

AGREEMENT #20073
AGREEMENT FOR PROFESSIONAL SERVICES
For LAKE COUNTY

This AGREEMENT is entered into by and between Lake County ("County") and Bronner Group LLC ("Consultant"), 120 North LaSalle Street, Suite 1300, Chicago, IL 60602.

RECITALS

WHEREAS, Lake County is seeking a Consultant to provide professional services assisting with administration and compliance for all COVID-19-related federal, state and other response and recovery funds as noted in the Consultant's proposal dated May 19, 2020, which is attached to this Agreement as Exhibit A ("**Proposal**"); and

WHEREAS, Consultant has the professional expertise and credentials to provide these Services and has agreed to assume responsibility for this Agreement.

NOW, THEREFORE, Lake County and Consultant agree as follows:

SECTION 1. AGREEMENT DOCUMENTS

The Agreement Documents that constitute the entire Agreement between Lake County and Consultant are in order of precedence:

- A. This Agreement; and,
- B. Proposal, Phase 1 (specifically excluding the optional work identified on page 6 as "Phase 2.")

SECTION 2. SCOPE OF WORK

A full scope of work can be found in the Proposal, but specifically excluding the optional work identified on page 6 as "Phase 2."

Consultant will submit or perform the following deliverables over the course of this project:

- Task 1 – Project initiation and management (detailed project scope, timeline, and development of format and frequency of regular reports)
- Task 2 – Prioritization of funding research (summary chart)
- Task 3 – Develop accountability and compliance framework (comprehensive compliance framework guidebooks)
- Task 4 – Support subgrantees funding process (documents for allocating/awarding funds to sub-recipients)
- Task 5 – Develop stakeholder guidelines and training
- Task 6 – Ad hoc support

SECTION 3. DURATION

This Agreement shall be effective as of the date Lake County gives Consultant notice to proceed, and unless terminated pursuant to Section 16 shall be effective until the date the work is complete. The work is complete upon a determination of completion by Lake County. A determination of completion shall not constitute a waiver of any rights or claims which Lake County may have or thereafter acquire with respect to any provision of this Agreement.

At the end of the Agreement term Lake County reserves the right to extend the Agreement for an additional period up to sixty (60) days.

SECTION 4. AGREEMENT PRICE

The County will pay Consultant a not to exceed amount of \$96,000 for deliverables identified in the Consultant's proposal dated May 19, 2020 and will bill the County not more than once per month based upon the actual hours and professionals worked.

Additional services may be proposed and rendered upon prior written approval of the Lake County Administrator's Office at the rates indicated herein. The County does not guarantee any specific amount of services shall be performed under this Agreement.

SECTION 5. INVOICES & PAYMENT

- A. A purchase order will be issued for the work and Consultant shall submit invoice(s) detailing the products and services provided and identify the purchase order number on all invoices.
- B. Consultant shall maintain records showing actual time devoted and cost incurred. Consultant shall permit a representative from Lake County to inspect and audit all data and records of Consultant for work and/or services provided under this Agreement. Consultant shall make these records available at reasonable times during the Agreement period and for one year after the termination of this Agreement.
- C. All payments shall be made in accordance with the Illinois Local Government Prompt Payment Act (50 ILCS 505/1 et seq.).

SECTION 6. CHANGE ORDERS

In the event changes to the Scope of the project and/or additional work become necessary or desirable to the parties, the parties shall follow the procedures set forth in this Section. A Change shall be effective only when documented by a written, dated agreement executed by both parties which expressly references this Agreement (a "Change Order"). The Change Order shall set forth in detail: (i) the Change requested, (ii) the reason for the proposed Change; (iii) the cost of the Change; and (iv) the impact of the Change on time for completion of the project.

In the event either party desires a Change, the Project Manager for such party shall submit to the other party's Project Manager a proposed Change Order. If the receiving party does not accept the Change Order in writing within ten (10) days, the receiving party shall be deemed to have rejected the Change Order. If the parties cannot reach agreement on a proposed Change, Contractor shall nevertheless continue to render performance under this Agreement in accordance with its (unchanged) terms and conditions.

Changes that involve or increase in the amounts payable by the County may require execution by the County Purchasing Agent. Some increases may also require approval by the County Board. In those cases where the County Purchasing Agent's signature is required, or County Board approval is needed, the Change Order shall not be deemed rejected by County after ten (10) days provided the Project Manager has indicated in writing within the ten (10) day period of his intent to present the Change Order for appropriate signature or approval.

SECTION 7. INDEMNIFICATION

Consultant agrees to indemnify, save harmless, and defend Lake County, its agents, servants, and employees, and each of them against and hold it and them harmless from any and all lawsuits, claims, demands, liabilities, losses, and expenses, including court costs and attorney's fees, for or on account of any injury to any person, or any death at any time resulting from such injury, or any damage to property, which may arise or which may be alleged to have arisen out of or in connection with the work covered by this Agreement caused

directly by the negligence or willful or wanton conduct of Consultant. The foregoing indemnity shall apply except if such injury, death, or damage is caused directly by the gross negligence or willful or wanton conduct of Lake County, its agents, servants, or employees or any other person indemnified hereunder.

SECTION 8. INSURANCE

The Consultant must obtain, for the Contract term and any extension of it, insurance issued by a company or companies qualified to do business in the State of Illinois with an A.M. Best Rating of at least A-and provide the County with a Certificate of Insurance 15 days before the start of the project, and thereafter annually for contracts/ projects that will last more than one year. Insurance in the following types and amounts is necessary and/or where applicable:

Commercial General Liability Insurance

In a broad form on an occurrence basis shall be maintained, to include, but not be limited to, coverage for property damage, bodily injury (including death), personal injury and advertising injury in the following coverage forms where exposure exists:

- Premises and Operations
- Independent Contractors
- Products/Completed Operations
- Liability assumed under an Insured Contract/ Contractual Liability
- Personal Injury and Advertising Injury

With limits of liability not less than:

\$ 1,000,000 Each Occurrence

\$ 1,000,000 Products-Completed Operations

\$ 1,000,000 Personal and Advertising injury limit

\$ 2,000,000 General aggregate; the CGL policy shall be endorsed to provide that the General Aggregate limit applies separately to each of the contractor's projects away from premises owned or rented to contractor.

Excess/ Umbrella Liability

The Contractor's Excess/ Umbrella liability insurance shall be written with the umbrella follow form and outline the underlying coverage, limits of insurance will be based on size of project:

\$ 2,000,000 per occurrence limit (*minimum, and may be higher depending on the project*)

Workers Compensation (Coverage A) and Employers Liability (Coverage B)

Workers Compensation Insurance covering all liability of the Contractor arising under the Worker's Compensation Act and Worker's Occupational Disease Act at limits in accordance with the laws of the State of Illinois. Employers' Liability Insurance shall be maintained to respond to claims for damages because of bodily injury, occupational sickness, or disease or death of the Contractor's employees, with limits listed below:

Employers Liability

- a) Each Accident \$1,000,000
- b) Disease-Policy Limit \$1,000,000
- c) Disease-Each Employee \$1,000,000

Such Insurance shall contain a waiver of subrogation in favor of Lake County.

Professional Liability – Errors and Omissions

The Engineers/Architects/Consultants for the plans of the project shall be written with limits of insurance

not less than the following:

\$ 1,000,000 per claim per policy year

Coverage shall be provided for up to three (3) years after project completion. Policy is to be on a primary basis if other professional liability is carried.

Professional Liability – Cyber Liability

Cyber Liability Insurance for property damage to electronic information and/or data; first and third party risks associated with e-business, internet, etc., with limits of insurance not less than the following:

\$ 1,000,000 per occurrence limit

Technology Errors and Omissions

The Contractor's Software Developer and/or IT Consultant for the plans, including developing and implementing technology for Lake County, or of the project, shall be written with limits of insurance not less than the following:

\$ 1,000,000 per occurrence limit

Liability Insurance Conditions

Contractor agrees that with respect to the above required insurance:

- a) The CGL policy shall be endorsed for the general aggregate to apply on a "per Project" basis;
- b) The Contractor's insurance shall be primary & non-contributory over Lake County's insurance in the event of a claim.
- c) Contractor agrees that with respect to the above required insurance, Lake County shall be named as additional insured, including its agents, officers, and employees and volunteers and be provided with thirty (30) days' notice, in writing by endorsement, of cancellation or material change. A blanket additional insured ISO endorsement is preferred for Contractors who have multiple projects with the County.
- d) Lake County shall be provided with Certificates of Insurance and the appropriate corresponding ISO form endorsements evidencing the above required insurance, prior to commencement of this Contract and thereafter with certificates evidencing renewals or replacements of said policies of insurance at least thirty (30) days prior to the expiration of cancellation of any such policies. No manuscript endorsements will be accepted. Any hard copies of said Notices and Certificates of Insurance and Endorsements shall be provided to:

**Lake County
Purchasing Division
18 N. County 9th Floor
Waukegan, Illinois 60085
Attn: RuthAnne Hall, Lake County Purchasing Agent**

- e) **Electronic copies of Notices, Certificates of Insurance and Endorsements can be emailed to Purchasing@lakecountyil.gov in place of hard copies.**

Failure to Comply: In the event the Contractor fails to obtain or maintain any insurance coverage required under this agreement, Lake County may purchase such insurance coverage and charge the expense to the Contractor.

SECTION 9. INDEPENDENT CONTRACTOR

Consultant is defined and identified as an independent contractor, not an employee or agent of Lake County and the County has no right to control or direct Consultant's manner, detail, or means by which Consultant accomplishes tasks under this Agreement.

SECTION 10. DISPUTE RESOLUTION

All issues, claims, or disputes arising out of this Agreement shall be resolved in accordance with the Appeals and Remedies Provisions in Article 9 of the Lake County Purchasing Ordinance.

SECTION 11. NO IMPLIED WAIVERS

The failure of either party at any time to require performance by the other party of any provision of this Agreement shall not affect in any way the full right to require such performance at any time thereafter. Nor shall the waiver by either party of a breach of any provision of this Agreement be taken or held to be a waiver of the provision itself.

SECTION 12. SEVERABILITY

If any part of this Agreement shall be held to be invalid for any reason, the remainder of this Agreement shall be valid to the fullest extent permitted by law.

SECTION 13. JURISDICTION, VENUE, CHOICE OF LAW AND PROFESSIONAL STANDARDS

This Agreement shall be governed by and construed according to the laws of the State of Illinois. Jurisdiction and venue shall be exclusively found in the 19th Judicial Circuit Court, State of Illinois.

SECTION 14. NOTICES AND COMMUNICATIONS

All notices and communications which may be given by Lake County to Consultant relative to this Agreement shall be addressed to the Consultant at the address shown herein below:

Gila Bronner, CPA
President and CEO
Bronner Group LLC
120 North LaSalle Street, Suite 1300
Chicago, IL 60602
gbronner@bronnergroup.com

Marilyn Katzin
Director, Business Operations
Bronner Group LLC
120 North LaSalle Street, Suite 1300
Chicago, IL 60602
mkatzin@bronnergroup.com

Copies of any notices and communications which propose to alter, amend, terminate, interpret, or otherwise change this Agreement shall be provided to: Lake County Purchasing Division, 18 North County Street, Waukegan, Illinois 60085-4350; Attention: Purchasing Agent.

SECTION 15. ASSIGNMENT, ALTERATIONS AND MODIFICATIONS

Except as otherwise provided herein, this Agreement shall not be assigned, delegated, altered, or modified without the express written consent of both parties. This Agreement supersedes any and all other agreements, oral or written, between the parties hereto with respect to the subject matter hereof.

To the extent Lake County agrees to an assignment, delegation, or subcontract by Consultant, Consultant shall remain liable to Lake County with respect to each and every item, condition and other provision hereof to the same extent that Consultant would have been obligated if it had done the work itself and no assignment, delegation, or subcontract had been made.

SECTION 16. TERMINATION

Lake County reserves the right to terminate this Agreement, or any part of this Agreement, with or without cause, upon thirty (30) days written notice. In case of such termination, Consultant shall be entitled to receive payment from Lake County for work completed to date in accordance with the terms and conditions of this Agreement.

In the event that this Agreement is terminated due to Consultant's default, Lake County shall be entitled to purchase substitute items and/or services elsewhere and charge Consultant with any or all losses incurred, including attorney's fees and expenses.

SECTION 17. CONFIDENTIALITY

Both parties acknowledge that Consultant's documents and dealings related to this Agreement are subject to the Illinois Open Meetings Act (5 ILCS 120/1 et seq.) and the Illinois Freedom of Information Act (5 ILCS 140/1 et seq.).

SECTION 18. WORK PRODUCT

All work product prepared by Consultant pursuant to this Agreement, including, but not limited to, policies, reports, analysis, plans, designs, calculations, work drawings, studies, photographs, models, and recommendations shall be the property of Lake County. Consultant shall deliver the work product to Lake County upon completion of Consultant's work, or termination of the Agreement, whichever comes first. Consultant may retain copies of such work product for its records; however, Consultant may not use, print, share, disseminate, or publish any work product related to this Agreement without the consent of Lake County.

SECTION 19. NEWS RELEASES

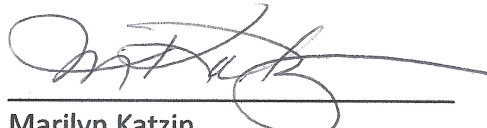
Consultant may not issue any news releases regarding this Agreement without prior approval from Lake County.

IN WITNESS HEREOF, the undersigned have caused this Agreement to be executed in their respective names on the dates hereinafter enumerated.

Lake County

Bronner Group

Sandy Hart
Board Chair



Marilyn Katzin
Director, Business Operations

Date _____

Date 6/15/2020

May 19, 2020

Ms. Patrice Sutton
Director of Finance
Lake County
18 N. County Street
Waukegan, IL 60085

VIA Email: PSutton@lakecountyil.gov
MMeyers@lakecountyil.gov
RHorne@lakecountyil.gov

Re: COVID-19 Professional Services

Dear Ms. Sutton,

Bronner Group, LLC (BRONNER) is pleased to submit this proposal for COVID-19 professional services to Lake County government. With more than 32 years of experience providing strategy, transformation, and accountability services to the public sector, BRONNER has the knowledge and expertise to support Lake County and its efforts to ensure effective administration and compliance associated with the federal, state and other COVID-19 response and recovery funds.

This proposal provides an initial objectives, scope, approach, and budget for delivery of the proposed services. Additionally, this proposal provides high-level background of the firm and team's experience. This experience includes extensive experience establishing accountability and control frameworks for governments and working on disaster response reimbursements with the federal government. Detailed information on BRONNER's experience and the team's resumes is provided as attachments.

Background

The COVID-19 crisis has significantly impacted the finances of state and local governments. Responding to the health emergency and addressing individual and collective resident and business needs are increasing costs. At the same time, tax and fee revenues are declining due to the economic impact of the shelter at home response. Recognizing the severity of the problem, the federal government passed the Coronavirus Aid, Relief, and Economic Security (CARES) Act to mitigate the public health and economic impacts of the COVID-19 crisis. The Act included financial support to state and local governments for services associated with response and recovery to COVID-19, including approximately \$122 million in Coronavirus Relief Funds (CRF) directly to Lake County.

The Lake County Board created the Lake County Financial & Administrative Special Committee on COVID-19 Recovery to provide direction and guidance to prioritizing and optimizing the use of COVID-19 related funds. The Committee is identifying programming and service opportunities that will be responsive to community needs but wants to ensure all expenditures comply with attendant regulatory requirements.

BRONNER has worked with Lake County on a range of strategy, transformation, and accountability and projects over the last twenty years. These projects have provided BRONNER with a familiarity of Lake County's financial processes and stakeholders. In May 2020, BRONNER began discussions with Lake County Finance Department on how to support its federal relief and recovery operations, financial reporting, internal controls, and program management. This proposal has been prepared in response to that discussion.

Project Objectives and Scope

BRONNER proposes to assist Lake County in establishing an accountability and control framework for its COVID-19 response and recovery funding. The focus will be on federal funds emanating from the CARES Act, but the assistance will apply to other COVID-19 response and recovery funding, as appropriate. The objective is to establish internal controls to ensure expenses are authorized and appropriate in accordance with established guidelines. Ultimately the objective is to support Lake County and its grantees in serving as effective stewards of the funds.

The proposed scope includes:

1. Developing internal control and related guidance associated with COVID-19 related funds.
(Based on timing of services, this may include providing guidance on optimizing use of funds.)
2. Establishing guidelines that ensure compliance with the U.S. Office of Management and Budget (OMB) and other applicable regulations and guidelines.
3. Supporting the development and roll-out of an internal guidebook (e.g., program guidelines, policies, procedures, implementation plans, etc.) and attendant training for related teams, task forces, and subrecipients.
4. Providing advisory services on compliance regulations and guidelines related to use of COVID-19 funding.

The current project scope is focused on reviewing, designing, and establishing an internal control and compliance framework. The scope does not include implementation of the framework, such as active tracking and managing of the funds; reporting to federal agencies on the use of funds; and, monitoring for compliance.

Project Approach

BRONNER will commence work immediately upon receipt of a Notice to Proceed from Lake County, using the approach identified below and/or as directed by Lake County. The key tasks are not sequential and may be completed in parallel. For instance, when developing an internal compliance framework for sources and uses of Coronavirus Relief Funds at the beginning of the engagement, information regarding funding eligibility requirements for public, private, and not-for-profit entities will be obtained.

The project approach for Phase 1 is summarized as following six basic steps:

- Task 1: Project Initiation and Management
- Task 2: Prioritization of Funding Research
- Task 3: Develop Compliance Framework
- Task 4: Support Subgrantee Funding Process
- Task 5: Develop Stakeholder Guidelines and Training
- Task 6: Ad Hoc Support

Task 1 - Project Initiation and Management

The project initiation kick-off meeting aligns the BRONNER project team and Lake County on the detailed scope and prioritization of project activities, the timeline in which these activities will occur, and the agreed-upon specifications for deliverables. BRONNER will work with Lake County to determine the best form of communication of status updates. This phase can be accomplished via one short tele-conference or video conference meeting.

BRONNER will submit regular status reports to Lake County. The format and timing of the status reports will be established during this phase. BRONNER has not specifically budgeted for weekly presentations to Lake County's Financial & Administrative Special Committee on COVID-19 Recovery. If such presentations or appearances are required, resources can be drawn from the limited Task 6 – Ad Hoc Support budget or the project budget may require an alteration.

Task 1 Estimated Hours: 12

Task 2 – Prioritization of Funding Research

BRONNER will build upon current Lake County efforts and research on funding eligibility and funding models for the four primary sub-grantee types identified by Lake County: Lake County component units, private businesses, individuals, and other local governments (e.g., municipalities, townships, special districts). For each of the four groups, BRONNER will identify and document eligible spending with Coronavirus Relief Funds, FEMA Public Assistance funds, CDBG and Emergency Services Grant funds, and other potential COVID-19 response and recovery sources. The research will identify any matching requirements, the type of funding (grant vs. loan), and other relevant factors that will assist Lake County make funding allocation decisions.

This research will be summarized in a simple chart to help the Lake County Board understand the funding environment and make funding decisions.

Programmatic Information				Distribution		Tracking Code			ARRA Appropriation			Who will receive funds										
Federal Department/ Agency	Division	Program	Brief Program Description	Formula Grant	Competitive/ Discretionary	Agency Code	Treasury Code	Additional Code	Program Funding	Specific Program Funding	Obligated	Schools	Transit	Federal	City	State	Native	Universities / Research	Other	Business	Individuals	
HUD	Housing	Admin (including working capital)	Funds up to 1% are available for staffing, training, technical assistance, technology, monitoring, research and evaluation activities. Funds will be transferred to other accounts as appropriate.	N.A.	N.A.	86	???			up to \$22,250,000												
HUD	Office of Lead Hazard Control and Healthy Homes	Lead Hazard Reduction Program	Competitive grants to local governments and nonprofit organizations to remove lead-paint. Funding is initially going to groups approved in FY 2008, but were not funded due to lack of funds.		see note	86	177		\$ 100,000,000						x							Nonprofit
HUD	Housing	Admin (including working capital)	Funds up to 1% are available for staffing, training, technical assistance, technology, monitoring, travel, research and evaluation activities. Funds will be transferred to other accounts as appropriate.	N.A.	N.A.	86	177			up to \$500k					X							
HUD	Office of Inspector General	Office of Inspector General				86	190		\$ 15,000,000		\$ 71,641									x		
HUD		Working Capital Fund	This is internal transfer from admin budgets for technology.			86	4585		\$ 1,427,000		\$ 689,709											Nonprofit

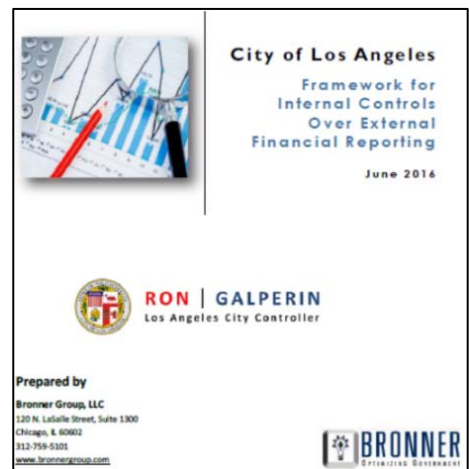
Example of Summary Chart

Task 2 Estimated Hours: 36 to 52

Task 3 - Develop Accountability and Compliance Framework

State and local governments across the nation are working to ensure compliance with the requirements of the recovery funds and are moving in various directions as they assess internal processes to ensure both speed and accuracy in the use of the recovery funds. BRONNER will develop a comprehensive compliance framework based on the sources of funding and the eligible uses of funding.

BRONNER recognizes that the eligibility, compliance, and reporting requirements associated with Coronavirus Relief Funds will differ from requirements associated with FEMA Public Assistance funds, HUD CDBG funds or other potential federal or state funding sources. BRONNER will develop a source-based compliance framework for Lake County in which the compliance framework will be tailored based on the sources of funding. BRONNER will document and summarize the eligible uses of funding based on official guidance from the United States Office of Management and Budget, the Treasury Department, and other federal agencies that either provide funding to Lake County or publish spending guidance.



Shortly after project initiation, BRONNER will seek to collaborate with Lake County to ensure there is seamless integration of the COVID-19 funding compliance framework with existing systems and infrastructure.

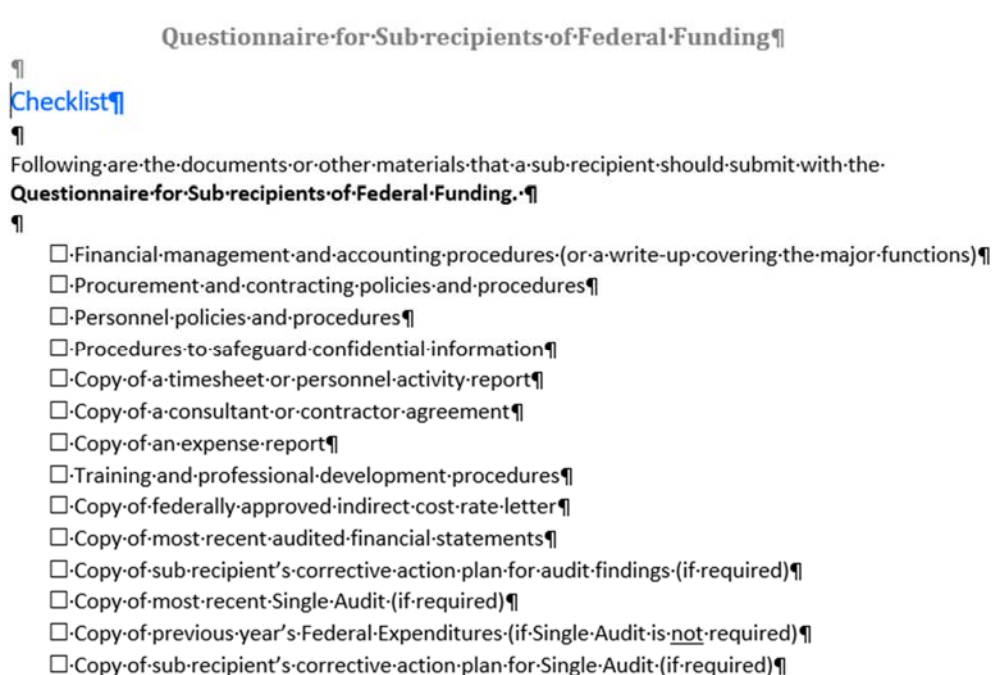
BRONNER will work with Lake County to develop custom forms and templates that can be used by internal and external stakeholders to track spending activities in a consistent manner that aligns with reporting requirements and with Lake County's existing accounting and reporting systems.

Guidebooks will be developed that are tailored to internal and external stakeholders so that the compliance framework is easy for all stakeholders to follow and understand their role in maintaining compliance. The comprehensive compliance framework will be summarized in guidebooks. Two guidebooks will be created – one for internal Lake County stakeholders and the other for external fund recipient stakeholders with detailed compliance guidelines.

Task 3 Estimated Hours: 100 to 120

Task 4 - Support Subgrantee Funding Process

BRONNER will support Lake County with the development of relevant materials and documents for the use in allocating/awarding funds to sub-recipients. There are several options that may be used based on the specific nature of the subrecipient, including, but not limited to, accepting applications from any entity, inviting specific entities to submit applications, and selecting an entity to receive funding based on community needs. For example, BRONNER can assist with the creation of a funding application to ensure data collected from those seeking funds helps the Lake County Board maximize the value to Lake County and the eligibility is confirmed. The applicant would be asked about the availability and other sources of funds.



Example of Subrecipient Checklist

These application materials will be prepared in collaboration with the Lake County Board and staff to balance the need for background data on potential sub-recipients with the understanding that many organizations are faced with unique staffing and operational challenges due to COVID-19.

A diagnostic tool with the relevant funding evaluation criteria selected by Lake County will be created. The tool will enable the Lake County Board to consistently evaluate applicants and funding candidates based on a standard set of data points.

Task 4 Estimated Hours: 60 to 80

Task 5 - Guidelines and Training for Internal and External Stakeholders

BRONNER will develop guidelines and training materials for both internal and external stakeholders pertaining to OMB Uniform Grant Guidance (UGG) and other applicable regulatory requirements related to COVID-19 recovery and relief funds.

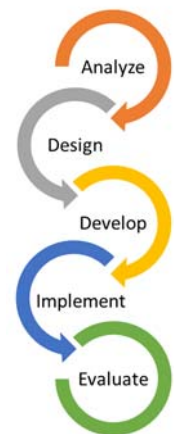
The reference guidelines will include Frequently Asked Questions (FAQ) and “at-a-glance” guideline documents pertaining to COVID-19 response and recovery funds.

It is currently anticipated that the first webinars will be delivered live and recorded. The materials will also be available as a PowerPoint or recorded webinar by chapter for stakeholders to use in the future. A requirement to complete the training module and/or test for competence will be discussed with Lake County as an extra level of assurance that subrecipients are aware of requirements.



In its training engagements, BRONNER develops training through the proven methodology of the ADDIE approach:

- Analyze Goals and Audience - Define the specific goals of the training
- Design Curriculum - Develop customized training plans for each of session
- Develop Materials - Develop the specific course materials
- Implement Training – Conduct webinar training
- Evaluate Effectiveness – Attendees will be able to provide feedback on where the webinar needs improvement



Task 5 Estimated Hours: 120 to 160

Task 6 – Ad Hoc Support

Given the fast moving nature of the guidance associated with Coronavirus Relief Funds and the needs of the Lake County community in response to COVID-19, BRONNER has budgeted contingency within the proposal to serve as a resource to Lake County for technical assistance and guidance on use of any funding from the federal government or other potential funding sources that become available.

Task 6 Estimated Hours: 40 to 56

Phase 2 – Implementation Support (OPTIONAL)

Following the delivery of the services outlined in the above tasks, BRONNER can perform additional services to support with implementation of the compliance framework and training. Phase 2 implementation support may include developing a risk-based internal review plan, assisting with tracking and reporting the use of funds, and monitoring compliance of those entities that receive funds. Additionally, analysis of new federal or state COVID-19 funding opportunities sources may be required. BRONNER can provide these types of additional services based on a new scope of work.

Summary of Estimated Hours

Task	Estimated Hours
Task 1: Project Initiation and Management	12
Task 2: Prioritization of Funding Research	36 – 52
Task 3: Develop Compliance Framework	100 – 120
Task 4: Support Subgrantee Funding Process	60 – 80
Task 5: Develop Stakeholder Guidelines and Training	120 – 160
Task 6: Ad Hoc Support	40 – 56
Phase 2: Implementation Support (Optional)	TBD
Estimated Total Hours	368 - 480

BRONNER Overview and Experience

Established in 1987 by Gila Bronner, the firm is focused exclusively on providing strategy, transformation, and accountability services to government. Over the last 32 years, BRONNER has served more than 500 government clients at the federal, state, and local levels across a broad range of sectors, including housing. BRONNER has built this network of clients through its mission – *to optimize the business of government* – and its holistic approach that evaluates each client’s unique set of challenges and opportunities, and designs solutions to meet those needs. BRONNER is a certified Women Business Enterprise (WBE).

By focusing exclusively on the public sector, BRONNER has developed proven comprehensive insights of the issues and solutions most relevant to its clients. BRONNER approaches projects holistically to deliver impactful, sustainable effects to a clientele that spans the full spectrum of public sector entities, including the following sectors:

- General Purpose Governments
- Public and Affordable Housing
- Education
- Special Districts
- Transportation
- Health and Human Services
- Veterans Issues

BRONNER has extensive experience delivering services to county governments and understands the unique role counties serve in their communities. Over its 32-year history, BRONNER has provided strategy, transformation, and accountability services to approximately 24 county governments across the nation, including Lake County, as documented in “BRONNER’s Experience and Professional Resources” which is included as a separated Attachment.

The Attachment also provides detailed information regarding BRONNER’s relevant experience to

- Internal Controls Guidance and Coordination
- COVID-19 Response and Recovery Technical Assistance
- Federal Funds Compliance Monitoring
- Expense and Cost Tracking Guidance
- Internal Guidebook Development
- Funding Priority Alignment
- Reporting and Performance Measures Development
- Funding Portfolio Development
- Human Services Program Support

Project Team Organization

BRONNER is pleased to provide members of its senior leadership team for this engagement. Below is a list of the personnel available for the project. Detailed resumes are provided as the attachment, BRONNER’s Experience and Professional Resources.

Personnel and Role	Representative Experience
Gila Bronner, CPA Engagement Director	<ul style="list-style-type: none"> • Worked with several hundred government entities on full spectrum of Strategy, Transformation, and Accountability projects. • Recognized national expert on government management and accountability • Facilitated Lake County project to establish Board Rules pertaining to spending by Board members
Don Davis, MPA Project Manager	<ul style="list-style-type: none"> • Coordinated Chicago’s efforts to successfully qualify for FEMA and SBA disaster aid for four sewer floods and two snow emergencies. • Assisted City of Chicago and Chicago Housing Authority in developing the framework for ensuring compliance with ARRA requirements • Managed reporting and compliance for Chicago’s CDBG program

Personnel and Role	Representative Experience
Judith Carlin, JD Senior Consultant	<ul style="list-style-type: none"> • Project Manager and subject matter expert supporting COVID-19 response and recovery efforts for housing authority serving Cuyahoga County • Advising housing authorities on available resources and partnership opportunities for COVID-19 response and recovery efforts • Held leadership positions at multiple housing authorities in which she oversaw compliance monitoring and reporting for millions of federal funds distributed to agencies via HUD
Dan Hughes, MUPP Senior Consultant	<ul style="list-style-type: none"> • Served as project manager to deliver three Lake County projects - an organizational and operational assessment of the FAS Department, an assessment of the county’s P-Card program, and updates to Lake County Board Rules pertaining to spending by Board members • Serving as project manager to provide the Indiana Department of Revenue continued internal audit and internal controls consulting services
John Mahlstedt, CISA Senior Consultant	<ul style="list-style-type: none"> • Experienced audit professional who has evaluated internal control frameworks at a number of public and private sector organizations • Extensive experience evaluating control deficiencies and designing solutions to address primary risks
Matt D’Onofrio Consultant	<ul style="list-style-type: none"> • Supported three Lake County projects to Lake County - an organizational and operational assessment of the FAS Department, an assessment of the county’s P-Card program, and updates to Lake County Board Rules pertaining to spending by Board members • Served as assistant to the FEMA Regional Preparedness Officer to determine and build emergency preparedness capability throughout Region during hurricane season • Advising COVID-19 response and recovery efforts for housing authority serving Cuyahoga County
Lauren Ricci, MPA Consultant	<ul style="list-style-type: none"> ▪ Served as an internal auditor for Oakland Housing Authority with a focus on accountability, process efficiency, and compliance of a discretionary spending program focused on resident needs ▪ Served as consultant to perform an operational assessment of Los Angeles County Development Authority to identify opportunities to streamline service delivery
Mike Lynch, MPA Consultant	<ul style="list-style-type: none"> • Supported the design and roll out of an internal control framework initiative at the Indiana Department of Revenue to identify key internal controls and enhance internal controls • Conducting independent grant evaluations for US Department of Education grants for Rochester City School District
Kaitlin Homan, MSA Consultant	<ul style="list-style-type: none"> • Conducting independent grant evaluations for US Department of Education grants for Rochester City School District • Developed performance metrics for tracking progress of a Strategic Plan “Goal Tracker” for the St. Louis Housing Authority

Project Timing and Fees

BRONNER estimates this project will require approximately between 368 and 480 hours to complete. Project hours are fungible across resources and project tasks.

Estimated professional fees are between \$72,000 and \$96,000 based on the level of support requested by Lake County. Hourly rates for assigned BRONNER professionals are reflected below.

Personnel	Job Title	Engagement Position	Hourly Rate
Gila Bronner, CPA	President and CEO	Engagement Director	\$275
Don Davis, MPA	Director of Professional Services	Project Manager	\$225
Judith Carlin, JD	Senior Government Services Executive	Senior Consultant	\$200
Dan Hughes, MUPP	Government Services Manager	Senior Consultant	\$200
John Mahlstedt, CISA	Government Audit Executive	Senior Consultant	\$200
Matt D'Onofrio	Government Services Consultant	Consultant	\$165
Kaitlin Homan, MSA	Government Services Consultant	Consultant	\$165
Lauren Ricci, MPA	Government Services Consultant	Consultant	\$165
Mike Lynch, MPA	Government Services Consultant	Consultant	\$165

BRONNER is prepared to begin work immediately upon receipt of a Notice to Proceed.

* * * *

BRONNER is pleased to discuss the details of this proposal and any other specific Lake County concerns and considerations. We appreciate the opportunity to submit this proposal. If you have any questions or need additional information, please contact me directly at (773) 332-9638 or at ddavis@bronnertgroup.com.

Very truly yours,
BRONNER GROUP, LLC



Don Davis
Director of Professional Services

BRONNER
ACCOUNTABILITY AND CONTROL FRAMEWORK
EXPERIENCE AND PROFESSIONAL RESOURCES

PREPARED FOR:
LAKE COUNTY, ILLINOIS
MAY 2020

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BRONNER Overview

Bronner Group, LLC (BRONNER) was established in 1987 by Gila J. Bronner as a professional services firm focused exclusively on providing strategy, transformation, and accountability services to the public sector. For more than 32 years, BRONNER has served more than 500 government clients at the federal, state, and local levels across a broad range of sectors. BRONNER has built this network of clients through its mission – to optimize the business of government – and its holistic approach that evaluates each client's unique set of challenges and opportunities, and designs solutions to meet those needs.

Headquartered in Chicago, BRONNER has worked extensively with the governments in the Chicago region including Lake County.

BRONNER County Government Experience

BRONNER has extensive experience delivering services to county governments and understands the unique role counties serve in their communities. Over its 32-year history, BRONNER has provided strategy, transformation, and accountability services to a number of county governments across the nation, including Lake County. BRONNER is well versed in the unique challenges and responsibilities facing county leaders. Below is a representative sample of BRONNER's past county government clients.

- Lake County, IL
- Cook County, IL
- DuPage County, IL
- Kane County, IL
- McLean County, IL
- Sangamon County, IL
- Will County, IL
- Marion County, IN
- Los Angeles County, CA
- Marin County, CA
- San Bernardino County, CA
- Santa Clara County, CA
- Yolo County, CA
- Milwaukee County, CA
- Racine County, WI
- Waukesha County, WI
- Cuyahoga County, OH
- Lucas County, OH
- Clark County, OH
- Boulder County, CO
- El Paso County, CO
- Jefferson County, AL
- Ozawkie County, KS
- San Miguel County, NM

BRONNER has worked with Lake County on a range of strategy, transformation, and accountability and projects over the last twenty years including a review of the county's Purchasing Card (P-Card) program, the development of updated Board rules pertaining to spending by Board members, and an organizational and operational assessment of the FAS Department. These projects provide BRONNER with a familiarity of Lake County's financial processes and stakeholders.

A comprehensive summary of BRONNER's past relevant client work directly related to this project is provided on the following pages.

Internal Controls Guidance and Coordination	
Client	Services
Lake County, IL	<ul style="list-style-type: none"> Conducted a comprehensive organizational and operational assessment of the Finance and Administrative Services (FAS) Department across its six divisions, including an assessment of the Department's organizational structure, its enterprise risk management and internal controls framework, and its internal audit function. Assessed Lake County's current P-Card policies, procedures, internal controls, and usage practices for all P-Card holders.
Cook County	Assessed and recommended procedural and internal control enhancements to the President's Office of Employment Training's contract monitoring and financial report review functions. Developed technical assistance materials and delivered appropriate training of governmental accounting and financial reporting requirements.
Illinois Department of Central Management Services	Authored the Fiscal Control and Internal Auditing Act's Internal Control Evaluation and Certification Guidelines and created and facilitated separate training programs for Chief Executive Officers, internal auditors and line managers to ensure effective implementation of the Act.
Enterprise Community Partners	Developed and provided training on OMB Uniform Grants Guidance to ECP managers. Training included an overview of internal control principles, administrative requirements for internal controls, controls related to grants and procurement.
City of Los Angeles Controller's Office	Developed a Framework and Implementation Guidelines for Internal Control over External Financial Reporting following an assessment of internal controls over external financial reporting. Provided training to City staff on the revised framework and methods for implementing the framework.

COVID-19 Response and Recovery Technical Assistance	
Client	Services
Cuyahoga Metropolitan Housing Authority	Providing ongoing, full life cycle support to CMHA's response and recovery efforts to COVID-19 by identifying best practices in communication, facilities and sanitation, and public health. Deliverables include a facilities tool, memos on response and compliance with public health orders, stakeholder engagement plans, funding and partnership reviews.
Springfield Metropolitan Housing Authority	Providing operational and technical assistance, support on response and recovery efforts for COVID-19. Engaged local government and nonprofit partners to coordinate unified messaging, transition to limited remote delivery services, and community safety. Established SMHA Safety Committee to promote coordination and situational awareness in critical response, and to obtain consensus on response activities taken.

Guidelines for Federal Funds Compliance Monitoring	
Client	Services
City of Chicago	<ul style="list-style-type: none"> Developed a compliance requirements matrix and monitored compliance with the American Reinvestment and Recovery Act (ARRA). Developed grant reporting templates for City departments to ensure compliance and documentation. Assessed HUD funded programs (CDBG, HOME) to ensure they were compliant with federal requirements.
Chicago Housing Authority	<ul style="list-style-type: none"> Documented and interpreted federal OMB and HUD guidance for the ARRA. Developed a Compliance Plan for CHA's compliance with ARRA. Provided training to CHA staff, developed policies on ARRA requirements for Buy American. Performed inventory of federal reporting requirements to HUD and developed requirements for report tracking system.
School District of Philadelphia	<ul style="list-style-type: none"> Conducted a Grants Financial Management Functional Review which assessed compliance roles and responsibilities across departments. Developed a Grants Management Handbook for staff to ensure compliance with federal grant requirements throughout the grant lifecycle.
Philadelphia Housing Authority	Conducted an organizational assessment of the Office of Compliance following the allocation of ARRA funding. The project compared current operations against best practices within the audit, investigatory, and program compliance fields. Areas assessed included internal controls, policies and procedures, organizational structure, and staffing qualifications.
Georgia State Treasurer's Office	Performed Cash Management Investment Act attestation regarding state's drawdown of federal grant dollars.
Enterprise Community Partners	Developed and provided training on OMB Uniform Grants Guidance to ECP managers.

Expense and Cost Tracking Guidance	
Client	Services
Lake County, IL	Facilitated an evaluation and revision of the Lake County Board Rules of Order and Operating Procedures, with a focus on Member spending policies, and spend reporting and categories.
Illinois Department of Human Services	Developed cost reporting guidelines and delivered attendant training to department staff.
Housing Authority of the City of El Paso	Evaluated agency's ARRA related expenditures to ensure compliance with federal regulations.

Internal Guidebook Development	
Client	Services
New Mexico Department of Homeland Security and Emergency Management	Reviewed financial controls over Homeland Security grants, developed a web-based grants management application, developed comprehensive grants management checklists for each program, and provided training content for trainers.
Enterprise Community Partners	Drafted comprehensive grant, contract, and procurement policies and procedures for federal and non-federal funds.
New York City Housing Authority	Created a Finance Manual of policies and procedures.
City of Los Angeles Controller's Office	Developed a Framework and Implementation Guidelines for Internal Control over External Financial Reporting following an assessment of internal controls over external financial reporting. Provided training to City staff on the revised framework and methods for implementing the framework.
U.S. General Services Administration Office of Property Development	Reviewed the Office's operational processes and developed a revisable Operating Manual.
School District of Philadelphia	Developed a Grants Management Handbook to ensure compliance with federal grant requirements throughout the grant lifecycle.

Reporting and Performance Measures Development	
Client	Services
Facilitated strategic plans for 15+ government entities	Developed "Goal Tracker" with performance metrics for monitoring implementation of strategic plans.
Los Angeles City Controller	Assessed and developed process improvement recommendations used by City departments and the Controller for financial reporting and CAFR development. Developed a Framework for Internal Controls over External Financial Reporting.
Metropolitan Water Reclamation District of Greater Chicagoland	Identified industry standards and benchmarks for use in developing performance measurements.

Funding Priority Alignment	
Client	Services
Regional Transportation Authority	Facilitated board discussion on how capital funds can be distributed to support State of Good Repair.
Lucas Metropolitan Housing Authority	Developed a framework for ongoing pursuit of alternative revenue and funding sources based on the agency's strategic plan and created an Alternative Revenue Plan to establish an internal framework for pursuit of alternative funds.

Funding Portfolio Development	
Client	Services
Cook County Department of Highways and Transportation	Conducted policy analysis of multi-modal transportation alternatives and developed project evaluation tools to prioritize the evaluation and selection of projects and policies for implementation.
Cap Metro (Austin)	Conducted policy analysis to prioritize the evaluation and selection of projects and policies for implementation.
Lucas Metro Housing Authority	Developed comprehensive guide to identifying and assessing alternative revenue sources.
Philadelphia Housing Authority	Assisted PHA with finding financial and donated resources to support the Vaux school and resident service programs.

Human Services Program Support	
Client	Services
Illinois Department of Children and Family Services	<ul style="list-style-type: none"> Performed Department diagnostic management audit, including overall agency management and structure review, business management review, and child welfare program/services review for Cook County Regional Office. Following audit, developed internal controls. Provided subgrantee accountability and oversight services, including conducting provider cost reporting and financial statement review services.
Illinois Department of Public Health	Conducted a government-to-government service and mandate analysis of local health departments using a comprehensive survey tool and improvement plan. Assessed compliance reporting, technology, business processes, and customer service.
Massachusetts Department of Public Health	Assessed the Department's Center for Emergency Preparedness, assessing its effectiveness and overlap with the Massachusetts Emergency Management Agency.
Georgia Office of the Governor	Facilitated planning for re-alignment of human service system and reviewed Financial Management/ Federal Funds functions.
U.S. Department of Veterans Affairs	Developed financial processes for grants related to the Paralympic Games.

Since its founding in 1987, BRONNER has been selected by more than 500 different government units to respond to strategic and day-to-day operational challenges. BRONNER's extensive list of clients includes:

FEDERAL	Center for Disease Control	Department of the Interior	General Services Administration	Small Business Administration
	Department of Health and Human Services	<ul style="list-style-type: none"> Indian Affairs 	Government Printing Office	United States Holocaust Memorial
	Department of Housing and Urban Development	<ul style="list-style-type: none"> Indian Education 	House of Representatives	Vice President
	<ul style="list-style-type: none"> Public and Indian Housing 	Department of Justice	Presidential Personnel	
	<ul style="list-style-type: none"> Bureau of Prisons 			
STATE	Commonwealth of Massachusetts	State of Illinois	Mental Health and Developmental Disabilities	State of New Mexico
	Children and Families	Accounting	Professional Regulations	Health
	Emergency Management Agency	Administrative Office of the Illinois Courts	Public Aid	Homeland Security and Emergency Management
	Housing and Community Development	Alcoholism and Substance Abuse	Public Health	Veterans Services
	MassHousing	Auditor General	Regional Library for the Blind and Physically Handicapped	State of New York
	Public Health	<ul style="list-style-type: none"> Center for Rehabilitation and Education 	Revenue	Board of Education
	Transportation	<ul style="list-style-type: none"> Chicago State University 	Southern Illinois University	Comptroller
	Commonwealth of Pennsylvania	<ul style="list-style-type: none"> Chicago State University Foundation 	<ul style="list-style-type: none"> WSIU Public Broadcasting 	Division of the Budget
	Human Services	<ul style="list-style-type: none"> LaSalle Veterans Home 	Secretary of State	Health
	Transportation	<ul style="list-style-type: none"> Law Enforcement Training and Standards Board 	<ul style="list-style-type: none"> Drivers/Vehicle Services 	Homes and Community Renewal
	Commonwealth of Puerto Rico	<ul style="list-style-type: none"> Liquor Control Commission 	Student Assistance Commission	Power Authority
	Children and Families	<ul style="list-style-type: none"> Northern Illinois University (NIU) 	Toll Highway Authority	State Lottery
	Consumer Affairs	<ul style="list-style-type: none"> NIU Alumni Association 	Transportation	State University of New York (SUNY)
	Education	<ul style="list-style-type: none"> NIU Foundation 	University of Illinois	State of North Carolina
	Retirement	<ul style="list-style-type: none"> Pontiac Correctional Center 	State of Indiana	Library System
	State of Arkansas	<ul style="list-style-type: none"> Quincy Veterans Home 	Bureau of Motor Vehicles	State of Oklahoma
	Rock Region Metropolitan Transit Authority	<ul style="list-style-type: none"> River Correctional Center 	Family Social Service Administration	Management and Enterprise Solutions
	Transportation	<ul style="list-style-type: none"> State Board of Investment 	Public Employees Retirement Administration	State of Tennessee
	State of Florida	<ul style="list-style-type: none"> Youth Center – Pere Marquette 	Revenue	Education
	Transportation	<ul style="list-style-type: none"> Youth Center – St. Charles 	State Board of Accounts	Health
	State of Georgia	Banks and Real Estate	State of Louisiana	State of Vermont
	Education	Board of Regents University System	Recovery School District	State Auditor
	Employees' Retirement System	Capital Development Board	State of Maine	State of Wisconsin
	Labor	Center for Rehabilitation and Education	Procurement Services	Employee Trust Funds
Office of the Governor	Central Management Services	State of Michigan		
Planning and Budget	Children and Family Services	Office of the Governor		
Secretary of State	Commerce Commission	State of Minnesota		
State Auditor	Commerce and Community Affairs	Management, Analysis and Development		
Human Services	Comptroller	State of Nebraska		
<ul style="list-style-type: none"> Aging 	Corrections	Administrative Services		
<ul style="list-style-type: none"> Child Support Services 	Criminal Justice Information Authority	State of New Hampshire		
<ul style="list-style-type: none"> Commissioner 	Development Finance Authority	Comptroller		
<ul style="list-style-type: none"> Family and Children Services 	Emergency Management Agency			
<ul style="list-style-type: none"> Financial Services 	Employment Security			
<ul style="list-style-type: none"> Mental Health, Developmental Disabilities, and Addictive Diseases 	Finance Authority			
<ul style="list-style-type: none"> Public Health 	Financial Institutions			
<ul style="list-style-type: none"> Regulatory Services 	Gaming Board			
Technology Authority	Human Services			
Transportation	Insurance			
Treasury and Fiscal Services	Library			
	Office of the Lieutenant Governor			

LOCAL	Boulder County, CO	Fleet Management General Services Graphics and Reproduction Health Housing Human Relations Human Resources Human Services Independent Police Review Authority Innovation and Technology Inspector General Law Mayor's Office Planning and Development Personnel Police Procurement Services Public Health Public Library Revenue Special Events Streets and Sanitation Transportation Treasurer Water Management Workforce Development Zoning and Land Use Planning	City of Indianapolis, IN Mayor's Office Parks and Recreation	Kane County, IL			
	City of Atlanta, GA Hartsfield-Jackson International Airport Watershed Management		City of Los Angeles, CA Controller Finance Port of Los Angeles Public Works	Lake County, IL			
	City of Boston, MA Housing and Community Development Management Information Systems		City of Phoenix, AZ Housing	McLean County, IL Clerk of the Court			
	City of Chicago, IL Administrative Hearings Aging Animal Care and Control Aviation Budget and Management Buildings Business Affairs and Consumer Protection Business and Information Services Children and Youth Services City Clerk City Council Committee on Finance Compliance Comptroller Construction and Permits Cultural Affairs Emergency Management and Communications Environment Ethics Family and Support Services Finance Fire	City of Bloomington, IL	County of Los Angeles, CA	New York City, NY Buildings Health and Hospitals Corporation			
		City of DeKalb, IL	DuPage County, IL Data Processing Department Environmental Concerns	Ozawkie County, KS			
		City of Guaynabo, PR	El Paso County, CO	Racine County, WI			
				Sangamon County, IL Office of the Sheriff			
				Township of Natick, MA			
				Township of Schaumburg, IL			
				Village of Arlington Heights, IL			
				Warren Township, IL			
				Waukesha County, WI Accounting			
			Will County, IL Forest Preserve District				
			Yolo County, CA				
EDUCATION	Atlanta Public Schools Broadcasting Board of Regents University System Bridgeport Public Schools Center for Rehabilitation and Education Chicago Public Schools Chicago State University Chicago State University Foundation	Georgia Department of Education Illinois Student Assistance Commission Indianapolis Public Schools Los Angeles Unified School District Louisiana Recovery School District New York City Public Schools Newark Public Schools	Northern Illinois University (NIU) NIU Alumni Association NIU Foundation Puerto Rico Department of Education Rochester City School District Southern Illinois University • WSIU Public Broadcasting	School District of Philadelphia State University of New York (SUNY) SUNY Research Foundation University of Georgia University of Illinois University of New Mexico University of Pennsylvania			
	HOUSING	Albany Housing Authority Atlanta Housing Authority Baltimore Housing Code Enforcement Division Boston Department of Housing and Community Development Boston Housing Authority Chicago Coalition for the Homeless Chicago Department of Family and Support Services Chicago Department of Housing and Economic Development Chicago Housing Authority City of Phoenix Housing Department Cuyahoga Metropolitan Housing Authority Detroit Housing Commission District of Columbia Housing Authority	Enterprise Community Partners Fort Worth Housing Solutions Housing Authority Baltimore City Housing Authority Birmingham District Housing Authority City of Brownsville Housing Authority City of Daytona Beach Housing Authority City of El Paso Housing Authority City of Los Angeles Housing Authority City of Milwaukee Housing Authority City of San Jose Housing Authority County of Cook Housing Authority County of Los Angeles Housing Authority County of Marin Housing Authority County of San Bernardino Housing Authority County of Santa Clara Indianapolis Housing Authority Jersey City Housing Authority	Knoxville's Community Development Corporation Lexington Housing Authority Los Angeles Community Development Authority Los Angeles LOMOD Corporation Louisville Metropolitan Housing Authority Lucas Metro Housing Authority MassHousing Massachusetts Department of Housing and Community Development Minneapolis Public Housing Authority Morristown Housing Authority Moving to Work Agencies New Bedford Housing Authority New York City Housing Authority New York State Homes and Community Renewal	Newark Housing Authority Non-profit Housing Association of Northern California Oakland Housing Authority Omaha Housing Authority Phoenix Housing Department Rochester Housing Authority Philadelphia Housing Authority Providence Housing Authority Springfield Metropolitan Housing Authority San Antonio Housing Authority San Francisco Housing Authority San Miguel County Housing Authority St. Louis Housing Authority U.S. Department of Housing and Urban Development Village of Cuba Housing Authority		
		TRANSPORTATION	Arkansas Department of Transportation Atlanta Hartsfield-Jackson International Airport Birmingham Jefferson County Transportation Authority Cape Cod Regional Transit Authority Capitol Metropolitan Transportation Authority Chicago Department of Aviation Chicago Department of Transportation Chicago Transit Authority	Cook County Department of Highways and Transportation Florida Department of Transportation Fort Wayne Airport Authority Georgia Department of Transportation Illinois Department of Transportation Illinois State Toll Highway Authority Indiana Bureau of Motor Vehicles Ithaca Tompkins County Transportation Commission Massachusetts Bay Transportation Authority	Massachusetts Department of Transportation Metra Metropolitan Transportation Authority Milwaukee County Department of Transportation Milwaukee County Transit System New Hampshire Department of Transportation Niagara Frontier Transportation Authority Northeast Ohio Area-wide Coordinating Agency	Northern Indiana Commuter Transportation District Pennsylvania Department of Transportation Port of Los Angeles Rock Region Metropolitan Transit Authority Regional Transportation Authority Southeastern Pennsylvania Transportation Authority Town of Natick, MA	
			OTHER	Central United States Earthquake Consortium Chicago Multitype Library System Chicago Park District Cook County Forest Preserve	Illinois Commerce Commissions Long Island Power Authority Metropolitan Mayor's Caucus Metropolitan Pier and Exposition Authority	Metropolitan Water Reclamation District New York Power Authority North Suburban Library System North Suburban Library Trust	Northern Illinois Library System Omni Healthcare Public Building Commission SGA Youth and Family Services

Gila J. Bronner, CPA

Gila J. Bronner is President and CEO of Bronner Group, LLC (BRONNER), a woman-owned, multi-disciplined professional services company that delivers comprehensive strategy, transformation, and accountability consulting services to state and local governments, federal agencies, and government-related organizations. Throughout her distinguished career, Ms. Bronner has assisted several hundred government entities throughout the United States and Puerto Rico in streamlining business practices, implementing improved internal controls, and developing strong public oversight mechanisms.

Ms. Bronner is highly respected by government lawmakers and regulators as an expert on auditor independence and related accountability and internal control issues and is a nationally recognized authority on government compliance and oversight. She has written and lectured extensively on the subjects of auditor independence, government efficiency and reform, grants management, and government accountability. She is also a recognized thought leader on public sector governance.

Ms. Bronner has comprehensive experience as a board member and deep knowledge of institutional governance. She currently serves or has served on numerous civic and professional boards, as well as several independent oversight and advisory commissions. In addition, she has assisted many governments and government-related organizations with identification and selection of candidates for both independent boards and commissions, as well as full-time senior executive positions.

Appointments/Professional Affiliations

Pursuant to a Presidential appointment, Ms. Bronner served as a member of the governing council of the United States Holocaust Memorial Museum. Her leadership roles at the Museum have included chairing the Museum's Audit and Finance Committees and serving as a member of the Museum's Executive, Investment, Ad-Hoc Search, and Strategic Planning Committees. In 2016, Ms. Bronner began a 5-year term as a member of the Federal Accounting Standards Advisory Board (FASAB). Gila was also selected as an initial member of the National Aeronautics and Space Administration's (NASA) Advisory Council Financial Audit Committee (FAC) and serves on the Board of Advisors for the Data Coalition, the only trade association that advocates data reform for the U.S. Government.

At the state level, Ms. Bronner has consulted to numerous state governments across multiple disciplines. Additionally, she has provided pro-bono assistance through service on state boards and commissions including: Illinois Finance Authority as vice chair of the Board of Directors, chair of the Audit, Budget, Finance, Investment and Procurement committee, and member of the Governance, Personnel, Legislation and Ethics committee; the former Illinois State Government Accountability Council; and, the Illinois Comptroller's Local Government Advisory Board.

Over her 30-plus year career, Ms. Bronner has been an active national leader in the public accounting profession. She was a member of the Board of Directors of the American Institute of CPAs (AICPA) where she served as a key liaison to federal government oversight bodies and as a member of the Executive Committee of AICPA's Political Leadership Cabinet. She is also a member of the Illinois CPA Society (ICPAS) for which she served as: Chairman of the Society's Regulation and Legislation Committee; its Legislative Contact Program; a member of the Board of Directors; an officer of its political action committee; and, a member of the ICPAS Ethics Committee. Gila was also a member of the Board for the University of Illinois Office of Governmental Accounting Research and Education. For two consecutive years, *Accounting Today*, named Ms. Bronner one of the top 100 most influential people in accounting.

Prior to forming BRONNER in 1987, Ms. Bronner was a Manager for Governmental Consulting at KPMG Peat Marwick and Director of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting Program. Ms. Bronner also provided staff support to the National Council on Governmental Accounting (the predecessor body to the Governmental Accounting Standards Board).

Education

Ms. Bronner received her Bachelor of Science degree in Accounting from the University of Illinois where she was elected to "Who's Who in American Colleges and Universities." She was inducted into the University's College of Business Administration's Institute for Entrepreneurial Studies Hall of Fame and presented with the "Distinguished Graduate Award". She is a member of the University of Illinois, College of Business Administration Alumni Leadership Academy and its Accounting Advisory Committee.

Ms. Bronner is a licensed certified public accountant in Illinois, Indiana, California, Florida, Georgia, New York, and Pennsylvania. She is also a member of the California Society of CPAs, Georgia Society of CPAs, Illinois CPA Society, Massachusetts Society of Certified Public Accountants, New York State Society of CPAs, the Greater Washington Society of CPAs, and the Pennsylvania Society of CPAs.

Don Davis, MPA

Mr. Don Davis is Director of Professional Services at BRONNER with over 30 years of extensive experience working with state and local governments. Mr. Davis managed numerous federal grant funded programs for the City of Chicago including qualifying and administering federal disaster assistance and managing the compliance and financial reporting for the Community Development Block Grant program. For the last twelve years, Mr. Davis has worked for BRONNER consulting with government agencies throughout the United States on ways to optimize their effectiveness.

Examples of Mr. Davis's areas of expertise include:

- Disaster Recovery
- Community/Economic Development
- Alternative Revenue/Resources
- Finance/Budgeting
- Grant Management
- Program Evaluation
- Internal Audit/Compliance
- Organizational Assessments

Lake County, IL

- Conducted organizational and operational review of Finance and Administrative Services Department, including a review of grants management and internal compliance functions

Cuyahoga Metropolitan Housing Authority

- Providing ongoing advising and technical assistance to support CMHA's COVID-19 response and recovery efforts
- Developed a facilities and sanitation assessment and tracking tool for staff and property managers to monitor sanitation, social distancing, and related COVID-19 precautions

City of Chicago Office of Budget and Management – Disaster Recovery Coordinator

- Coordinated Chicago's efforts to qualify for FEMA and SBA disaster aid for four sewer floods and two snow emergencies resulting in \$24 million to the City and \$278 million to residents
- Wrote successful grant application for \$900,000 in HUD Disaster Recovery Assistance
- Documented 1992 Freight Tunnel Flood costs to obtain \$9 million in FEMA funds
- Managed grant application to obtain \$10 million in mitigation funds for "Rain Blocker" solution

City of Chicago Office of Compliance/Internal Audit

- Recommended approaches to improve how the City tracks employee time spent on grants
- Assisted in developing the framework for ensuring compliance with ARRA requirements
- Developed and implemented change management plan for centralizing invoice processing
- Assessed compliance with HUD regulations by Dept. of Housing and Economic Development

City of Chicago Office of Budget and Management – CDBG Compliance and Reporting

- Managed reporting and compliance for CDBG and related programs
- Led the development of the City of Chicago's first Consolidated Plan
- Created and implemented a standardized application and contracting process for hundreds of City sub-recipients receiving HUD's Community Development Block Grant (CDBG) funding

City of Chicago Department of Human Services

- Managed the City's homeless system housing 6,000 people in emergency shelters, transitional shelters, second stage housing and Shelter Plus Care housing
- Created 2 new shelters, 2 substance abuse recovery programs, and 6 "Family First" units for CHA non-leaseholders facing eviction during the CHA's transformation initiative by combining CHA's capital funding with the City's HUD funding, non-profit funding, and private sector funding

City of Chicago Mayor's Office of Intergovernmental Affairs

- Prepared major revision to the Legislative Liaison's Handbook delineating responsibilities, summarizing the legislative process, and providing a standardized format for analyzing costs, benefits, and political implications of all proposed City Council legislation

Chicago Public Building Commission

- Prepared policies and procedures related to fraud risk assessment, financial internal controls, entity wide risk assessment and several personnel issues

Enterprise Community Partners

- Reviewed organization of grants and contract management functions
- Recommended new organizational structure and provided implementation support to grants, contracts and monitoring functions
- Developed and provided training on Section 4 and Uniform Grant Guidance

Illinois Department of Employment Security

- Oversaw five direct service divisions (Field Operations, Employment Services, Unemployment Insurance, Revenue, and Economic Information and Analysis)

Chicago Housing Authority

- Advised the CHA on compliance and reporting issues related to Stimulus funds
- Assisted CHA Finance Division in transition to an asset management system
- Conducted compliance and performance audits

Village of Antioch Illinois

- Served as Village's first Community Development Director working on downtown revitalization and planning initiatives.

EDUCATION

Mr. Davis received his Master of Public Administration with a concentration in Urban Management from Northern Illinois University, and his Bachelor of Arts degree in History from the University of Illinois.

PROFESSIONAL ASSOCIATIONS

- Member of International City/County Management Association
- Member of National Association of Housing and Redevelopment Organizations
- Member of National Institute of Governmental Purchasing

Judith Carlin, JD

Judith Carlin is a Senior Governmental Consultant with BRONNER, qualified in all facets of public housing authority functions including development, HCV programs, real estate acquisition and disposition, low-income housing tax credit applications, and operations. An experienced policy advocate, Ms. Carlin has had success conducting community engagement conversations on issues relating to poverty, health disparities, neighborhood planning, and diversity within PHAs.

As the former Chief Executive Officer of the Omaha Housing Authority (OHA), Ms. Carlin has led the implementation and adoption of policies that built stronger and more resilient communities. A strategic problem solver and relationship builder, she has had profound success resolving agency issues which resulted in a \$1.4 million return from HUD during her time at OHA. She coordinated the 2018 Choice Neighborhood Initiative(CNI) application with the City of Omaha resulting in award of a Choice Neighborhood Initiative (CNI) Implementation grant supporting redevelopment of OHA's Spencer Homes Development.

Examples of Ms. Carlin's areas of expertise include:

- Financial Management
- Budget Development
- Policy Development & Implementation
- Regulatory Compliance
- Organizational Development
- Strategic Planning
- Human Resource Management

Ms. Carlin's professional experience includes the following representative engagements:**Cuyahoga Metropolitan Housing Authority, OH**

- Project Manager and subject matter expert supporting COVID-19 response and recovery efforts
- Providing on-going advising on compliance with federal, state, and local public health orders
- Developing a facilities and sanitation assessment tool and tracker for COVID-19 safety
- Advising on available resources and partnership opportunities for response and recovery

Springfield Metropolitan Housing Authority, OH

- Project Manager and subject matter expert conducting agency data and policy review and interviews of staff and Board to identify organizational gaps and risk.
- Onboarding of Procurement staff including ground up development or procurement policy and procedures, and tracking to resolve longstanding agency issues and mitigate risk.
- Ongoing compliance and operational support.

New York City Housing Authority

- Served as subject matter expert on the KPMG/BRONNER team evaluating and making recommendations regarding the New York City Housing Authority (NYCHA) as required by the January 31, 2019 Agreement between HUD, NYCHA, and the City of New York.
- Conducted research, review, and analysis of industry best practices on governance, operations, development, and resident and community engagement.
- Conducted data review and analysis of NYCHA systems, policies, procedures, and management and personnel structures to identify areas of improvement.

- Conducted interviews and focus groups to assess engagement and organizational efficiency and contributed to final report documenting NYCHA's current state and recommendations for improvement.

Providence Housing Authority, RI

- Served on BRONNER team developing the Strategic Plan for the Providence Housing Authority
- Conducted research and analysis of Rhode Island housing trends and affordable housing needs.
- Conducted agency data review and analysis, surveys, interviews of staff and stakeholder groups to inform agency goals, tracking, and outcomes.

Omaha Housing Authority, CEO

- Corrected the Restricted Net Position (RNP)
- Resolved multiple outstanding PHARS (PHA Recovery and Sustainability) and QAD findings. The improved relationship with HUD will support the agency's continuous improvement and transparent operations.
- Worked with HUD, local government agencies, and community nonprofits to establish a Health and Housing Collaboration to support improved health outcomes for OHA residents and program participants.
- Generated a HUD, FEMA, multiple county, community and government housing disaster planning initiative.
- Responsible for day to day management of all housing authority functions.

Omaha Housing Authority, Deputy Director

- Responsible for day to day operation and supervision of the Human Resources, Legal Affairs and Public Housing Operations.
- Provided direct supervision to Senior Staff including Directors of Planning and Development, Human Resources, Public Safety and Public Housing Operations.
- Directly involved in capital planning, real estate acquisition, demolition and disposition planning, strategic planning, compliance, development, procurement, capital planning, labor negotiations and employee relations.

Youngstown Metropolitan Housing Authority, Attorney/Director of Human Resources

- Responsible for the direction, coordination and overall management of the Office of Legal Affairs including Human Resources, Procurement and Contracting.
- Responsible for employee recruitment, management training/development, employee relations and labor relations. Responsible for the coordination and administration of FMLA, FLSA, HIPAA, COBRA, OPERS benefits and worker's compensation.
- Served as primary negotiator for all collective bargaining unit agreements with each of agency's four represented unions and manage all other labor issues including disciplinary actions, suspensions and terminations.
- Provided legal advice and counsel to the Executive Director on all aspects of Agency operations including public housing, housing choice voucher program, development including LIHTC, labor and employment law, Board relations and crisis management and procurement.

Education

Ms. Carlin received a Juris Doctor from Cleveland State University, Cleveland, Ohio. She received her Master of Arts in Audiology from Case Western Reserve University, Cleveland, Ohio. She also received a Bachelor of the Arts in Speech Pathology from Ohio State University, Columbus, Ohio.

Daniel Hughes, MUPP

Mr. Hughes is a Government Services Manager with BRONNER. Mr. Hughes has more than 10 years of consulting experience that includes public sector management consulting and implementation and design of technology solutions for global financial institutions. He has broad-based expertise in operational assessments as well as public policy and strategic planning with background in the areas of public housing, community and economic development, and transportation policy/planning. Mr. Hughes is experienced in project management, supervising complex projects with numerous stakeholders in projects covering technology advancement, policy analysis, and planning at the local and state levels.

Examples of Mr. Hughes' areas of expertise includes:

- Strategic Planning
- Project Management
- Program Evaluation
- Stakeholder Analysis
- Quality Assurance/Quality Control
- Economic Development Policy

Mr. Hughes' professional experience includes the following:**Lake County Department of Finance and Administrative Services**

- Serving as project manager to deliver an organizational and operational assessment that will identify best principles and opportunities to ensure the department is appropriately structured to meet current and future needs

Lake County Office of County Administrator

- Served as project manager to deliver an assessment of the County's Purchasing Card (P-Card) program including a review of current policies, procedures, internal controls, and usage practices for all P-Card holders.
- Managed a sample test of P-Card transactions to evaluate compliance with established policies and procedures.
- Prepared a final report with process and controls recommendations that was presented to the Lake County Board Financial and Administrative Committee
- Served as project manager to facilitate an to update the Lake County Board's its governance rules related to board spending and allowable expenses that relate to constituent services that are documented within the Board Rules of Order and Operational Procedures
- Conducted benchmarking research and analysis to identify best practices and industry standards related to both Board Member spending and use of P-Cards for all county officials.

Indiana Department of Revenue

- Serving as project manager to provide the Department continued internal audit services and concurrently, work to enhance the function and build capacity of the internal audit function
- Conducted a comprehensive risk assessment through leadership interviews and surveys of external and internal risks that may impact the operations and management of the Department's key business functions, strategic objectives, and goals
- Developed an audit plan listing the Department's divisions, business functions to be reviewed

Santa Clara County Housing Authority

- Serving as project manager and business analyst to develop business continuity plans for the housing authority to mitigate the impacts of natural, manmade, and technological disasters
- Conducted business impact analysis interviews with all 18 functional units within the authority
- Maintained register of all operational risks identified through the business impact analysis and plan development processes

Cuyahoga Metropolitan Housing Authority

- Provided project management services, grant writing and subject matter expertise to the Authority as they developed and submitted an application for a HUD Choice Neighborhood Implementation grant; facilitated strategy meetings between the Authority and partner organizations; performed compliance audits and peer reviews against HUD's requirements
- Supporting implementation of CMHA Strategic Plan including maintenance of Goal Tracker

Chicago Housing Authority

- Served as project manager to assist CHA with the relaunch of a nonprofit affiliate including development of sources of alternative revenue streams as new lines of business, analysis of underutilized CHA-owned assets, and environmental scan of leading revenue generating practices within government agencies and public housing authorities
- Facilitated on behalf of CHA a procurement for wireless communication (cell tower) management services; created an RFP, identified potential vendors, collected responses and managed proposal evaluation process, led oral interviews with top vendors, and performed negotiations with winning vendors on critical contract terms

Housing Authority of the City of El Paso

- Conducted internal audit for HACEP's change order process for existing property development projects that spanned multiple departments including the executive office, procurement, legal, design & construction, and finance
- Reviewed internal policies, systems, contracts, and processes to identify opportunities for operational efficiencies and to ensure policies and systems are in compliance with federal, state and local policies

Education

Mr. Hughes received his Master of Urban Planning and Policy with a concentration in Economic Development from the University of Illinois at Chicago, College of Urban Planning & Public Affairs in Chicago, Illinois. Mr. Hughes received his Bachelor of Business Administration in Finance, with Highest Distinction from the University of Iowa, Tippie College of Business in Iowa City, Iowa.

Certifications

- Lean Six Sigma Green Belt
- Geospatial Analysis and Visualization

Professional Affiliations

Center for Neighborhood Technology Young Innovators
Young Professionals in Transportation – Chicago Chapter
Transport Chicago – Treasurer

John Mahlstedt, CISA

Mr. John Mahlstedt is an Internal Audit Executive at BRONNER operating as a key member of our government internal audit segment. Mr. Mahlstedt has over 18 years professional private-sector experience serving over 12 years in Internal audit, with seven of those in audit management. Mr. Mahlstedt areas of expertise include Audit process and team development, risk assessment, fraud investigation, and Efficiency and Effectiveness of Operations. He is a strategic thinker able to distill large bodies of information to identify significant business processes to drive the review of such processes, recommending improvements and solutions.

Examples of Mr. Mahlstedt's areas of expertise include:

- Internal Audit Management
- Operations Management
- Sarbanes Oxley
- Inventory Management
- Global Sourcing
- Contract Performance Audits
- Fraud Investigations

Mr. Mahlstedt's professional experience includes the following representative engagements:**Bronner Group, LLC – Indiana Department of Revenue***Internal Audit Executive*

- Conducting an assessment of the Department's Internal Audit Standards and practices to identify opportunities for operational and organizational enhancements; implementation is ongoing
- Providing internal audit consulting and planning services to facilitate the execution of audits from risk assessment through reporting
- Conducted a performance audit of the Department's procurement tracking system
- Assisting in the formalized risk assessment for the Internal Audit's annual audit plan.
- Assisting in the execution of audit's as needed beginning January 2019 to present in areas identified in the audit plan

IFG – Akorn Pharmaceuticals*Internal Audit Consultant*

- Conducted reviews of local service vendors for a pharmaceutical plant
 - Compared invoices to purchase orders to assess reasonableness of charges
 - Worked with the compliance group to determine the legitimacy and litigious history of vendors
 - Assessed compliance with procurement policies and procedures
 - Coordinated with the Business Process Owners to identify gaps and make recommendations for improvements
- Performed Pharmaceutical distribution center audit
 - Reviewed receiving, check-in, put-away, inventory and shipping processes for efficiency and effectiveness of operations
 - Reviewed adherence to policies with regards to high value inventory as well as Expired and Obsolete inventory
 - Reviewed adherence to controls with DEA guidelines where applicable
 - Reviewed security and asset protection standards for the facility and all assets

Axelon – Discover F.S.*Audit Specialist/Program Manager – SOX PMO*

- Audit Specialist in the Sarbanes Oxley Program Management Office (PMO) which is responsible for the monitoring and audit testing of significant business processes (controls)
- Facilitated “walkthroughs” (process reviews) with business leaders and external auditors to identify and review processes
- Executed testing of design and operating effectiveness to ensure processes were operating as intended
- Evaluate control deficiencies, and/or process breakdowns
- Develop remediation plans and analyzed impacts
- Performed process testing of key controls in Income Tax and Home Equity Loans, as well as multiple Information Technology controls for Credit card transaction posting and calculations

SEARS Holdings*Internal Audit Manager*

- Participated in company’s risk assessment process that resulted in annual audit plan
- Interviewed and on-boarding of team members
- Managed teams to create risk-based and Sarbanes Oxley “end to end” process reviews, including entity risk assessment, planning and controls review, test creations, field work, issue identification, remediation action recommendations
- Oversaw and drafted audit reports distributed to CEO, Audit Committee, and other senior corporate management
- Presented, or co-presented, findings to mid- and senior-level management
- Mentored and managed up to 9 direct report senior and staff auditors, leading project teams drawing from pool of approximately 40+ corporate, IT, and field auditors
- Managed Sarbanes Oxley (SOX) controls for expenditures, company level controls, merchandise inventory, company’s largest asset (\$8-10B), overseeing rationalization and optimization of SOX inventory controls from more than 130 controls down to 28 (over a 7-year period)
- Initiated and led department-wide Fraud Team comprised of corporate, IT, and field audit members, working with team members to create “audit universe” for high risk fraud areas.
- Supervised diverse array of audits and processes, including (but not limited to) Pharmacy operations, Human Resource compliance, both global and domestic quality assurance, international on-site Global Sourcing, inventory management, logistics, vendor and item set-up, vendor subsidy, loss prevention, pricing, and signing and sales frequency, Patriot Act

Education

Mr. Mahlstedt received his Bachelor of Arts in Business from the Richard Stockton College of New Jersey, Pomono, New Jersey.

Certifications

- Certified Information Systems Auditor (CISA) – active
- Certified Internal Auditor (CIA) – inactive
- Certified Fraud Examiner (CFE) – inactive

Matt D'Onofrio

Mr. D'Onofrio is a Government Services Consultant at BRONNER. He has over three years of experience conducting research, analysis, and assessment for government entities at the federal, state, and local levels. He has demonstrated an ability to provide objective and insightful analysis to government officials on critical topics such as emergency management, municipal services, and policymaking.

Examples of Mr. D'Onofrio's areas of expertise include:

- Emergency management and homeland security
- Risk assessment
- Organizational assessment
- Finance and administration
- Policies and procedures

Mr. D'Onofrio's professional experience includes the following engagements:**Lake County Department of Financial and Administrative Services (IL)**

- Supported the development of an organizational and operational assessment of the Department of Finance and Administrative Services
- Organized and analyzed survey response data from county staff
- Conducted benchmarking research of county government finance and administrative departments organization, staffing, and spending practices
- Prepared and revised multiple reports and presentations to the County Administrator

Lake County Office of the County Administrator (IL)

- Assisted in assessing the County Purchasing Card Program, and facilitated two public sessions with the County Board to update their County Board Spending and Constituent Services policy contained in the Board Rules of Order and Operational Procedure
- Conducted benchmarking research of county and local government purchasing card policies, audits, and reports to assess best practices
- Assisted in the development of project deliverables including final presentations and reports
- Benchmarked county and local governing board rules, policy, and procedure documents

Federal Emergency Management Agency (FEMA) Region V, National Preparedness Division

- Served as assistant to the Regional Preparedness Officer to determine and build emergency preparedness capability throughout FEMA Region V during the 2017 hurricane season
- Supported the publication of the FEMA Region V 2017 Regional Preparedness Report
- Analyzed, updated, and provided training/technical assistance to government stakeholders on Threat and Hazard Identification and Risk Assessment and State Preparedness Report data
- Assisted in the development of a Preparedness Capability Assessment methodology designed to help state and local governments make data-informed decisions
- Passed more than 20 courses provided by the FEMA Emergency Management Institute, a full list of which is included at the end of this document

Chicago Office of Emergency Management and Communications

- Supporting the development of a functional exercise and operational plan for the Chicago Complex Coordinated Terrorist Attack (CCTA) Program, a DHS funded program

- Wrote a Directives Assessment Report which analyzed 100+ plans, policies, and procedures to assess Chicago's preparedness capabilities to respond to a recovery from a CCTA, identifying core capability strengths and areas for improvement to be addressed in exercises and plans
- Documented and analyzed the results of a FEMA Strategy Workshop where City and County emergency management, public safety, and public health officials provided information on their plans and capabilities to response to a CCTA

Chicago Department of Aviation

- Served as exercise staff for a functional (simulator) and full-scale exercise (FSE) (Incident Command evaluator) at O'Hare International Airport
- Developed exercise materials: Exercise Plan, Controller/Evaluator Handbook, Volunteer Role Player Briefing and Volunteer Role Player exercise assignments and instructions for the FSE
- Contributed to and conducted QA of the After-Action Report/Improvement Plan for the FSE

Cuyahoga Metropolitan Housing Authority (CMHA)

- Providing ongoing COVID-19 response and recovery advising services
- Identifying best practices in communications and operations during the COVID-19 emergency
- Identifying additional or non-traditional resources and partnerships for CMHA to leverage to optimize COVID-19 response and recovery

Indiana Department of Revenue

- Conducted an audit of IT system access controls for temporary staff
- Conducted nearly 20 interviews with Department leadership to document their understanding of risks facing their organization to inform the 2019 Annual Risk Assessment
- Created a Risk Assessment Survey for the 2019 Annual Risk Assessment
- Conducted audit testing to assess monitoring of contract compliance for an \$70+ million-dollar contract held by the Department

Chicago Housing Authority

- Assisted in the creation and publication of a competitive solicitation for assessment, marketing, and management of the Authority's wireless carrier license agreement program (select sites)
- Conducted market research to define, identify, and contact qualified vendors to develop an appropriate list of firms to which the solicitation was sent
- Reviewed vendor submissions to determine responsiveness to the solicitation requirements

Education

Mr. D'Onofrio has a Bachelor of Arts in Geography, with a minor in Public Policy Studies, from DePaul University, where he was a DePaul Honors Program Graduate and an inductee into the Gamma Theta Upsilon International Geographic Honor Society.

Affiliations

International Association of Emergency Managers – USA (Member since 2019)

National Association of Emergency Management (Member since 2019)

DePaul University Honors Program (Inducted in 2015, graduated from program in 2019)

Lauren Ricci, MPA

Ms. Lauren Ricci is a Government Services Consultant at BRONNER. Ms. Ricci has more than six years of experience in nonprofits and government consulting. She is skilled in writing, research, and policy analysis, and brings experience in project planning, project management, program development, and program evaluation.

Examples of Ms. Ricci's areas of expertise include:

- Program Development and Management
- Strategic Planning
- Marketing/Outreach
- Program Evaluation
- Research and Policy Analysis

Ms. Ricci's professional experience includes the following:

Los Angeles County Development Authority (LACDA)

- Served as consultant to perform an operational assessment of LACDA's housing operations and housing assistance divisions to identify opportunities to streamline service delivery
- Analyzed job descriptions, organizational charts, and program budgets to identify duplication of duties and other inefficiencies
- Conducted benchmark research across the public housing sector on issues such as waitlist management with priority for homeless individuals, quality assurance programs, models for streamlining recertifications, and various models for successful interagency partnerships
- Conducted key stakeholder interviews and coordinated with agency staff to collect and review program-level administrative data and relevant policy documents

MassHousing (Boston, Massachusetts)

- Currently serving as project manager to develop a five-year business plan which lays out the steps to transition the Community Services Department (CSD) from a department to a more independent, "institute" like model.
- Created an interview questionnaire, conducted key stakeholder interviews, and summarized interview findings in a SWOT Analysis framework.
- Conducting a landscape and market analysis of potential competitors, partners, and current and prospective funding streams.
- Preparing a near- and long- term financial strategy to ensure the institute's self-sustainability and provide ongoing capital investment, as well as staffing, budgetary, and operating guidance.

Providence Housing Authority (Providence, Rhode Island)

- Assisted the Providence Housing Authority (PHA) in developing a five-year strategic plan
- Presented the Strategic Plan to agency leadership and Board of Commissioners
- Prepared an implementation dashboard with metrics, assigned responsibilities, prioritization, and due dates for strategic plan tasks
- Planned and co-facilitated retreats with PHA Executive Staff and Board of Directors to present findings and develop mission, vision, core values, strategic goals, and supporting tasks
- Performed key stakeholder interviews with PHA employees, elected officials, and partners
- Performed and analyzed electronic surveys of PHA staff, public housing residents, voucher program participants, PHA vendors, and landlords

Oakland Housing Authority

- Served as an internal auditor to design and implement an audit for Oakland Housing Authority Gift and Transportation Card management program with a focus on accountability, process efficiency, and compliance
- Prepared a final report outlining recommendations for process and controls
- Presented findings and recommendations to OHA's senior leadership
- Co-managed a sample test of gift and transportation card transactions to evaluate compliance with established policies and procedures
- Performed stakeholder interviews to inform a risk assessment

National Low Income Housing Coalition

- Wrote articles on emerging low-income housing policy issues for a weekly newsletter distributed to coalition members on topics such as
 - FEMA's Temporary Shelter Assistance program for survivors of Hurricane Maria,
 - Impacts of natural disasters on wealth inequality,
 - HUD's disparate impact rule,
 - Renters credit proposals, and
 - Rural housing issues
- Wrote regular "Disaster Housing Updates" regarding FEMA, HUD, and state Disaster Housing Recovery assistance for Hurricanes Harvey, Irma, and Maria

American University School of Public Affairs

- Created award winning plan for redesigning Washington DC's family homeless services system as academic project
- Conducted interviews with key stakeholders including government officials, policy experts, advocates, people with lived experience, and direct service providers
- Wrote sections of the final paper on the rapid re-housing program and unintended consequences of a policy change on vulnerable populations and community-based service providers

U.S. Department of Justice, Office for Victims of Crime Training and Technical Assistance Center

- Managed the planning and delivery of a monthly webinar series for the U.S. Department of Justice Human Trafficking Victim Services Grantees, including one focused on the pilot program between the Chicago Housing authority, victim service providers, and HUD, which provided survivors of human trafficking with access to Housing Choice Vouchers and supportive services
- Conducted targeted needs assessments and collaborated with subject matter experts to design and deliver customized training and technical assistance to community-based victim service providers on topics covering the intersections of human trafficking with domestic violence and housing options for human trafficking survivors

Publications

- Case Study: Inclusionary Zoning in Washington D.C. The Public Purpose, Volume XVII (2019)

Education

Ms. Ricci received her Master of Public Administration with a concentration in Nonprofit Management from the School of Public Affairs at American University, and her Bachelor of Arts in International Affairs from The George Washington University.

Michael Lynch, MPA

Mr. Lynch is a Government Services Consultant with BRONNER. He has more than 5 years of professional experience including performing organizational assessments, assurance work, program development and management, research, and business analysis. He has expertise in the areas of public housing, state and local government, and community and economic development. He is experienced in project management, supervising complex projects with numerous internal and external stakeholders. Mr. Lynch has been responsible for creating and administering programs in the Chicago area that assist local businesses.

Examples of Mr. Lynch's areas of expertise include:

- Organizational assessment
- Internal audit
- Research
- Program development and management
- Business analysis

Mr. Lynch's professional experience includes the following engagements:**Indiana Department of Revenue**

- Assisting DOR in designing and rolling out an internal control framework initiative with the objective of documenting DOR's critical processes and key internal controls and improving internal controls across DOR.
- Developing tools, processes, and templates for DOR to utilize.
- Partnering with DOR functional areas to document key procedures, process flows, and controls in a standard manner.

New York City Housing Authority

- Engaged on behalf of New York City and the Federally appointed Monitor to perform an organizational assessment of NYCHA to identify systemic changes to improve resident services and the effectiveness of service delivery within NYCHA.
- Reviewed the current NYCHA structures in place that support service delivery, identified existing high-level functions, activities, organizational areas/units, and technology that support the organization's key functions, and developed high-level recommendations and next steps aimed at improving overall service levels across the organization.
- Assisted NYCHA with updating existing and drafting new Policies and Procedures for its Finance Department.

Oakland Housing Authority

- Conducted an internal audit of OHA's micro purchase policy, including making recommendations to improve efficiency, controls and purchasing value.
- Conducted an internal audit of OHA's wait list and eligibility function, including making recommendations to address or mitigate any identified weaknesses and/or opportunities for increased efficiency.
- Performed extensive reviews of the agency's governing policies (ACOP, Admin Plan) and recommended improvements.
- Aided OHA in the development of a new metric to satisfy a HUD reporting requirement.

Rochester City School District

- Performed independent grant evaluations for 21st Century Community Learning Center and Learning Technology grants.
- As part of the evaluations, developed evaluation logic models and associated indicators, performed on-site observations, and wrote reports summarizing fidelity of the grant implementation, progress toward objectives, and recommendations for program improvement.

Illinois Gaming Board

- Conducted quarterly audits of multiple casinos in Illinois to ensure they are in compliance with State regulations.
- Reviewed and audited the casino games and financials according to the regulations set forth by the Illinois Gaming Board.

State of Oklahoma

- Performed background research, summarized findings, and wrote narrative as part of a performance audit of the Office of Management and Enterprise Services.
- Conducted benchmarking analysis to peer organizations and States.
- Conducted research on technology utilized by the State.

City of Los Angeles Office of Finance

- Researched and tailored customer service best practices and training methods to be included in a broader customer service plan for the office.

Kane County, IL

- Revised and reformatted the Kane County Stormwater Ordinance.

State of Tennessee

- Researched, analyzed, and developed a report for the Attorney General's Office on public and private funding of K-12 Education and school district performance in the State of Tennessee.
- Conducted benchmarking analysis to peer organizations and States.

Illinois Student Assistance Commission

- Designed and administered strategic planning surveys to employees and partners.
- Conducted focus group sessions and interviews with employees.
- Analyzed qualitative and quantitative survey, focus group, and interview results.

World Business Chicago

- Administered and helped shape and define the pilot year of the Blackstone Inclusive Entrepreneurship Challenge, which provides grant funding to innovative organizations (e.g. 1871, Blue1647, UI LABS) that effectively recruit and support underserved entrepreneurs (e.g. communities of color, women, veterans, and immigrants) and scale startups in the Chicago area. The Blackstone Foundation used the pilot as a model for a nationwide expansion.

Education

Mr. Lynch received his Master of Public Administration, with Distinction from DePaul University, School of Public Service. Mr. Lynch received his Bachelor of Business Administration in Finance and Economics from the University of Wisconsin-Madison.

Kaitlin Homan, MA

Ms. Kaitlin Homan is a Government Services Consultant at BRONNER. Ms. Homan has more than five years of experience in nonprofits and government services. She is skilled in research, policy analysis, and data management.

Examples of Ms. Homan's areas of expertise include:

- Strategic Planning
- Grant Evaluation
- Criminal Justice System

Ms. Homan's professional experience includes the following representative engagements:**Chicago Public Schools**

- Currently assisting in a compensation analysis
- Facilitating survey development, administration, and analysis regarding compensation
- Performed reviews of compensation policies

St. Louis Housing Authority

- Currently assisting the St. Louis Housing Authority (SLHA) in developing a five-year strategic plan
- Performed internal stakeholder interviews for workplace environment analysis
- Conducted and analyzed electronic surveys of SLHA staff, vendors, and participants
- Created materials for two facilitated retreats with SLHA Executive Staff and Board of Directors
- Preparing goal tracker dashboard with metrics, assigned responsibilities, prioritization, and due dates of action plan tasks to support achievement of the plan

Rochester City School District

- Conducting independent grant evaluations for 21st Century Community Learning Center and Learning Technology grants
- Conducted data cleaning and organization to facilitate the evaluation

Institute on Public Safety and Social Justice

- Analyzed data for the first Restorative Justice Court within the Cook County Court System
- Created and disseminated surveys

Jewish Child and Family Services

- Interpreted and composed Program Quality Improvement research

Grand Rapids Department of Public Safety

- Managed partnership program between Grand Rapids Police Department and Public Schools
- Proposed solutions regarding educational barriers based on evidence-based research

Education

Ms. Homan received her Master in Social Service Administration with a concentration in Public Policy from The University of Chicago, a Bachelor of Applied Science from Davenport University, and a Bachelor of Social Work with a minor in Theology from Kuyper College.



Public sector leaders at the state and local level face unprecedented challenges to the safety and security of their staff and communities during the Coronavirus Pandemic. As federal relief and recovery efforts, including the CARES Act and reopening guidelines, are rolled out, government leaders need practical information to inform how they deploy these resources. BRONNER has prepared this COVID-19 Response & Recovery Resource Guide for state and local government leaders. **This guide highlights provisions of the CARES Act and identifies resources to support COVID-19 response and recovery activities at the state and local level.**

BRONNER's team of experts are monitoring federal legislation, funding trends, and local and state health orders in real time to inform best practices to support your decision making. With 32 years of experience dedicated exclusively to state and local government excellence and accountability, BRONNER stands ready to support public sector leaders as a trusted advisor in this time of need.

CARES ACT HIGHLIGHTS FOR STATE & LOCAL LEADERS

- \$150 billion Coronavirus Relief Fund for State and Local Governments, Phase 4 anticipated**
The Coronavirus Relief Fund is a \$150 billion program for state and local governments to receive funding for use on COVID-19 response and recovery related expenses. Each state has received a minimum of \$1.25b. Refer to [Treasury's State and Local Government CARES Act Assistance](#) page, as well as their recently released [FAQ on Expenses for recipients of Coronavirus Relief Fund monies](#) (5/4/20) for more information.
- \$45 billion to FEMA Disaster Relief Fund**
FEMA's Disaster Relief fund was allocated \$45 billion for state and local governments to request reimbursement for emergency related costs requiring federal assistance.
- \$30.75 billion to Education Stabilization Fund**
[Here](#) is the allocation of \$13.2 billion in K-12 formula grants to states. [Here](#) is the allocation of \$14 billion for the Higher Education Emergency Relief Fund. [Here](#) is the allocation of the nearly \$3 billion for the Governors Emergency Education Relief grants.
- \$5 billion to Community Development Block Grants**
CBDG funding can be used for public service activities or reimbursement of costs.
- CARES Act reporting requirements**
Sec. 15011, *Reporting on Use of Funds*, details that recipients of CARES funds must report to OMB the amount of funds received, expended or obligated, or subcontracted or granted.
- \$454 billion to Treasury's Economic Stabilization Fund Loans and Guarantees**
Permits Treasury to purchase obligations of state and local governments.

Read the [full text of the CARES Act](#) for more information on these highlights.

COVID-19 RESOURCES FOR RESPONSE & RECOVERY

BRONNER COVID-19 SERVICES

ORGANIZATIONAL RESILIENCY

- Business Continuity Planning
- Risk Management & Mitigation
- After Action Reviews
- Multi-scenario Planning
- Alternative Revenue Sourcing
- Organization Resiliency Diagnostic

ACCOUNTABILITY OPTIMIZATION

- Internal Controls Review
- Procurement Optimization
- Regulatory Compliance (CARES)
- Grants Management
- Performance/Compliance Audit
- Internal/External Audit

OPERATIONAL SUPPORT

- Staffing Review & Augmentation
- Virtual Public Engagement
- Staff Training and Exercises
- Operational Planning
- Organizational Design & Assessment
- Strategic Optimization

Public Health COVID Resources

[Center for Disease Control \(CDC\)](#)
[Association of State and Territorial Health Officials](#)
[National Association of County & City Health Officials \(NACCHO\)](#)

State and Local Resources

[National Governors Association](#)
[Council of State Governments](#)
[Government Finance Officers Association](#)
[National League of Cities](#)
[National Association of Counties](#)

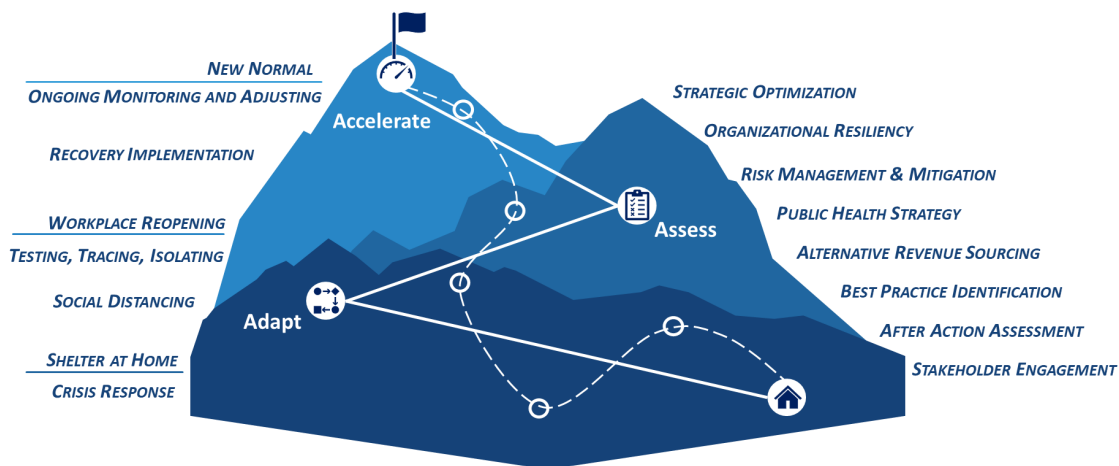
Emergency Response

[Federal Emergency Management Agency \(FEMA\) & Public Assistance](#)
[Coronavirus.gov](#) (CDC and FEMA)
[FEMA Disaster Financial Management Guide](#)

BRONNER'S COVID-19 RESPONSE & RECOVERY OPTIMIZATION STRATEGY

To assist state and local governments meet the complex challenges they face in carrying out mandates in the COVID-19 era, BRONNER developed the 3-A COVID-19 Response & Recovery Optimization Strategy to promote flexibility, accountability, and excellence during response and recovery efforts. The 3-A Strategy leverages BRONNER'S 30+ years of experience developing, delivering, and assessing public sector finance, operations, and strategy programs to drive performance, compliance, and innovation. At a time when responsiveness and accountability in public service is more critical than ever, public sector leaders who seek to set their organizations apart choose BRONNER.

Traverse the COVID-19 Landscape with BRONNER



REPRESENTATIVE BRONNER CASE STUDIES

ARRA & Accountability Services

Housing Authority Baltimore City
City of Chicago
Los Angeles City Controller
Illinois Auditor General
Indiana Department of Revenue
Metra
New York City Housing Authority
Oakland Housing Authority

Business Continuity Program

Santa Clara County Housing Authority

Center for Emergency Preparedness: Strategic Assessment and Planning

Massachusetts Dept. of Public Health

Statewide Resource Management

Massachusetts Emergency Management Agency

Grants Management Services

Enterprise Community Partners
Georgia Dept. of Human Services
Lucas Metropolitan Housing Authority
New Mexico Dept. of Health
New Mexico Dept. of Homeland Security
New York City Housing Authority
School District of Philadelphia
U.S. Department of Veterans Affairs

REPRESENTATIVE BRONNER CLIENTS

FEDERAL

Office of the Vice President
US House Of Representatives
Centers for Disease Control and Prevention
Department of Housing and Urban Development
Department of Interior, Bureau of Indian Affairs
Department of Justice, Bureau of Prisons
Department of Health and Human Services
National Aeronautics & Space Administration
General Services Administration

STATE

Georgia Emergency Management Agency
Illinois Emergency Management Agency
Massachusetts Emergency Management Agency
New Mexico Department of Homeland Security
Massachusetts Bay Transportation Authority
Massachusetts Department of Public Health
Massachusetts Department of Children & Families
Indiana Department of Revenue
Georgia Department of Human Services

LOCAL

City of Chicago
Chicago Office of Emergency Management (OEMC)
City of Los Angeles
New York City Housing Authority
Cuyahoga Metropolitan Housing Authority
Lake County, IL
School District of Philadelphia
Housing Authority County of Santa Clara
Port of Los Angeles

BRONNER
OPTIMIZING GOVERNMENT

For more information, contact:

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INDIANAPOLIS • LOS ANGELES • NEW YORK • PHILADELPHIA • WASHINGTON, D.C.