

Professional History

Nicole Boothman-Shepard

Resilience Strategist & Senior Policy Advisor

Years with AECOM (Legacy URS): 2

Years with other firms: 17

Academic Training

- MS, university administration, University of Rhode Island, 1995
- BA, economics, University of Rhode Island, 1991
- FEMA Emergency Management Executive Academy, 2017 Cohort
- Leadership Rhode Island
- Rhode Island Foundation Fellow (Central America, Africa)
- National Service Executive Program
- Amity Cultural Center Fellow (Turkey)

Areas of Expertise

- Enterprise Risk Reduction
- Major & Catastrophic Disaster Recovery
- Disaster Resilience & Strategic Risk Reduction
- Climate Adaptation
- Post-Catastrophe Planning/Triple-Bottom Line Results
- Change Management
- Transportation Asset & Building Resilience
- Conversant in US and CA Federal Disaster Funding:
 - FEMA PA & HMGP, FHWA ER, CDBG DR
 - Canadian provincial funding
- Emergency Management/Incident Command
- US ICS/NIMS

Ms. Boothman-Shepard advises governments, communities and industry on strategic enterprise risk reduction. She is a Resilience Strategist and Senior Policy Advisor who assists clients in optimizing strategic financial investments in infrastructure and buildings and is a nationally recognized expert in federal funding and policy for disaster recovery and resilience and has enabled her clients to leverage \$6B in federal disaster funds for resilient infrastructure and capital assets.

Ms. Boothman-Shepard is a skilled facilitator known for simplifying highly complex financial, regulatory, policy, and engineering matters and brokering robust agreements known for balancing risk with innovation and that stand the test of time.

After a major or catastrophic event, her focus is on assessing damage impacts, facilitating holistic recovery planning, negotiating maximum eligible funding, advancing transformative recovery, and structuring program management to truncate recovery time while promoting best value decisions.

For communities, this improves quality of life, supports economic revitalization and encourages the highest standards in government transparency and stewardship of the public trust. For industry, it mitigates enterprise risks and protects brand integrity by reducing downtime, addressing supply chain risks, eliminating or mitigating investor retreat, and thwarts competitive incursions.

Ms. Boothman-Shepard supports clients with \$500M-\$2B in disaster damages or \$5B+ in assets at risk.

Experience

AECOM

Technical Practice Lead, Resilience

Advise AECOM staff and clients on strategic management of enterprise risks and building a culture and practice of resilience.

Colorado DOT (CDOT), Senior Policy Advisor

Facilitate maximum eligibility for Federal disaster recovery funds for \$725M program, compliance optimization and audit risk reduction. Provide technical expertise on resiliency. Advance executive leadership goals related to performance/change management to incorporate readiness and resilience throughout the organization enterprise. Supported development of CO Resiliency Framework adopted in May 2015.

National Cooperative Highway Research Program (NCHRP) Principal Investigator, Resilience

NCHRP 08-107: A Contracting Strategies Guidebook for Administration of Concurrent Regional Emergencies

Researching the current state of practice and effective strategies to restore surface transportation assets and structures following catastrophic losses or multiple, critical transportation corridors within a region due to extreme weather or human-caused events. This research contemplates critical issue areas such as prioritization of asset restoration, procurement and contracting, supply chain, and other key factors that impact asset downtime and cascading consequences affecting people and communities, the economy and the environment.

JACOBS, Resilience Practice Leader, North America

Spearheaded North American disaster resilience practice. Advised executives on delivering value to clients preparing for, mitigating against, responding to, and recovering from disasters and adapting to climate change. Led business development from opening engagements through project initiation and provided technical assistance on optimizing value delivery for clients throughout program delivery lifecycle. Built international community of practice in resilience and provided resilience teams for multiple markets including Federal, State and Local Government, DOD, Transit/Transportation, Water, Banking & Finance, Technology, K-12 and Higher Education, Pharma, and Commercial. *Portfolio oversight included 100+ projects and \$100M annual utilization.*

Policy Advisor, Flood Recovery, CDOT, CO: Policy Advisor to Colorado Department of Transportation's Disaster Recovery Commander and CFO on strategic, operational and tactical delivery of flood recovery program.

Subject Matter Expert, City of Calgary: 2013 flood recovery focusing on disaster funding and compliance.

Subject Matter Expert, Sandy Recovery & Resilience: Provided strategic support to NY Metro Area executives and clients on Sandy recovery optimization, vulnerability analyses, and resilient infrastructure and building investments to protect against future events. Diverse client base included NY State, New York City, transit, housing, banking and finance in the public and private sector.

Subject Matter Expert, NY MTA Bridges & Tunnels: \$750M FEMA funding eligibility and compliance on Sandy impacted structures including the Brooklyn-Battery Tunnel (Hugh Carey Tunnel), Queens-Midtown Tunnel, Verrazano Bridge, and assets in the Rockaways.

Subject Matter Expert, Harpeth Valley Utility District: Flood recovery and FEMA policy and appeals and insurance matters.

Subject Matter Expert, Katrina Recovery & Resilience: Successfully spearheaded Recovery School District's (RSD's) and Orleans Parish School Board's (OPSB's) joint \$2B settlement with FEMA and the US Office of Management Budget (OMB) on New Orleans public schools eligibility for Katrina damages, including the largest Public Assistance grant in FEMA history. Settlement was culmination of 12 months of intensive strategic positioning and entrepreneurial policy approaches in politically favorable climate.

Supported client's request for Congressional relief and structured flexible use of funds to build schools for post-Katrina needs versus pre-disaster condition and provide for sustainable and resilient building practices. This effort is so successful that Congress wrote it into law under the Sandy Recovery Improvement Act. All FEMA applicants can now choose this model for forward-leaning recovery and resiliency.

Negotiated all complex policy and tactical/change management solutions with FEMA, State Office of Community Development (CDBG grantee) and GOHSEP (State emergency management grantee) on funding, compliance and risk-management matters related to RSD on \$1.8B in FEMA and CDBG capital program recovery. Supported OPSB on complex policy matters on \$435M capital recovery.

Advised RSD's CFO, controller and key fiscal and capital projects staff on all grants management matters, including Federal Office of Inspector General and LA Legislative Audits.

Facilitated compliance for RSD and OPSB on National Historic Preservation Act (NHPA) Section 106 and National Environmental Policy Act (NEPA) environmental justice matters with FEMA and HUD (CDBG) to avoid, minimize or mitigate adverse effects. Negotiated Streamlined Mitigation Measures to expedite reviews lauded by FEMA as a "promising practice" for replication.

HAGERTY CONSULTING, Senior Managing Associate

Project Manager, Permanent Housing Strategies, MS Emergency Management 3/08-8/08: Led team to transfer 3100 Mississippi Cottages from temporary to permanent use to increase low-income housing stock on Gulf Coast following Katrina. Advised State on affordability and housing market, economic impacts, operations integration, regulatory/legal constraints, and organizational risk. Represented State in sub-division, PUD and infill development

negotiations with governments and developers. Acted as Mississippi Cottage liaison to Governor's office and FEMA on performance targets/deliverables. [PBS&J-Hagerty]

Project Manager, Long-Term Community Recovery, FEMA HQ 10/07-8/08: Project Manager for FEMA's re-launch of ESF #14. Convened Federal agencies and LTCR deployable resources for professional development in urban and rural planning; developed standby disaster cadre and Federal job aides for planning field operations positions. [Hagerty Prime]

Project Manager/Strategy Consultant, FEMA HQ 9/07-3/08: Developed (Incident Command System-compliant) organizational structures and established concurrence of directors at all FEMA regions for staffing recovery operations at 3 different disaster magnitudes ranging from 50 to 700+ concurrently-deployed resources per declared disaster. [FLUOR-IBM-Hagerty]

Business Process Improvement Consultant, FEMA Gulf Coast Recovery Office, Housing Assistance Program 12/07-1/08: Engaged in business process improvement for FEMA Individual Assistance for Katrina/Rita disasters. [Hagerty Prime]

Planner, FEMA Long-Term Community Recovery 6/07-8/07: Supported all phases of development and delivery of Greensburg, KS Long-Term Community Recovery Plan (community-wide Master Plan) to rebuild following Category 5 tornado that leveled small, Midwestern town. [FLUOR-IBM-Hagerty]

Coordinated Federal, State and local partners to develop community vision, need/asset analyses, land use planning, project development, resource identification, and transitional resources in 12 weeks. Greensburg now has the world's highest concentration of LEED Platinum buildings.

Subject Matter Expert, State of California, Surge Planning 3/07-4/07: Provided financial/policy analyses and recommended reimbursement triggers for multi-region surge healthcare events (patient treatment, austere care, prioritization) for scenarios involving +1M dead/injured via earthquake, pandemic-flu or terrorist disasters. [PwC-Hagerty]

Katrina/Rita Policy Specialist, FEMA Public Assistance Program, Baton Rouge, LA 9/06-2/07: Evaluated public applicant appeals and recommended final eligibility to FEMA Region and HQ on personnel, facility repairs/replacements and procurement (44-CFR /OMB A-87). [FLUOR-IBM-Hagerty]

Drafted FEMA's policy clarification letters to State of Louisiana on procurement, contracting and FEMA policy; wrote FEMA's responses to Congressional inquiries.

Katrina Program Specialist & Team Lead, FEMA Public Assistance Program. New Orleans, LA 11/05-8/06: Oversaw development of 1200 FEMA grants to LA schools and over \$500M in FEMA awards in 16 weeks. [FLUOR-IBM-Hagerty]

RHODE ISLAND SERVICE ALLIANCE (Serve RI), Executive Director 8/98-6/04

State of Rhode Island's Commission on Community Service & AmeriCorps (State Grantee) with focus on improving urban education
Directed highly-efficient State agency for 7 years through 3 gubernatorial administrations.

Managed \$40M in Federal/State investments and \$50M in corporate and foundation match. Developed high-impact grant selection, award and management program touted for its sustainable performance outcomes. Developed statewide infrastructure to monitor quality on programming, operations and fiscal management. Developed risk-based financial management infrastructure. Led agency through IG audits with no questioned costs. Audited \$20M+ in subgrantee awards. Successfully led agency through Federal accreditation process.

Liaised closely with Congressional delegation. Provided mark-ups on reauthorization, appropriations and guidance on Federal and State National Service legislation and policy at request of US Senators; testified at Federal and State level. Represented the State's Vulnerable Populations in emergency operations.

RHODE ISLAND SERVICE ALLIANCE (Serve RI), Deputy Director 6/97-8/98

Directed program and fiscal management of the Learn & Serve America K-12 portfolio of 50 subgrantees serving intact groups of 17,000 children per week. Developed compliance monitoring frameworks to benchmark performance outcomes.