

CRISIS MANAGEMENT AND RECOVERY SOLUTIONS

Delivering results, implementing change.



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ALVAREZ & MARSAL



CRISIS MANAGEMENT AND RECOVERY SOLUTIONS

The threats of natural disasters and other extreme events are significant and growing. The increased density of cities and towns - particularly in coastal areas - heightens the risks of loss of life, damage to infrastructure and to the built environment in vulnerable areas. Today's government leaders must be able to respond quickly to external shocks, stabilize critical systems and bounce back quickly when extreme events occur.

We work with public sector agencies and their stakeholders in the non-profit and business community to prepare for, respond to, and mitigate the impacts of crises that otherwise could undermine the stability of communities and the local economy.

A&M has extensive experience with disaster management and recovery across the full spectrum of crisis response including helping clients stabilize operations, transition to long-term recovery, and establish mitigation and resilience plans. A&M professionals have managed some of the most challenging post-disaster situations in recent history, including Hurricanes Sandy, Katrina and Ike, as well as Typhoon Haiyan in the Philippines. It is under these complex, high profile and high risk conditions that A&M draws upon its distinguished crisis management heritage.

With more than 30 years as one of the nation's most successful crisis management firms, A&M provides guidance and stability when clients need it most. Following a hands-on and analytical approach, A&M professionals assist governments with developing measures to stabilize operations in crisis situations and action plans for long-term recovery, applying for and managing federal disaster grants and developing plans to enable governments to better withstand future shocks.

THE A&M DIFFERENCE

Our senior-level experts and leaders provide practical and fact-based approaches that work efficiently and effectively.

Our willingness to partner with our clients to the finish line – through successful implementation and execution – includes external communication or testimony to critical stakeholders.

Our proven track record in managing complex, high profile situations with clear focus has consistently improved bottom-line results.



DISASTER RESPONSE AND RECOVERY SOLUTIONS

Planning and
Risk Assessment

Disaster
Response

Long-Term Recovery
and Resilience

PLANNING AND RISK ASSESSMENT

- Assess exposure to a wide range of hazards and conduct business impact analyses
- Engage stakeholders to communicate risks and participate in development of plans
- Develop mitigation plans and implementation procedures
- Establish dynamic analytical models to assess risk and understand impacts

DISASTER RESPONSE

- Provide action-ready recommendations, design detailed implementation plans, and work side-by-side with clients to execute
- Serve in interim management roles, providing short-term leadership and stability
- Coordinate response activities
- Manage communications and progress reporting to key stakeholders
- Provide contractor oversight to track progress against deliverables and monitor quality of work

LONG-TERM RECOVERY AND RESILIENCE

- Navigate federal grant programs, including preparing documentation for future audits after funds have been disbursed
- Work with state insurance departments as well as public and private sector insurers to oversee claims payment and documentation to ensure equitable treatment of policyholders
- Work with government agencies to communicate plans for long-term reconstruction to restore community confidence
- Build capacity of agency staff and transition responsibilities of program management





DESIGN AND IMPLEMENTATION OF RECOVERY PLAN

In the aftermath of Typhoon Haiyan in the Philippines, A&M led the initiation of Pinoy Relief, a non-profit organization established to provide recovery assistance. A&M held many responsibilities, including rebuilding schools, housing and fishing boats to the victims of this Category 5 typhoon. A&M led the operations and full program execution, including mobilizing partners, raising funds and monitoring the repair and reconstruction program in the municipality of Guiuan. A&M also assisted the local government with monitoring and coordinating the recovery activities of other government and non-governmental organizations in order to identify remaining needs for assistance and avoid duplication of efforts. This included reporting on donor pledges, monitoring progress and communicating to stakeholders on the overall status of recovery activities. In less than six months, Pinoy Relief repaired classrooms that had been destroyed by the typhoon and reopened local schools. In less than one year, Pinoy Relief rebuilt more than 3,000 homes, 130 classrooms and 300 fishing boats for the families of Guiuan.

INTERIM MANAGEMENT

After Hurricane Katrina, A&M assumed fiscal and operational responsibility for New Orleans' Public Schools, working for the Louisiana Department of Education. A&M served in interim management positions, including Chief Restructuring Officer, Chief Operating Officer, Chief Financial Officer, Chief Human Resources Officer and Chief Information Officer. A&M managed the communications effort by creating a call center and sending out weekly updates to hundreds of parents and stakeholders. The firm recovered payroll data that allowed district employees to continue to be paid despite the hurricane's devastation and conducted an assessment of all real estate that allowed them to prioritize, restore and reopen school buildings. As a result, New Orleans schools opened in less than three months and the public school system collected more than \$50 million in emergency assistance reimbursements, in addition to securing \$139 million in Community Disaster Loans and over \$250 million Federal Tax Credit Bonds.

RECOVERY MANAGEMENT AND CONTRACTOR OVERSIGHT

After Hurricane Katrina, A&M was engaged by the State of Louisiana to recover insurance proceeds and FEMA reimbursements, provide inventory and damage assessments of properties and aid facilities reconstruction and data collection. A&M's responsibilities included preparing RFPs for the reconstruction and repair of damaged properties, overseeing the commencement and completion of approximately \$300 million in reconstruction contracts and working closely with the state and FEMA to provide a detailed accounting of recovery spending.



FEDERAL GRANT APPLICATIONS AND MANAGEMENT

After Hurricane Ike, A&M assisted multiple local governments and authorities in Texas, including the City of Seabrook, the Humble Independent School District and the San Jacinto College with managing their grant applications for the FEMA Public Assistance program. A&M provided grants management oversight to ensure documentation for the reimbursement followed federal guidelines. A&M oversaw the claims documentation process which included damage estimates, expenditures and identifying completed and ongoing projects. A&M advised these clients on working and communicating effectively with FEMA in order to maximize funds recovered. A&M also recommended policies and procedures related to accounting and operations in order to transition the application and FEMA engagement process to the clients.

DATA MINING AND DISPUTE RESOLUTION

The Texas Windstorm Insurance Association (TWIA) received 93,000 claims it received from Hurricane Ike. As a result, the Texas Department of Insurance (TDI) retained A&M to develop a financial and operational restructuring plan for TWIA and to take over the management of its disputed claims group. In this role, A&M restructured TWIA's claim processes and assessed claims data to evaluate the quality of TWIA's response to Hurricane Ike. A&M developed fact-based analyses to support TDI's communications regarding TWIA's response and established processes and analyses to support the negotiation of a global, multi-party settlement of more than 1,500 disputed claims against TWIA.

INSURANCE AND CLAIMS MANAGEMENT

The State of Louisiana Office of Risk Management (ORM) engaged A&M to evaluate business interruption insurance claim recoveries and to quantify insured losses. A&M evaluated approximately 25 state entities for potential claims (which were prioritized based on magnitude of loss, availability of data and other factors), prepared scopes and budgets for selected claims for ORM approval and supported the State in presenting claims and documentation to insurance companies. As a result of A&M's work, the ORM recovered the maximum possible amount under its insurance policies, totaling approximately \$500 million.



WHY CHOOSE A&M?

SPECIALIZATION IN HANDLING COMPLEX SITUATIONS

Built upon decades of resolving some of the most urgent private and public sector challenges, A&M has developed the critical expertise needed to achieve rapid results for our clients. Our organization recognizes that a well-rounded understanding of and a multi-faceted approach to complex scenarios is essential to ensuring client and stakeholder satisfaction.

TRANSPARENCY AND ACCOUNTABILITY

We stand behind our work. Our teams have the technical knowledge and political expertise to guide reforms through the legislative approval processes and stand ready to testify before legislatures, auditors, courts, city councils and other oversight boards.

RESULTS-DRIVEN METHODOLOGY AND EXECUTION

Our proprietary assessment methodologies help clients achieve quantifiable benefits by streamlining key processes. We define success not by making unrealistic recommendations through reports that will sit on a shelf, but rather by putting forward actionable solutions that provide the greatest value to our clients. A roadmap of prioritized solutions to achieve the desired future state is key to success.

SENIOR RESOURCES AT EVERY STAGE

Unlike many of our competitors, our senior leaders do client work. The use of experienced, focused senior teams is more effective in uncovering financial and operational improvement opportunities and is less disruptive to an organization and its stakeholders. A&M sources senior staff at every stage of a client project, therefore bringing expert attention to an organization's mission-critical issues. Specifically, they roll up their sleeves and work side by side with both staff and clients to produce sustained change. Since many of our senior team members have served in executive roles in government, they bring deep insight into the unique opportunities and challenges associated with driving meaningful change in a public sector context.

INDEPENDENT AND OBJECTIVE

Many professionals have inherent conflicts. Since A&M does not have audit conflicts or other special interest projects to protect, we offer objective, and credible advice you can trust to be in your best interest, not ours.







LEADERSHIP ACTION RESULTS

Follow us on:



Companies, investors, and government entities around the world turn to Alvarez & Marsal (A&M) when conventional approaches are not enough to activate change and achieve sustainable results. Privately-held since 1983, A&M is a leading global professional services firm that delivers performance improvement, turnaround management and business advisory services to organizations seeking to transform operations, catapult growth, and accelerate results through decisive action. Our senior professionals are experienced operators, world-class consultants and government executives who carefully evaluate current scenarios, develop strategic opportunities, and actively partner to create sustainable change. As veterans of industry, our world class advisors carefully manage risk while accelerating positive transformation.

A&M's Public Sector Practice partners with leaders to drive process and organizational improvements to create fiscal sustainability and accountability. Our team delivers meaningful social impact for a variety of clients, including state Medicaid offices, K-12 school districts, higher education institutions, and federal, state and municipal governments. To learn more, visit www.alvarezandmarsal.com.

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ABOUT U.S. COMMUNITIES

U.S. Communities is the leading national government purchasing cooperative, providing world class government procurement resources and solutions to local and state government agencies, school districts (K-12), higher education institutions, and nonprofit organizations. U.S. Communities was founded in 1996 as a partnership with our National Sponsors. Today, our National Sponsors include the Association of School Business Officials, the National Association of Counties, the National League of Cities, the United States Conference of Mayors, and the National Governors Association. U.S. Communities is the first cooperative purchasing program to earn the NIGP Accredited Cooperative (NAC) accreditation. More than 55,000 registered agencies, education institutions and nonprofits utilize U.S. Communities contracts to procure more than \$2.3 billion in products and services annually.

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