrastructure and Planning 2817 Canal Street, New Orleans, LA 70119 Office: 504-827-8393   Cell: 504-508-4389   lhankins@rtaforward.org
Baton Rouge General Medical Center	Lindsey Shelton, CPA, MBA, Director of Financial Operations 8490 Picardy Ave., Baton Rouge, LA 70809 225-237-1756   lindsey.shelton@brgeneral.org

**“EBRPSS has a long history of working closely with CSRS and its program management team and without hesitation recommends CSRS for program administrative and management services to any client needing exceptional program management services.”**

**– Warren Drake, Superintendent, East Baton Rouge Parish School System**

**“I am confident that in the event of the next disaster, we have CSRS under contract to guide us before, during and after.”**

**– Lona Hankins, Former Director of Capital Improvements, Recovery School District**

**“CSRS provides professional and timely results. Because they understand our goals and objectives, and work diligently on our behalf, we consider them one of our most valued partners.”**

**– Gus Fontenot, Economic Development Project Coordinator, SWLA Economic Development Alliance**

**“I, therefore, strongly recommend CSRS, Inc. as the right firm for large, comprehensive project that require dedication to Parish Government and the citizens in need of critical, quality of life services.”**

**– Jerome Fournier, Director of Planning and Development, Ascension Parish Government**

## CUSTOMER SATISFACTION



**THE RECREATION AND PARK COMMISSION  
FOR THE PARISH OF EAST BATON ROUGE**

December 20, 2018

RE: Letter of Recommendation for CSRS, Inc.

## To Whom It May Concern:

Based on our experience with the staff and leadership of CSRS, Inc., I am pleased to write this letter of recommendation. The City of Baton Rouge – Parish of East Baton Rouge was devastated by unexpected and catastrophic flooding in August 2016, affecting our residents' homes, businesses, and public facilities. We hired CSRS to provide grant management services to help us navigate the complexities of the federal disaster recovery programs related to FEMA Public Assistance and HUD's CDBG-DR Program.

CSRS team members serve as the BREC representative when working with FEMA and our counterparts during the process of damage assessments, project development, project review, and project resolution, and ensure both federal and state compliance with applicable codes and regulations. CSRS' diligent program oversight ensures that BREC obtains and retains maximum funding available for complete and successful facility recovery and closeout. CSRS staff members have all been professional, provided high quality products, and have become trusted advisors.

BREC has worked closely with CSRS for the last two plus years. We recommend CSRS for program administrative and management services to any client needing exceptional program management services.

Please contact me if you have any questions about the work CSRS has performed for BREC and their work ethic.

Sincerely,

Corey K. Wilson  
Chief of Management and Business Services  
BREC



## Department of Finance

City of Baton Rouge  
Parish of East Baton Rouge  
223 St. Louis Street  
Post Office Box 1471  
Baton Rouge, Louisiana 70821  
(225) 389-3061  
FAX (225) 389-5673

December 20, 2018

RE: Letter of Recommendation for CSRS, Inc.

## To Whom It May Concern:

Based on our experience with the staff and leadership of CSRS, Inc., I am pleased to write this letter of recommendation. The City of Baton Rouge – Parish of East Baton Rouge (City-Parish) was devastated by unexpected and catastrophic flooding in August 2016, affecting our residents' homes, businesses, and public facilities and infrastructure. We hired CSRS to provide grant management services to help us navigate the complexities of the federal disaster recovery programs related to FEMA Public Assistance and HUD's CDBG-DR Program.

CSRS team members serve as the City-Parish representative when working with FEMA and our State counterparts during the process of damage assessments, project development, project review, project resolution and ensure Federal and State compliance with applicable codes and regulations. Their diligent program oversight has ensured that the City-Parish obtained and retains maximum funding available for complete and successful facility recovery and closeout. CSRS staff have all been professional, provided high quality products, and have become trusted advisors. With their assistance, we anticipate receiving reimbursements in excess of \$70 million for response and recovery efforts related to the flood.

The City-Parish has worked closely with CSRS for the last two plus years. We recommend CSRS for program administrative and management services to any client needing exceptional program management services.

Please feel free to contact me at 225-389-3061 if you have any questions about the work CSRS has performed for the City-Parish.

Sincerely,

Linda Hunt  
Assistant Director of Finance  
City of Baton Rouge – Parish of East Baton Rouge

David Alexander  
Superintendent  
Patricia Russo  
Board President  
District 7B  
Talia Wingerter  
Vice President  
District 5B



1100 Web n Street  
Dona Gossard, LA 70346  
(225) 391-7000 (Donaldsonville)  
www.apsb.org

December 5, 2018

RE: Letter of Recommendation for CSRS, Inc.  
To Whom It May Concern:

I am pleased to write this letter on behalf of CSRS, Inc. who has indicated to us that the company is applying for a Commercial Contractor's License in the State of North Carolina.

Following the record flooding in August 2016, the Ascension Parish School Board (APSB) hired CSRS to provide program management services for development and implementation of a recovery plan to return school facilities to pre-disaster condition. CSRS and its team of professionals provide project management and support for grants management and administration and associated activities required by federal and state programs. The scope of work includes overall program management, design phase management, construction management, field inspection services, and project controls.

During day-to-day oversight, CSRS team members serve as APSB's representative in communications with federal and state agencies to review and resolve issues and ensure compliance with applicable codes and regulations. CSRS' diligent program oversight ensures APSB obtains and retains maximum funding available for complete and successful facility recovery and closeout.

APSB has a long history of working closely with CSRS and its program management team. Without hesitation, we recommend CSRS for program administrative and management services to any client needing exceptional program management services.

Please contact me if you would like to discuss specifics of CSRS' scope of work and performance accomplishments related to APSB's program management needs.

Sincerely,

David A. Alexander  
Superintendent of Schools  
Ascension Public Schools

An Equal Opportunity Employer



## STATE OF MISSISSIPPI

Phil Bryant  
Governor

## MISSISSIPPI DEPARTMENT OF MARINE RESOURCES

Jamie M. Miller, Executive Director

January 11, 2017

Michael Songy, P.E., P.L.S.  
Business Unit Leader – Infrastructure  
6767 Perkins Road, Suite 200  
Baton Rouge, LA 70808

Re: RFQ

Dear Mr. Songy:

I am pleased to write this letter on behalf of CSRS, Inc. who has indicated to us that they are responding to a request for qualification for professional services (RFQ) issued by the Alabama Department of Conservation and Natural Resources on December 19, 2016.

CSRS was selected to provide management services in support of Mississippi's Coastal Impact Assistance Program (CIAP) via a competitive procurement process in 2013. The CSRS team provided fundamental support for the program which successfully funded 79 State managed and 37 sub-recipient managed projects with a total program budget of \$71,000,000.00. Ultimately, this program, which funded a wide range of acquisition, infrastructure, conservation, and other projects, will close leaving only about \$200,000.00 in unexpended funds.

Throughout the program, the CSRS has displayed professionalism and dedication. They were easy to contact and ready to work with us when workloads dictated a change in staffing or support levels. The individuals assigned to us always appeared knowledgeable and genuinely engaged on behalf of the program. I would, without hesitation, recommend CSRS for program administrative and management services and consider them excellent candidates for consideration in your current RFQ process.

Please do not hesitate to contact me if you would like to discuss specifics of their scope or performance on Mississippi's CIAP program.

In appreciation,

Jamie M. Miller  
Executive Director

1141 Bayview Avenue • Biloxi, MS 39530-1613 • Tel: (228) 374-5000 • www.dmr.ms.gov  
An Equal Opportunity Employer

## SMALL ENTERPRISE PARTICIPATION PLAN

As part of this LHC Grant Management and Administration Program, CSRS is partnering with Carlos Sosa, LLC, a certified minority owned business. Carlos Sosa, LLC, established 7 years ago, is a Louisiana Certified DBE through Louisiana Economic Development (LED). Additionally, the firm is a registered Hudson Initiative qualifying company, and has also gone through the lengthy process of becoming a qualified Small Business Administration (SBA) 8(a) and HUBZone certified firm. His various credentials can be found in the following pages.

CSRS and Carlos Sosa, LLC have a trusted relationship and successful track record of working together on disaster recovery projects. Carlos Sosa, LLC brings dependable technical expertise, and CSRS intends to fully utilize their services from the time of contract award with LHC to help write the COVID-19 related PW applications and also reimbursement requests for GOHSEP.



Division of Small and Emerging Business Development  
SEBD CERTIFICATION

### Carlos Sosa LLC

is hereby certified as a Small and Emerging Business Enterprise.

This certification is valid beginning 10/5/2018 and supersedes any registration or listing previously issued. At any time there is a change in ownership or control of the firm, notification must be made immediately to the Division of Small and Emerging Business Development.

Issued at Baton Rouge, Louisiana 10/5/2018

This certification expires on: 10/5/2028

Certification No. 17621

A handwritten signature in black ink, appearing to read 'John W. Matthews, Jr.'

John W. Matthews, Jr.,  
Executive Director, Entrepreneurial Services

## SMALL ENTERPRISE PARTICIPATION PLAN

6/4/2020	Skip Navigation >	SBA - SBA Profile	Accessibility Options >
<b>SBA Profile</b>			
<a href="#"><b>Privacy Statement</b></a> ( <a href="#">Back to Profile List</a> , or use Back button)			
<b>Identification, Location &amp; Contacts</b>			
<p>This profile was last updated: 02/28/2020        Status: Active</p> <p>User ID: P1908447        Name of Firm: Carlos Sosa LLC        Trade Name ("Doing Business As ..."):        DUNS Number: 079602554        Parent DUNS Number:        Address, line 1: 1260 Esplanade Ave Unit 2        Address, line 2:        City: New Orleans        State: LA        Zip: 70116-1990        Phone Number: 303-215-9394        Fax Number:        E-mail Address: <a href="mailto:csosa@sosallc.com">csosa@sosallc.com</a>        WWW Page:        E-Commerce Website:        Contact Person: Carlos Sosa        County Code (3 digit): 071        Congressional District: 02        Metropolitan Statistical Area: 5560        CAGE Code: 79UA8        Year Established: 2013        Accepts Government Credit <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No        Card?:        GSA Advantage Contract(s):</p>			
(Note: Size information is now under "NAICS Codes with Size Determinations by NAICS", below.)			
<b>Organization, Ownership &amp; Certifications</b>			
<p>Legal Structure: LLC        Ownership and Self-Certifications: Hispanic American, Other Minority Owned, Self-Certified Small Disadvantaged Business</p>			
<p><b>Current Principals</b></p> <ol style="list-style-type: none"> <li>1. Carlos Sosa, Principal</li> </ol> <p><b>"Business Development Servicing Office" (for certifications)</b></p>			
<a href="https://web.sba.gov/pro-net/search/dsp_profile.cfm?RequestTimeout=60&amp;DUNS=079602554">https://web.sba.gov/pro-net/search/dsp_profile.cfm?RequestTimeout=60&amp;DUNS=079602554</a>		1/4	

## SMALL ENTERPRISE PARTICIPATION PLAN



**Regional Transit Authority**  
2817 Canal Street  
New Orleans, LA 70119-6301

504.827.8300

[www.norta.com](http://www.norta.com)

September 12, 2018

Carlos Sosa, LLC  
1260 Esplanade Avenue Unit 2  
New Orleans, LA 70116

Dear Carlos Sosa:

We are pleased to inform you that your firm has been certified as a Small Business Enterprise (SBE).

Your firm remains certified in the SBE Program until there are any changes to your company or to your personal net worth that exceed the SBE eligibility criteria. Please note that you must notify our office immediately regarding any changes which affect the economic disadvantage, size, ownership or control of your firm.

In order to maintain eligibility, you are required to submit an annual affidavit stating that your firm continues to meet the eligibility requirements of the program. If you are both DBE and SBE certified you will receive a Disadvantaged Business Enterprise Annual Affidavit approximately 4 weeks prior to your DBE Certification anniversary date. The annual affidavit for the DBE program will automatically apply to your SBE certification. If you are SBE certified only, you will receive a Small Business Enterprise Annual Affidavit approximately 4 weeks prior to your SBE Certification anniversary date.

We reserve the right to withdraw this certification if at any time it is determined that SBE certification was knowingly obtained by the submission of false, misleading, or incorrect information. We further reserve the right to request additional information and/or conduct an on-site visit at any time during your certification period.

If we can be of further assistance, please contact the Office of Small Business Development at (504) 827-8387.

Sincerely,

A handwritten signature in blue ink that reads "Eliza Eugene".

Eliza Eugene,  
SBE Liaison Office  
Office of Small Business Development

## SMALL ENTERPRISE PARTICIPATION PLAN



**DIVISION OF SMALL BUSINESS SERVICES**

This certification acknowledges that

### Carlos Sosa LLC

is Certified-Active as a Small Entrepreneurship with  
Louisiana Economic Development's Hudson Initiative.

This certification is valid from 10/3/2019 to 10/3/2020 .

Certification No. 17621



Stephanie Hartman  
Director, Entrepreneurial Services

The block contains a handwritten signature of "Stephanie Hartman" above a solid horizontal line. Below the line, the name "Stephanie Hartman" is printed in a small, black, sans-serif font, followed by the title "Director, Entrepreneurial Services" in a slightly smaller font.



RESPONSE TO RFP FOR

## **Disaster Recovery Grant Management and Administration**



**Louisiana Housing  
Corporation**

## COST PROPOSAL

Below are our hourly rates by category for the positions proposed. The categories are based on our experience in past projects of similar size and scope, and our rates have always been deemed cost reasonable and reimbursed by FEMA.

POSITION	HOURLY RATE
Project Executive/Agency Liaison	\$250.00
Grants Administration Director	\$200.00
Sr. Federal Policy SME	\$200.00
Grants Administration Manager	\$175.00
Facilities/Assessment Lead	\$190.00
Finance Lead	\$100.00
IT/Reporting Lead	\$175.00
Compliance and Closeout Lead	\$185.00
Senior Compliance Manager	\$160.00
Compliance Grants Manager	\$145.00
Reimbursement Specialist	\$145.00
Closeout Specialist	\$130.00
Accountant/Audit Support	\$125.00
Business Analyst	\$100.00
Damage Assessor	\$125.00
Cost Estimator	\$155.00
Administrative Coordinator	\$70.00



RESPONSE TO RFP FOR

## **Disaster Recovery Grant Management and Administration**



**Louisiana Housing  
Corporation**

# Attachment A – Certification

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The undersigned hereby acknowledges that he/she has read and understands all requirements and specifications of the Request for Proposals (RFP).

**OFFICIAL CONTACT.** The Louisiana Housing Corporation requests that the Proposer designate one person to receive all documents and the method by which the documents are best delivered. The Proposer should identify the Contact name and fill in the information below: (Print Clearly)

A. Official Contact Name: Domoine D. Rutledge

B. Email Address: domoine.rutledge@csrsinc.com

C. Phone Number with area code: 225-831-2223

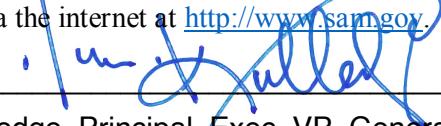
D. U.S. Mailing Address: 6767 Perkins Road, Suite 200  
Baton Rouge, LA 70808

---

Proposer shall certify that the above information is true and shall grant permission to the Louisiana Housing Corporation to contact the above-named person or otherwise verify the information provided.

By its submission of this proposal and authorized signature below, Proposer shall certify that:

1. The information contained in the Proposal in response to this RFP is accurate;
2. Proposer shall comply with each of the mandatory requirements listed in the RFP and will meet or exceed the functional and technical requirements specified therein;
3. Proposer shall accept the procedures, evaluation criteria, mandatory contract terms and conditions, and all other administrative requirements set forth in this RFP;
4. Proposer's proposal shall be valid for at least ninety (90) calendar days from the date of the signature below;
5. Proposer understands that if selected as the successful Proposer, he/she will have five (5) days from the date of delivery of final contract to execute the final contract document;
6. Proposers shall certify, by signing and submitting a proposal, that their company, any subcontractors, or principals, are not suspended or debarred by the General Services Administration (GSA) in accordance with the requirements in OMB Uniform Guidance (2 CFR 200). A list of suspended or debarred parties can be viewed via the internet at <http://www.sam.gov>.

**Signature of Proposer/Authorized Representative:** 

**Typed or Printed Name and Title:** Domoine D. Rutledge, Principal, Exec. VP, General Counsel

**Company Name:** CSRS Disaster Recovery Management, LLC      **Date:** 7/31/2020



Additional Information

RESPONSE TO RFP FOR

## **Disaster Recovery Grant Management and Administration**

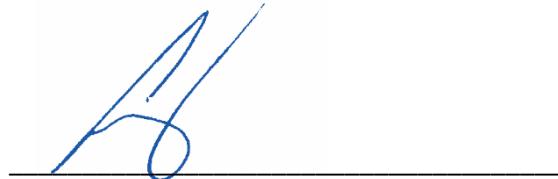


**Louisiana Housing  
Corporation**

**LIMITED LIABILITY COMPANY AUTHORIZATION RESOLUTION**

I, Christopher J. Pellegrin, certify that I am a manager of, or a member designated to act on behalf of CSRS Disaster Recovery Management, LLC, a limited liability company organized and existing under the laws of the State of Louisiana and domiciled in the City of Baton Rouge, Louisiana, that Domoine D. Rutledge, Principal, Executive Vice President and General Counsel be, and is hereby authorized and empowered to execute any and all proposals, contracts, documents and agreements of whatever kind on behalf of the Limited Liability Company for professional services for Louisiana Housing Corporation Disaster Recovery Grant Management and Administration in the Parish of East Baton Rouge in the State of Louisiana.

**IN TESTIMONY WHEREOF**, I have hereunto set my hand this 31<sup>st</sup> day of July 2020.



---

Christopher J. Pellegrin

**LOUIS FREDERICK  
SAAB II  
CSRS, INC.**

6767 Perkins Road  
Baton Rouge LA, 70808  
(337) 581-6960  
saab@csrsonline.com

License #7723

Date of Licensure: 10/1/2012

Expiration Date: 12/31/2020

Status: Active

**R. TODD MANN  
CSRS, INC.**

10536 Hillmont Ave  
Baton Rouge LA, 70810  
(225) 769-0546  
rtmaia@cox.net

License #3758

Date of Licensure: 10/7/1986

Expiration Date: 12/31/2020

Status: Active

**JUDSON WEST TERRY  
CSRS, INC.**

6767 Perkins Rd. St.200  
CSRS Baton Rouge LA, 70810  
(225) 907-4336  
judsontry@gmail.com

License #9042

Date of Licensure: 12/18/2018

Expiration Date: 12/31/2020

Status: Active

**ASSOCIATION OF STATE  
FLOODPLAIN MANAGERS, INC.  
CERTIFICATION BOARD OF REGENTS**

HEREBY CERTIFIES THAT PURSUANT TO THE PROVISIONS OF THE CHARTER FOR THE  
CERTIFIED FLOODPLAIN MANAGER PROGRAM

**Mark Anthony Forsyth, Jr., CFM**

IS DULY REGISTERED AS AN

**ASFPM CERTIFIED FLOODPLAIN MANAGER**

IN TESTIMONY WHEREOF THIS CERTIFICATE HAS BEEN ISSUED BY THE AUTHORITY OF THE  
CERTIFICATION BOARD OF REGENTS, CERTIFICATE NO. US-12-06389, ISSUED 4/20/2012. THIS  
CERTIFICATE SHALL EXPIRE 7/31/2020, UNLESS RENEWED ACCORDING TO THE RULES OF THIS BOARD.

*Mark A. Riebau*  
CERTIFICATION BOARD OF REGENTS  
PRESIDENT, MARK RIEBAU, CFM

ASSOCIATION OF STATE FLOODPLAIN MANAGERS  
EXECUTIVE DIRECTOR, CHAD M. BERGINNIS, CFM

