

# ELITE BUSINESS STRATEGIES

Response to RFP for:

**FRANKLIN COUNTY FLORIDA**  
RFP-EM2023-01 EMERGENCY PLANNING, DISASTER  
RECOVERY, AND MITIGATION GRANT PROGRAM SERVICES

Franklin County Clerk of Courts  
ATTN: Michelle Maxwell  
Franklin County Emergency Management  
33 Market Street, Suite 203  
Apalachicola, FL 32320

09/18/2023

Submitted by:

Princess Ousley

(850) 519-5939

Princess.Ousley@ebsleaders.com

Elite Business Strategies, LLC

504-A Capital, Circle S.E.

Tallahassee, Florida 32301

(850) 320-6108

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September 18, 2023

Franklin County Clerk of Courts  
ATTN: Michelle Maxwell  
Franklin County Emergency Management  
33 Market Street, Suite 203  
Apalachicola, FL 32320

RE: Franklin County, Florida, Request for Proposals RFP #2023-01, Emergency Management Contractual Services, for the Office of Emergency Management Term Contract, Submission Deadline: September 18, 2023.

Dear Ms. James:

**Elite Business Strategies, LLC (EBS)** appreciates the opportunity to present its proposal for Emergency Management Consultant for Franklin County Emergency Management. EBS fully understands Franklin County's (County) required services and we possess the qualifications necessary to satisfactorily perform the services provided herein. We have assembled a team of highly experienced and proven firms in the emergency management, disaster recovery, communications, consulting, and diversity, equity, and inclusion fields. If awarded this contract, EBS will serve as the Prime contractor and point of contact. Our team (the EBS Team) will work in unison to provide the County with the best possible service, professionalism, and outcomes with our teammates **iParametrics and RLK Training LLC**. The EBS team of industry leaders was specifically built for opportunities like providing the County with a broad range of services and expertise. Our team has successfully worked together for years and has built great success through an ideal blend of skillsets and experience. Our collective expertise is greater than the sum of its parts. This integrated approach maximizes our independent strengths and will allow the County to prepare for and if necessary, respond to potential threats in the most efficient and effective manner.

EBS is an LLC and has been in business for over 11 years under the following identification numbers: FEIN: 45-3715751\* DUNS: 029676292 \* SAM.gov Registration: #PM8MWP7EK6M5 EBS belongs to Florida Emergency Preparedness Association (FEPA), and the Florida City and County Management Association (FCCMA).

The EBS Team offers distinct benefits to Franklin County which include:

- **Experience:** We have successfully provided emergency management and homeland security consulting on behalf of FEMA, state, and local clients, supporting hundreds of cities, counties, and municipalities, and their lifeline utilities, throughout the United States, as well as almost three dozen states at the state level.
- **People:** We know quality people drive quality results, which is why our commitment to you starts with a hand-picked engagement team. Our COO, Greg Raab, will oversee our contract to make certain we meet all your goals and provide the County with the best possible outcomes. He has built teams and overall operations for large-scale recovery efforts, including New York's Public Assistance recovery after Sandy. You will see our selected group of resumes includes

four firms of industry-leading talent in all requested disciplines, and our combined panel of Senior Advisors available to the County are among the leading minds in the industry.

- **Florida Based/Florida Focused:** We will run all Franklin County work from our corporate headquarters in Tallahassee Florida. EBS has a hand picked team with vast experience in the State of Florida, as well as in Franklin County. **Our Proposed Project Manager, is Necole Holton Jacobs, works out of the nearby Tallahassee office.**
- **Efficient and Effective Work Plans:** Having worked with hundreds of clients throughout the country, our staff understands the challenges of supporting the County, not just from a compliance standpoint, but also from an operational point of view. Upon the outset of any engagement, we will sit down with you to identify critical objectives, detail timely deliverables, and set up a regular process for meeting your goals.
- **Commitment to Diversity, Equity, and Inclusion on ALL projects:** EBS was built on a foundation of advocacy, and we have shaped our entire organization around this philosophy. EBS, one of the few women-and-minority-owned emergency management 8(a) firms in the country, was established in response to how indigent citizens experience disasters and recovery. Our track record is one of hiring and training locally when able, providing a diverse team at ALL levels, focusing on project impact on all communities, especially marginalized communities, and partnering with like-minded organizations.

As the President and Chief Executive Officer of Elite Business Strategies, LLC, I have full authority to negotiate and contractually bind EBS to an offer. I accept all terms for submitting a proposal in response to this solicitation, as provided in the RFP. I will be the Primary Contact for this RFP/contract and subsequent award/contracting process; Greg Raab, COO will be the Secondary Contact. The attached response presents our Team's understanding of the scope of work to be provided and our past experiences and qualifications to perform these services. I would encourage you to contact me directly with any questions during the period of proposal evaluation. Thank you for taking the time to evaluate our proposal.

Sincerely,



Princess Ousley  
President and CEO  
Email address: Princess.Ousley@ebsleaders.com.com



## Section 4: Qualifications and Experience

### 4.1 History of Firms

# ELITE BUSINESS STRATEGIES

**Elite Business Strategies, LLC (EBS)** is a minority woman owned and operated professional services consulting firm established in 2011. Certified as an SBA Certified 8(a) and M/WBE firm, EBS delivers

a unified team of professionals with decades of hands-on government experience on the local, state, regional and federal level. EBS brings a decade of real-world experience, which includes but is not limited to emergency planning, disaster recovery, and hazard mitigation. In fact, members of our team have been actively involved in leadership or staff capacity in more than 80 Presidential Declared Disasters. Our senior leadership alone has been responsible for some of the largest emergency management operations in the US, including assembling and managing the 500+ person team that completed New York State's recovery from Hurricane Sandy, and building an 1800+ person team that completed Puerto Rico's STEP Program post Hurricane Maria.

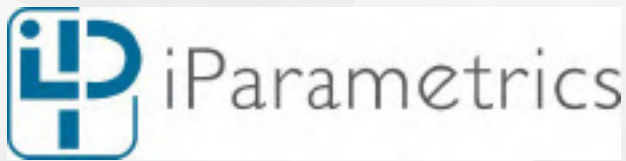
Most recently, EBS was the primary contractor that created and managed the Commonwealth of Virginia's statewide Educate & Vaccinate Initiative which was directly responsible for the outreach and communications and supported the equitable distribution of COVID-19 vaccinations to the most vulnerable and underserved communities. Additionally, EBS' staff is amongst the most experienced practitioners of all phases of emergency management as well as housing and public health preparedness and recovery with the capacity to successfully undertake any project regardless of size and scope.

For this proposal, the EBS Team brings with them the power of four additional premier emergency management and consulting firms, who possess all of the qualifications necessary to guide Franklin County through any sized project, plan, or financial recovery. Our past performances and references speak to the experience we have assisting all levels of government with ALL funding sources of preparedness and recovery. Our Team has the additive depth of talent, IT resources, and financial resources to fulfill all requirements of this contract. Our collective teaming power can carry out all scope of work requirements listed, as well as offer insight and guidance from the expertise in related specialties our member firms possess.

**We will leverage our local Florida-based knowledge and current relationships with FEMA to support the County in all disaster recovery services.**

EBS will be the Prime Contractor and be fully responsible for the successful fulfillment of the requirements of the contract. Though technically "subcontractors," our individual firms will work in unison as one cohesive team and have no clear distinction as to the services performed by any one firm. Our experience working together, in some cases for many years, has taught us the value of combining the strengths and depth of synergistic firms. Our principals and senior leadership are long-time colleagues, and most are close, lifelong friends. Our unified approach is purposely built to combine the talents of individual specialists and subject matter experts, regardless of the firm that employs them. This system makes it more efficient for the Project Manager to move resources, expand or downsize when necessary, and call on the collective team for specific resources immediately for challenges that may arise. For this project, we will be supported by our long-standing partners, **iParametrics and RLK Training LLC.**





Established in 2003, **iParametrics** is a recognized national leader in emergency management, homeland security, program management, and cost engineering, with a local Florida-based team that is currently assisting multiple communities within the

State in similar Disaster Recovery Services as those requested by Franklin County. We work on the most complex, cutting-edge problems, offering client-focused solutions aimed at improving resilience. As a multi-faceted advisory firm, we have worked with a broad range of clients, which includes working with numerous federal agencies, over 30 states at the state level, and 500+ cities, counties, and townships, in all 50 states in the United States as well as globally.

**We have a diverse range of experience assisting with over 70 presidentially declared disasters in all 50 states over the last 18 years.**

iParametrics has supported the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program for the past 15 years as a subcontractor. Through the PA program, they support federal disaster grant assistance, provide emergency management and security planning services, and provide custom training and exercises. They serve as an extension of their clients' staff, working to plan, prepare, and support emergency management and homeland security services, including bid specifications and proposal preparation, and technical support, as needed. Through this program, they have provided technical support in the form of custom software and the development of a Learning Management System (LMS) now used to train members of their team on response best practices.

iParametrics' staff has prepared and submitted tens of thousands of Project Worksheets (PW) in almost all FEMA regions on behalf of their clients and billed billions of dollars on behalf of municipalities in disaster-related recovery efforts. These indefinite delivery/indefinite quantity (IDIQ) contracts require that their team provide services for engineering, architecture, cost estimating, accounting, commercial property insurance, project management, construction management, and inspection following disasters when FEMA PA funds are used for recovery purposes.

Under these contracts, iParametrics maintains a roster of qualified and FEMA-badged staff ready to deploy within 48 hours. Major deployments under the FEMA PA Technical Assistance Contracts included Hurricane Maria, Hurricane Irma, Hurricane Harvey, Hurricane Katrina, Hurricane Sandy, and Tropical Storm Irene, as well as the ongoing COVID-19 pandemic.



RLKingTraining, LLC (RLK) is a multi-tasking company made up of local folks who want to help others advance their emergency management capabilities and knowledge base to a higher level. RLK personnel are emergency management professionals and have been involved with writing or revising plans, including Comprehensive Emergency Management Plans (CEMPs). They strive to create plans that encompass all of the needs and requirements of their clients and fulfill all the regulations applicable to the plans and their contents. Their planning goals are to obtain input

from all personnel involved in the planning process so that the final product is truly valuable. They also offer the ability to publish plans online. RLK's professional instructors and have taught classes since 1998.

**For over 20 years, RLK has provided training on the Incident Command System (ICS), National Incident Management System (NIMS), EOC Operations, and other emergency management concepts.** RLK understands which methods of instruction work and those that do not due to their trainers' hundreds of years of cumulative experience. RLK prides itself on its ability to cover information in a way that resonates with its students, preparing them for their roles in the EOC or roles in a field-level Incident Command Post. The training enhances their client's ability to manage the complex demands of disasters. Their instructional goals are to involve every student in the educational process, so the takeaway is extremely high with all students.

They have taught a great number of classes for individual agencies as well as the State of Florida Division of Emergency Management. They strive to plan, design, facilitate, and manage any format and scale exercises where participants can learn and increase their preparedness and response capabilities. While adhering to the Homeland Security Exercise and Evaluation Program (HSEEP), their exercises use the latest multimedia technology, adding an engrossing, rich environment that offers a sense of realism to an ordinary tabletop exercise. RLK offers a flexible sequence of events that depends on the exercise participant's actions.

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## 4.2 and 4.3 Primary Personnel and Subconsultants

Our team members will be fully involved in all aspects of this project until the contract is complete. We do not expect the team to change based on current and project workloads; the team listed on this proposal would not be changed without the County's approval.

**We can serve as expert advisors throughout your response and recovery.**



**Princess Ousley**  
President & CEO



**Greg Raab**  
COO



**Necole Holton**  
VP-Program  
Development



**Nancy Freeman**  
Program Manager

### Org Chart

**Lee County**

**Princess Ousley**  
Executive In Charge

**Necole Holton**  
Project Manager

**Nancy Freeman**  
Planning Manager

**RLK Associates**  
Training SME's

**Jeff Stevens**  
Recovery Manager

**Greg Raab**  
Insurance SME

**500+ Professional**  
Cadre

**Princess Ousley** will serve as Project Executive. Ms. Ousley is the President and Chief Executive Officer at Elite Business Strategies, LLC. She has over 17 years of grant administration and project management experience with FEMA Public Assistance, Individual Assistance, and HUD CDBG disaster recovery and housing programs. Princess' experience handling complex eligibility issues in disaster recovery, includes assisting officials with maximizing their funding opportunities,



integrating compliance with operations, and embedding transparency and fiscal stewardship. She has served as the Executive in Charge for clients such as the Department of Defense, FEMA, Florida Department of Economic Opportunity, Florida Division of Emergency Management, North Carolina Central University Office of Homeland Security and Workforce Development, New York State Office of Emergency Management, Commonwealth of Virginia Department of Emergency Management, Broward County, FL Office of Emergency Management, and many other localities throughout the state of Florida totaling over \$2 billion dollars administered. Prior to starting her own firm, Princess served as the manager overseeing Florida's Domestic Preparedness Program with the Division of Emergency Management. In this role, she was responsible for implementing the Department of Homeland Security Grant Program, which comprises five interconnected grants: State Homeland Security Program, Urban Area Security Initiative, Operation Stonegarden, Metropolitan Medical Response System, and the Citizens Preparedness Program. During her tenure, she managed over \$255 million in federal preparedness funding appropriated by Congress.

**Necole Holton-Jacobs** will serve as the Project Manager and main point of contact for this project and will be directly responsible for the management and delivery of the proposed work.

Ms. Holton, has almost twenty years of experience as a Program and Project Manager, beginning her career with the Executive Office of the Governor's Florida Division of Emergency Management (FDEM). She became a leader within her organization and is widely known and respected amongst governmental entities as well as the private and non-profit community for her outstanding leadership and ability to manage projects and programs of all magnitudes. During her tenure with the FDEM she was responsible for the management, supervision, planning, and coordination of the State's all-hazards, multi-discipline Training, and Exercise program. She was also responsible for developing and conducting the state's annual Statewide Hurricane Exercise as well as monitoring the agency's Strategic Plan.

Ms. Holton then served as Broward County Florida's Mitigation and Logistics Program Manager for 7 years where she was responsible for the county's comprehensive mitigation program including planning, training, and grants (Hazard Mitigation Grant Program, Building Resilient Infrastructure and Communities, Floodplain Management Assistance, Hurricane Loss Protection Program, and other grants). She trained staff and stakeholders on the Public Assistance Program (406) and (404) programs to support recovery efforts. During activation of the Emergency Operations Center, Ms. Holton was designated as the Operations Section Chief and later as Senior Mission Coordinator for field activities and logistical support. She also proudly served as Accreditation Manager for the County's first successful accreditation through the Emergency Management Accreditation Program (EMAP).

**Necole will also be the lead individual over the planning, training, and exercise categories.** Below lists examples of Necoles leadership experience in these categories, followed by her resume.

**Florida Division of Emergency Management, FL:** As Florida State Training and Exercise Officer, Necole led all training and exercises across the state for many years.

Linda McWhorter  
Linda J. McWhorter  
Bureau Chief



Preparedness Bureau  
Florida Division of Emergency Management  
2555 Shumard Oak Blvd, Tallahassee, FL 32399-2100  
Email: linda.mcwhorter@em.myflorida.com  
Office: (850) 815-4301  
<https://www.floridadisaster.org>

**Camp Blanding Joint Training Center, FL:** Necole designed, implemented, and provided after-action reports on exercises for the Florida National Guard.

Chief Andre D. Davis  
CW4, QM, FLARING  
Director of Logistics  
Camp Blanding Joint Training Center  
5629 State Rd 207  
St. Augustine, FL 32086  
[andre.d.davis.mil@army.mil](mailto:andre.d.davis.mil@army.mil)  
904-682-3507

**Broward County, FL:** Necole wrote and updated numerous plans for Broward County while serving as Program Manager for Recovery and Mitigation for six years.

Lori Vun Kannon  
Assistant Director, Regional Emergency Services and Communications  
Broward County Emergency Management Office  
201 NW 84th Ave  
Plantation, FL 33324  
[lvunjannon@broward.org](mailto:lvunjannon@broward.org)  
954-831-3900

**Jeff Stevens, will serve as the lead individual for the consulting and grant management categories.**

Below are specific examples and references of Jeffs leadership in these categories, followed by his resume.

**Mecklenburg County, NC:** Supported their COVID-19 Public Assistance Cost Recovery through FEMA PA. Led to the first obligated Non-Congregate Sheltering Project in the State of North Carolina:

David Boyd  
Chief Financial Officer  
Financial Services Department  
Mecklenburg County Government  
700 E. 4th Street  
Charlotte, NC 28202  
[David.Boyd@mecklenburgcountync.gov](mailto:David.Boyd@mecklenburgcountync.gov)  
Office: 980.314.2688

**City of Lowell, MA and City of Portland Bureau of Emergency Management, OR:** Supported

the City of Lowell Mass (where Shad was the former director) in their COVID-19 Cost Recovery (CARES, FEMA PA and a bit of ARPA). We're currently supporting an organizational assessment for the City of Portland Bureau of Emergency Management as well:

Shad Ahmed  
Director  
Portland Bureau of Emergency Management  
9911 SE Bush Street  
Portland, OR 97266 USA  
Shad.Ahmed@portlandoregon.gov  
503.395.8311

**City of Somerville, MA:** Supported their COVID-19 Cost Recovery (CARES and FEMA PA):

Kate Hartke  
Director, Grants and External Funds  
Grants Development Office  
City of Somerville  
50 Evergreen Avenue  
Somerville, MA 02145  
khartke@somervillema.gov  
617-625-6600 x2130

**Town of Smithfield, RI:** Supported their COVID-19 Cost Recovery under FEMA PA:

Todd Manni  
Director of Emergency Management and Community Outreach  
Town of Smithfield  
64 Farnum Pike  
Smithfield, RI 02917  
tmanni@smithfieldri.gov  
(401) 640-2923 (Cellular)

EBS' Team of Senior Advisors has extensive experience guiding clients through the disaster recovery process resulting from every major disaster of the past quarter century. **The Senior Advisory Team assembled for this engagement provides the County with a "Toolkit" of nationally renowned subject matter experts and unsurpassed regional expertise to support our Project Leadership Team.**

**Jeff Stevens** currently serves as iParametrics' Vice President of Emergency Management and Community Resilience. Jeff is a leader in the Emergency Management industry and is an expert

on all regulations behind federal and state-level grants. He is a hands-on leader known for his advocacy on behalf of the communities we serve. In the wake of the COVID-19 pandemic, Jeff has served clients in Florida, Georgia, North Carolina, South Carolina, Tennessee, Kansas, Massachusetts, and Rhode Island to apply for and leverage federal funding from multiple sources to deliver a variety of initiatives. He holds numerous Incident Management Team certifications including as a Type III Logistics Section Chief. He has also served as a volunteer firefighter and emergency medical technician. Jeff is currently supporting the Town of Sneads in their Hurricane Michael recovery efforts and will be available as needed for this project.

**Nancy Freeman**, Senior Project Coordinator – Emergency Management, has recently joined EBS, but brings more than 26 years of emergency management experience, primarily in Northeast Florida counties, to the team. Her broad experience in directing local emergency management programs, deploying to Florida disasters, and managing grants and cost-recovery projects allows her to focus on the continuum of all-hazard preparedness, prevention, planning, response, recovery, and mitigation. As the former Nassau County (FL) Emergency Management Director, Nancy led the coastal county through multiple disasters, including Hurricanes Frances and Jeanne, Tropical Storm Fay, and flood, hazardous materials, tornado and, wildfire incidents. Her grants management experience includes FEMA PA, HMGP, FMA, and Fire Management Assistance Grants (FMAG). Between 2013 and 2021, Nancy managed hazard mitigation planning projects for multiple jurisdictions, including the State of New York, the State Nebraska, and Northern Virginia, and numerous local multi-jurisdictional plans. Since 2004, Nancy has been an assessor and Team Lead for the Emergency Management Accreditation Program (EMAP). This opportunity has allowed her to participate in more than 45 assessments and reviews for local, state, federal agency, U.S. Territory, international, and private sector emergency management programs. She has been an appointed member of the EMAP Technical Committee since 2005. As a long-time trainer in emergency management, and former adjunct faculty member at Florida State College in Jacksonville, Nancy is experienced in guiding learners in how to apply theories and concepts to generate outcomes. She has provided training on multiple emergency management topics through the Florida Division of Emergency Management, Florida Emergency Preparedness Association, Emergency Management Institute (Emmitsburg, MD), and the Emergency Management Accreditation Program. Her academic teaching included architectural history, and historic preservation and restoration. Nancy brings extensive skills working with consensus-building and strategic planning with government agencies at all levels, as well as non-profit and community-based organizations to develop mutually acceptable outcomes. Specific past projects have included developing a needs assessment for the Durkeeville Community in Jacksonville, FL; strategic planning with the St. Johns County Board of County Commissioners; and as an appointed member of the Northeast Florida Historic Preservation Citizen's Advisory Board, and the Historic District Council in Fernandina Beach, FL.

**Greg Raab**, MBA is Chief Operating Officer of EBS. As an adjuster and advocate for the insured, he has been involved in the settlement of hundreds of property losses and is Past President and Board of Directors member of the National Association of Public Insurance Adjusters. His



experience encompasses having worked on behalf of municipalities, homeowners, manufacturing facilities, retail stores, restaurants, hotels, and real estate entities operating apartment complexes and office buildings. As a specialist in property, business income, and extra expense claims recoveries, he has been instrumental in helping clients recover from losses of virtually every type – including fire, flood, and hurricane damages from such major storms as Katrina and Wilma in 2005, and the New York State Floods of 2006. Mr. Raab has been a featured speaker on property loss adjusting topics for various groups, including the Community Associations Institute (CAI) and Disaster Restoration Contractor's International Conference and Trade Show. Mr. Raab has authored print and online articles on various insurance claim related topics. He has also been responsible for building some of the largest emergency management operations in the US, including assembling and managing the 500+ person team that completed New York State's recovery from Hurricane Sandy, and building an 1800+ person team that completed Puerto Rico's STEP Program post Hurricane Maria.

**Shanti Smith-Copeland, FPEM, CEM** serves as the Director of Emergency Management for iParametrics. She is a decisive, results-oriented executive with 16 years of innovative crisis and emergency management leadership. These skills have been honed through positions including Deputy Bureau Chief of Preparedness for the State of Florida, as well as a local emergency manager. As a resident of Jacksonville, Florida, Shanti is just under an hour's drive from any of the County's needs and is excited about the opportunity to continue assisting communities in her home state to prepare better and become more resilient to natural disasters. Shanti's experience includes disaster preparedness, response, recovery, and grant management support on behalf of the State of Florida Emergency Response Team, as well as Florida Cities and Counties after Hurricanes Dennis, Katrina, Rita, Wilma, Hermine, Matthew, Irma, Michael, Dorian, and the COVID-19 pandemic. Additionally, her experience in 34 federally declared disasters across FEMA Regions 1, 2, 4, 6 and 7 from 2005-2020 has allowed her to provide operational support to field operations for Disaster Recovery, Debris Management, Mass Care Coordination, EOC Staffing of ICS Positions including Plans Chief, Logistics Chief and Liaison Officer as well as Incident Management Team support up to and including Type 3 Incident Commander. Shanti has supported grant applications for state and federal clients throughout her 16 years of experience, including, most recently, the successful application of \$5 million of CDBG-DR funds for the City of Bonita Springs, Florida.

**Dr. Royce Woodruff**, is a seasoned emergency management professional with over 20 years of experience. He has responded to a variety of different natural disasters throughout his career. Royce is a former Hazard Mitigation Grant Program Specialist for the Federal Emergency Management Agency. In this role, he deployed to several disasters throughout the southeastern US. He also worked as a Senior Emergency Management Specialist under a contract with the Louisiana Governor's Office of Homeland Security and Emergency Preparedness for Hurricanes Katrina, Rita, Ike, and Gustav. For this role, he coordinated a state-wide campaign to educate local government, businesses, and the general public about the various federal program available to them due to Hurricane Katrina. In recent years, he has assisted with other natural disasters including the April 2014 Floods in the Florida panhandle, the 2015 Winter Storm Juno in Massachusetts, and the Flagler County Response to Hurricane Matthew.

**Erica Hupka**, is an expert emergency management trainer, strategic planner, facilitator, and exercise coordinator with a focus on community resilience. Over her 14-year career, Erica has

worked in the government, healthcare, and higher education industries. Erica has experience in writing institution-wide policies, plans, and procedures, and is skilled in the ability to identify areas of opportunity and strategic planning. Throughout her career, she has set the standard for exceptional preparedness products and innovative solutions across different organizations and industries. Erica is a FEMA-certified Master Exercise Practitioner and is a Certified Emergency Manager.

**Ariel Mallett**, currently serves on iParametrics' technology team as a Systems and Business Visualization developer and engineer. She delivers the valuable insights our government clients need to efficiently improve services and deliver on their mission. Ariel has extensive knowledge and experience in developing Business Intelligence and Geospatial Visualizations to show data by its various dimensions and multiple measures through dashboards and geospatial visualizations. She has extensive experience modeling, evaluating, and visualizing data for the purposes of cause- and-effect analysis and risk reduction. She has worked extensively on analytics modeling and visualizations for the Federal Emergency Management Agency (FEMA), the Department of Defense (DoD), and the Army Corps of Engineers (USACE), as well as numerous state and local agencies. Ariel has extensive experience with ESRI ArcGIS, is a Certified Qlik Business Visualization Engineer, and is experienced in using software such as ArcGIS, Quantum GIS, Tableau, Qlik, Python, and R to automate geospatial data acquisition and processing and create visualizations to transform complex data into easy-to-understand graphics. Ariel currently holds a Department of Homeland Security Public Trust Security Clearance.

Our project managers will be supported by secure technology platforms, like Microsoft Teams. We will leverage these tools for project management and day-to-day coordination. This will ensure that you will have full and continuous visibility of the project's progress as well as the ability to provide comments throughout and allows our team to keep working on your recovery no matter where we are located.

The key staff presented in these pages have worked with local government clients like Newport News around the nation to deliver the most creative, innovative, and comprehensive disaster recovery programs in sectors including single-family, multi-family, and rental housing; economic development; infrastructure; planning; and capacity building using leveraged funding from multiple federal sources. All key staff proposed in these pages have prior recent experience implementing federal grant relief programs, funded through FEMA and other federal entities.

Our team has been carefully selected to deliver a mix of wide-ranging subject matter expertise, trusted insights, operational knowledge, and technical skills. Our team is trained to deliver understanding, empathy, and solutions, tailor-made for the County. We are passionate about the clients we serve and the communities we support.

**This group is supported by a deep bench of 500+ professionals who can be pulled in at a moment's notice based on technical needs.**

We are fully qualified and capable of supporting the County whenever a disaster or other major event impacts your community. From our inception, we have perfected the processes needed to successfully support and manage multiple and often simultaneous response and recovery initiatives for communities across the country. While we may be supporting several communities

at once, our key personnel are committed to providing the County with prompt and consistent communication, personalized plans, and full attention to detail to ensure a successful recovery program.



#### 4.4 Florida Based Employees

The EBS Team has a combined 41 Florida-based employees, along with over 100 other team members who have worked in Florida and have or currently serve Florida clients day-to-day. During times of emergency or disaster, our total on call Cadre is over 500 strong.

#### CAPACITY

The EBS Team, comprised of five premier organizations in emergency management, can scale up to any size project, and scale down with equal efficiency. Our firms maintain, in addition to their full-time staff, cadres of experienced emergency management professionals that are ready to deploy at a moment's notice. We can bring in the best recruiters, trainers, and project managers the industry has to offer to help us build a local team for occasions that call for it.

We can offer surge support staff on an extremely quick turnaround, as our combined logistics staff maintains regular contact with our cadre of on-call personnel, all of whom have been involved in our ongoing series of training and updates.

Our web-based personnel database tracks training, experience, capabilities, languages spoken, projects, background, areas of specialization, home address for localized hiring, and current contact information to facilitate rapid deployment and efficient identification and fulfillment of required skill sets.

**We staff a local Florida-based team that is currently assisting multiple communities within the State in similar Disaster Recovery Services as those requested by Franklin County.** They deploy from our Tallahassee office in Florida. We work from nearby offices in Orlando FL, as well as our regional Georgia offices of Fayetteville and Alpharetta.

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**This group is supported by a deep bench of hundreds of professionals who can be pulled in at a moment's notice based on technical needs.**

We are fully qualified and capable of supporting the County whenever a disaster or other major event impacts your community. From our inception, we have perfected the processes needed to successfully support and manage multiple and often simultaneous response and recovery

	Princess Ousley	Necole Holton-Jacobs	Nancy Freeman	Bill Young	Shanti Smith-Copeland	Jeff Stevens	Alex Boswell	Royce Woodruff	Steve Kral	Nicole Maddox	Ryan Bingham	Robert Bressett	Scott Canaday	Robert King	James (Judd) Wright	Keith Holman	James Davie Bjostad	Russell Hunt	Nigel Baker
ICS-100: Introduction to the Incident Command System	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ICS-200: ICS for Single Resources and Initial Action Incidents	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ICS-300: Intermediate ICS for Expanding Incidents	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X
ICS-400: Advanced ICS for Command and General Staff	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X
IS-700: National Incident Management System, An Introduction	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
IS-703: NIMS Resource Management		X		X	X	X	X						X	X	X	X	X	X	X
IS-706: NIMS Intrastate Mutual Aid – An Introduction		X			X	X								X	X	X	X	X	X
IS-800: National Response Framework, An Introduction	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
L0449 Incident Command System (ICS) Curricula Train-the-Trainer	X		X		X	X							X	X	X	X	X	X	X
G-191: Incident Command System/ Emergency Operations Center Interface		X	X	X	X	X			X				X	X	X	X	X	X	X
G-402 Incident Command System (ICS) Overview for Executives/Senior Officials		X			X	X			X					X	X	X	X	X	X
E/L/G-2300 Intermediate Emergency Operations Center Functions		X			X	X								X			X	X	X
E/L/G-2300 Intermediate Emergency Operations Center Functions		X			X	X								X			X	X	X
E/L 950: All-Hazards Position Specific Incident Commander					X				X				X	X	X		X		X
E/L 952: All-Hazards Position Specific Public Information Officer														X	X				X
E/L 954: All-Hazards Position Specific Safety Officer			X											X	X				X
E/L 956: All-Hazards Position Specific Liaison Officer		X	X		X									X	X				X
E/L 958: All-Hazards Position Specific Operations Section Chief		X			X				X				X	X	X				X
E/L 960: All-Hazards Position Specific Division/Group Supervisor		X			X									X	X				X
E/L 962: All-Hazards Position Specific Planning Section Chief					X								X	X	X				X
E/L 964: All-Hazards Position Specific Situation Unit Leader														X	X				X
E/L 965: All-Hazards Position Specific Resources Unit Leader		X							X					X	X				X
E/L 967: All-Hazards Position Specific Logistics Section Chief		X			X								X		X				X
E/L 969: All-Hazards Position Specific Communications Unit Leader															X				X
E/L 970: All-Hazards Position Specific Supply Unit Leader		X												X	X				X
E/L 971: All-Hazards Position Specific Facilities Unit Leader														X	X				X
E/L 973: All-Hazards Position Specific Finance/Admin. Section Chief									X					X	X				X
E/L 975: All-Hazards Position Specific Finance/Admin. Unit Leader Course														X	X				X
E/L 984: Task Force/Strike Team Leader													X	X	X				X
E/L 986: Air Support Group Supervisor														X					
E/L 987: Introduction to Air Operations														X					
L/E-146 HSEEP: Homeland Security Exercise and Evaluation Program		X	X		X		X							X					
L/E-147 HSEEP: Homeland Security Exercise and Evaluation Program Train the Trainer		X	X		X									X					
Type 3 AHIMT O-305		X			X									X	X		X		X

initiatives for communities across the country. While we may be supporting several communities at once, our key personnel are committed to providing the County with prompt and consistent communication, personalized plans, and full attention to detail to ensure a successful recovery program.

Staffing, travel, housing, and equipment arrangements are handled by our in-house operations and logistics team, led by COO Greg Raab. This team will be in constant communication with County leadership to discuss needs and plan for increasing/decreasing resources.

EBS also maintains an in-house IT team that provides support to all assigned field staff. All laptops are equipped with remote technical support capabilities, and IT staff are available to make on-site support visits to resolve any issues that cannot be satisfactorily addressed remotely. Our IT team will work closely with the County, performing support activities such as customizing our tracking and reporting system to County requirements, producing tailored reporting tools, and providing technical support for database integration initiatives.

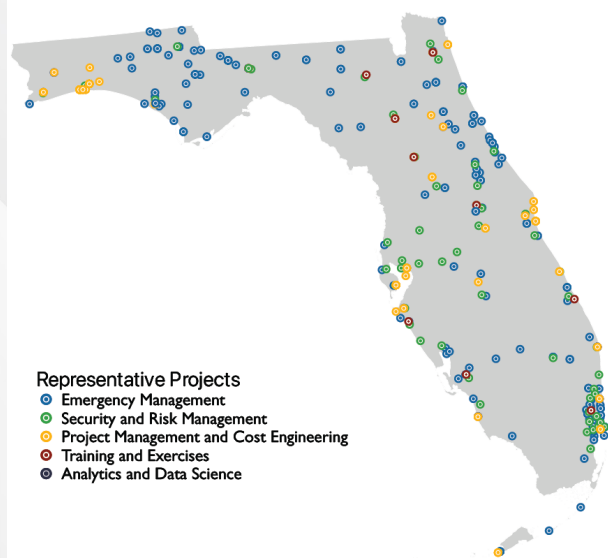


**In addition to Capacity, our Team provides Financial Stability**

EBS has successfully been in business for over 11 years. We have the financial stability, resources, and capacity to complete any assigned task for Franklin County, including the ability to hire additional qualified staff on a short-term basis, when needed to complete work. There are no known financial issues that will prevent the EBS Team from providing services for the duration of the County's contract.

We take pride in the manner in which we do business. EBS has not been involved in any bankruptcy as a debtor, or in a reorganization, liquidation, or dissolution proceeding, and no trustee or receiver has been appointed over all or a substantial portion of EBS' property under federal bankruptcy law or any state insolvency law.

EBS carries a substantial line of credit and was easily able to carry a 400+ person project in



Virginia with delayed payment. Our partner firms all have considerable financial strength and longevity as well. We understand that the County may request additional financial information, and we will happily work with the County to resolve any questions regarding our financial stability, as needed.

**Evidence of Proposed Staff Training**

The training chart below displays the vast training and instructor certifications that our select team possesses. Please note that our cadre of over 500 can supplement this team and offer expertise and training on virtually any emergency management topic. Following the training chart below we have included copies of some of our additional staff credentials as requested in the RFP.

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## 4.5 Specialized Expertise of Team

### State of Florida Experience

Our Team members are recognized leaders in emergency management, homeland security, training, engineering, and grant management. Our team offers multi-faceted emergency and risk management, decision and analytical sciences, and program and cost-consulting solutions to a broad range of federal, state, and municipal clients throughout the country. We have helped communities across the country manage their FEMA PA funds while identifying additional funding sources to apply for and receive the maximum funding possible. This combined experience includes working with numerous federal agencies, over 30 states at the state level, and 500+ cities, counties, townships, and parishes in all 50 states in the United States, including throughout the State of Florida, as evidenced by the following map.

A Sampling of Florida experience examples:

- EBS updated the Volunteer Florida Continuity of Operations Plan (COOP) in accordance with Chapter 252 Florida Statutes and addressed emergencies from an all-hazards approach. This plan contained provisions to ensure the continued performance of the essential services and programs, the sustainability of the essential services and programs, the development of comprehensive procedures, the vetting of alternate sites, personnel, resources, inter-operable communications, and vital record/databases.
- EBS worked with the Broward County Emergency Management Division to update their existing County Enhanced Local Mitigation Strategy (ELMS). This project served as a road map for County stakeholders to follow resulting in realistic incremental improvements in making Broward County a model disaster-resistant sustainable community. Existing emergency plans including the Broward County Comprehensive Emergency Management Plan (CEMP), Climate Change Action Plan, Continuity of Operations Plan, Capital Improvement Plan, and the Recovery Plan were reviewed and incorporated into the ELMS. A Threat Hazard Identification and Risk Assessment (THIRA), Economic Vulnerability, and Mitigation analysis were also conducted in compliance with the Federal Emergency Management Agency's Local Multi-Hazard Mitigation Planning Guidance and met the requirements of 44 CFR § 201.
- iParametrics is currently assisting Aspire Health in Orlando, Florida, with their COVID-19 recovery efforts, specifically in maximizing their PA reimbursement dollars. They have submitted over \$3.5 million in Project Worksheets on behalf of the non-profit healthcare organization and are continuing to identify opportunities for additional reimbursement.
- Since 2019, iParametrics has supported the Town of Sneads, Florida, with their long-term recovery efforts from Hurricane Michael. They guided Town leadership in their pursuit of FEMA PA, 406 Mitigation, and Hazard Mitigation Grant Program (404 Mitigation) funding. To date, they have identified additional eligible damages totaling nearly \$2 million, completed multiple HMGP (404) grant applications, identified additional 406 hazard mitigation opportunities to enhance overall community resilience, and coordinated with insurance to increase the total cost recovery and avoid potential duplications of benefits.
- Under iParametrics/EBS' on-call contract with Volusia County, we are responsible for preparing the County in the event of a natural disaster or other emergency events through a variety of training and exercise programs as well as planning sessions. We are helping the County

develop its response, recovery, and longterm community redevelopment plans. In the event of a disaster, our team will develop and conduct critical infrastructure and hazard vulnerability assessments, perform a gap analysis of capabilities, and provide grant writing and submission support to utilize all funding sources.

- Our team members have supported communities across the State of Florida in their recovery from federally declared disaster events since our inception. We deployed to Orlando and Panama City in mid-2020 to provide PA support and site inspections for Florida applicants in response to the ongoing impacts of Hurricanes Irma, Michael, Dorian, and Sally.
- iParametrics supports clients throughout the Southeast in their recovery efforts. They are managing similar specialized programs in Henry County and Chatham County, Georgia in their COVID-19 recovery response through the management of Small, Local Business, and Non-Profit Assistance Grant programs through dollars each County received in their ARPA allocation. They are helping each County increase community awareness of available funds through a variety of outreach efforts, determine business and non-profit eligibility for assistance, review and process grant applications, maintain a software program capable of dispersing funding, and establish reporting processes throughout each program's lifecycle.
- RLKingTraining has conducted Florida training that includes but is not limited to:
  - Lee County: three position specific courses
  - Highlands County: three position specific courses, an ICS 402, ICS 191, and an in-house Web EOC course
  - Orange County: ICS 300, ICS 400, and ICS 191
  - Manatee County: ICS 300, ICS 400, and CERT Basic course
  - Region 7: three position specific courses
  - City of Miami: a CERT Basic and CERT Refresher courses
  - Polk County: two position specific courses
  - Hernando County: three position specific courses
  - St. Lucie County: several ICS 300 and ICS 400 courses
  - Seminole County: ICS 300 and ICS 400 courses

**We will utilize our current experiences and relationships with Franklin County and the State of Florida knowledge to make this project a success.**

In addition to the examples above, you will find the following selected project sheets similar to the work requested by the County.



## 4.6 Similar Contracts

## PAST PERFORMANCE



# STATE OF VIRGINIA

## HYPER LOCAL COMMUNITY OUTREACH AND ENGAGEMENT

Elite Business Strategies, LLC was tasked by the Virginia Department of Emergency Management (VDEM), COVID-19 Unified Command/ VEST Health Equity Working Group to conduct hyper-local community outreach, education, and engagement efforts to Virginia's vulnerable populations, which included people in racial and ethnic minority groups, people living in communities with high social vulnerability index, people living in rural communities, people with disabilities, people who were homebound or isolated, people who were underinsured or uninsured, people who are immigrants, refugees, or New Americans, and people with transportation limitations.

**CLIENT**

Virginia Department of Emergency Management

**REFERENCE**

Olajumoke Akinrimisi  
Equity and Inclusion Impact Specialist  
Phone: (804)-629-7100  
Email: Olajumoke.Akinrimisi@vdem.virginia.gov

Curtis Brown  
Former Virginia State Coordinator  
Virginia Department Emergency Management  
Phone: (804) 415-8050  
Email: Curtis.Brown.c@gmail.com

**BUDGET**

\$14,000,000+

**DURATION**

March 2021 – July 2021

**SITUATION**

Amid the worst global pandemic in more than a hundred years, our team was at the forefront of the Commonwealth of Virginia's efforts to save lives. Virginia's 133 localities were placed in one of five tiers based on the size of their vulnerable populations and the impact of COVID-19 on their communities. Tier 1 localities were identified as having a greater risk of COVID-19 cases, hospitalizations, and deaths. EBS launch the Educate & Vaccinate Initiative using a data-driven approach to identify communities with vulnerable populations that experienced the greatest COVID-19 impacts. Utilizing community outreach teams, EBS spread throughout the Commonwealth in a tiered approach to help address these inequities.

**TASKS**

- Overseeing and managing the implementation of the statewide vaccination community outreach and engagement plan of action
- Partnership and coalition building
- Community and stakeholder engagement
- Community Vaccination Center (CVC) recruitment
- Mobile Vaccination Center identification

**OUTCOME**

EBS completed an extensive COVID-19 vaccination education and outreach initiative for the Commonwealth of Virginia. More than 400 individuals were identified, trained, and deployed for 90 days resulting in a cumulative reach of 1,033,468 individuals, including bi-lingual residents. Multiple methods, including in-person, phone, text, social media, and resource stations, were used to reach under-served populations to improve access to vaccine pre-registration for those disproportionately impacted by the COVID-19 pandemic. The outcome of this project resulted in significantly improved vaccination rates in communities such as African American, Latinx, elderly/ homebound, low income, access, and functional needs, moving Virginia from the 48th ranked state to the Top Ten in vaccinations in these populations.

## Volunteer Florida Continuity of Operations Plan Update, Commission on Community Service, FL

The Volunteer Florida Continuity of Operations Plan (COOP) update was completed in accordance with Chapter 252, Florida Statutes, and addressed emergencies from an all-hazards approach. This plan contained provisions to ensure the continued performance of the essential services and programs, the sustainability of the essential services and programs, the development of comprehensive procedures, the vetting of alternate sites, personnel, resources, interoperable communications, and vital record/ databases.

The plan was designed to review and validate activities that are critical to Volunteer Florida operations if impacted by a disaster, and prioritize essential components mandated by law or activities deemed as such by the Volunteer Florida COOP Management Team in accordance with the mission. The COOP was written in accordance with the Division of Emergency Management (DEM) "County Coordination Checklist for Agency COOPs (in accordance with Chapter No. 2002-43: Relating to Disaster Preparedness - Amends 252.365). Listed below are the key components considered in the development and implementation of the Volunteer Florida COOP:

- Line of Succession
- Essential Services and Staff Assignments
- Alternate Sites
- Vital Records/Databases
- Resources
- Notification/Contact List
- COOP Management Team

The plan also ensures the ongoing performance of duties and activities outlined in the Florida Comprehensive Emergency Management Plan (CEMP) for Volunteer Florida and Emergency Support Function (ESF 15). As the lead agency for ESF 15, Volunteer Florida plan must also maintain its ability to fulfill its responsibilities to disaster victims, even if staff, equipment and/or facilities are impacted by a disaster. This project was successfully completed above-and-beyond expectations on an extremely expedited schedule, and while the agency was actively responding to the 2020 COVID-19 pandemic.

## State of New York Division of Homeland Security & Emergency Services, NY

In the aftermath of Hurricane Sandy, EBS supported the team working with the State of New York with \$14.5 billion FEMA Public Assistance (PA) Program and \$1.5 billion Hazard Mitigation Grant Program (HMGP) funding. EBS provided PA and HMGP support to New York State's DHSES. Working directly with the State Hazard Mitigation Officer, we designed an HMGP solution covering Hurricanes Sandy, Irene, and Lee.

Our team assisted New York in the management of \$15 billion in infrastructure projects funded with Public Assistance and HMGP funds and matched with CDBG-DR funds. Our in-house subject matter experts allowed the state to meet all federal deadlines and maximize recovery services to businesses and homeowners affected by the three storms. The team deployed on this contract received strong accolades from direct and extended clients.



We worked closely with the State Hazard Mitigation Officer to creatively use Global Match for major infrastructure and resiliency projects, including flood buyouts, acquisitions, and water/wastewater projects. Elite's assistance with FEMA HMGP public-sector project work included \$1 billion for wastewater plant reconstruction and improvement in the two largest counties on Long Island.

HMGP services included:

- Provided programmatic support to key stakeholders
- Assisted with the preparation of 1,221 HMGP applications
- Trained HMGP personnel
- Provided implementation guidance with the global match for \$1.5 billion

Project staff developed appropriate cost estimates and 406 hazard-mitigation proposals using FEMA's Cost Estimating Format, based on program guidance. This process involved working with stakeholders to develop and obtain concurrence of required sub-grant agreement letters, cost estimates, cost codes, scopes of work, and hazard mitigation proposals within established programmatic timelines.

In addition, our PA program support team coordinated with key stakeholders and provided guidance to our clients on program eligibility requirements, compliance, procedures, and timelines. In this capacity, staff acted as advocates for our customer by providing technical assistance to qualify projects and maximize the use of every dollar available.

The team also provided guidance to FEMA and DHSES for hundreds of complex projects, including how to capture eligible damages and provide appropriate mitigation measures.

### Highlights and Best Practices

- \$1.4 billion for overhead distribution lines at Long Island Power Authority
- \$2 billion for permanent work repairs at the New York OMB
- \$810 million for Nassau County wastewater treatment facilities
- \$480 million for Queens/Rockaway boardwalk
- \$374 million for Metropolitan Transportation Authority tunnels
- \$2.5 billion for New York Housing Authority repairs on PAAP projects
- \$171 million S. Nassau Counties at Long Beach Medical

## Broward County FL Office of Emergency Management, FL

EBS worked with the Broward County Emergency Management Division to update their existing County Enhanced Local Mitigation Strategy (ELMS). This project served as a road map for Broward County stakeholders to follow moving forward, resulting in realistic incremental improvements in making Broward County a model disaster resistant and sustainable community. Existing Broward County and Broward stakeholder emergency plans including the Broward County Comprehensive Emergency Management Plan (CEMP), Broward Climate Change Action Plan, Continuity of Operations Plan, Capital Improvement Plan and the Broward County Recovery Plan were reviewed and incorporated into the ELMS. Mitigation and Recovery stakeholders throughout the County participated and were engaged in the process.

The LMS update included the assessment of hazard risks facing Broward County and its participating municipal jurisdictions. The risk assessment used the latest census data and HAZSUS technology to identify and evaluate these potential risks faced, as well as provide the factual basis for mitigation activities proposed in Broward County's LMS that aim to reduce

those risks.

Key plan updates included:

- Risk Assessment Methods
- Asset Inventory
- Initial Hazard Identification
- Natural Hazards
- Human Caused Hazards
- Conclusions on Hazard Risk

The risk assessment completed for Broward County provided the identification and analysis of known hazards that may threaten life and property across the entire planning area. It also included the results of a multi-jurisdictional vulnerability assessment conducted for each of Broward County's municipal jurisdictions. The vulnerability assessment helped to describe each jurisdiction's vulnerability to identified hazards in terms of the type and numbers of buildings, infrastructure, and critical facilities located in hazard areas as well as potential loss estimates for vulnerable structures.

A Threat Hazard Identification and Risk Assessment (THIRA), Economic Vulnerability, and Mitigation analysis were also conducted in compliance with the Federal Emergency Management Agency's Local Multi-Hazard Mitigation Planning Guidance, dated March 2013 and met the requirements of 44 CFR § 201.

### Highlights and Best Practices

- First successful HSEEP compliant Hazards Identification & Risk Assessment (HIRA)/ Vulnerability Assessment Workshop.
- 150+ stakeholders from municipals, county, and private sector took part in the update process.
- Extensive GIS and HAZUS modeling support done through collaborative efforts with Broward County, State GIS Administrator, and private sector stakeholders.





# CLAY COUNTY, FLORIDA

## LOGISTICS PLAN DEVELOPMENT

The Florida Division of Emergency Management is now requiring all counties in Florida to submit their current Logistics Plan to be eligible for 2022 Emergency Management Performance Grant (EMPG) funds. EMPG funds are provided by FEMA to state, local, tribal, and territorial emergency management agencies for implementation of the National Preparedness System to create a secure and resilient nation. **Presently iParametrics is serving as the project manager for all professional services provided to Clay County Emergency Management.**

### CLIENT

Clay County, Florida

### REFERENCE

John Ward  
EM Director  
Clay County Emergency  
Management  
2519 State Rd. 16 W  
Green Cove Springs, FL 32043  
904-657-3174  
John.Ward@claycountygov.com

### BUDGET

\$20,000

### DURATION

August – September 2021

### SITUATION

Clay County had not updated their plans in over a decade and iParametrics was asked to help with the plan update. We developed Clay County's 2021 Logistics Plan as a requirement for a grant application in the 2022 grant cycle.

### TASK

Our team worked with Clay County DEM Leadership team to refine the plan to meet the County's unique needs and ensure it was in sync with the Florida Division of Emergency Management's current guidance and recommendations. The iParametrics team was directed to develop a new, from-scratch Logistics Plan for Clay County Emergency Management, which included reviewing all current state and federal requirements and providing a current and accurate Logistics Plan for Clay County.

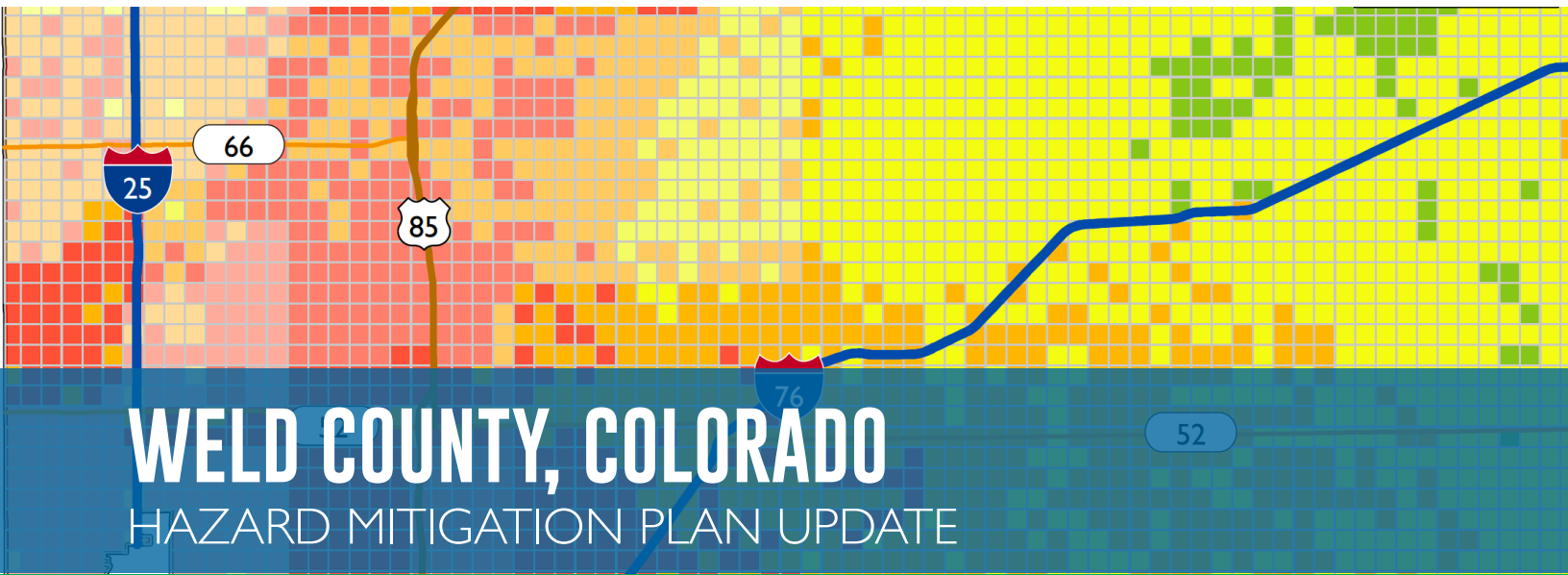
### ACTION

Through meetings and review sessions with the Clay County EM leadership team, the team developed a final draft of the Clay County EM Logistics plan for the County EM Director to finalize in four weeks.

### RESULT

The Logistics Plan prepared for the County included all the most current calculations for supporting both the County Logistics Staging areas as well as Points of Distribution (PODs) for essential stabilization immediately following a major disaster. The plan will serve the County's needs for the next decade.

## PAST PERFORMANCE



In January 2020, Weld County issued the need for an updated multi-jurisdictional Hazard Mitigation Plan to cover participating cities, towns, and special districts as defined by FEMA. As a partner with Synergy Disaster Recovery, iParametrics used previous hazard mitigation planning (HMP) experience combined with our unique analytical tools to develop a sustainability model that was used in updating the County's Hazard Mitigation Plan.

### CLIENT

Weld County, CO

### REFERENCE

Michael Garner, CFM, GISP  
Planning Program Manager  
1530 Findlay Way  
Boulder, CO 80305  
Phone: (303) 710-9498  
Email: MGarner@  
SynergyDisasterRecovery.  
com

### BUDGET

\$20,000

### DURATION

February - September 2020

### SITUATION

Covering over 4,000 square miles with a population of almost 325,000 residents, the County is located in the northern part of Colorado and is home to 32 incorporated municipalities, making it the state's third largest county. The Disaster Mitigation Act (DMA) of 2000, 44 CFR Part 201.6, and FEMA's current "how-to" planning guidance required appropriate updates be made to the County's Hazard Mitigation Plans.

### TASK

In early 2020, iParametrics was selected as part of a team to assist in the HMP updates for the County. The project aimed to incorporate analytics into the updated plan by developing a geospatial model to execute the risk identification component of the HMP.

### ACTION

iParametrics developed a suitability model using Esri ArcGIS Pro and R to identify the areas of highest risk to Weld County. This included gathering and analyzing data from over 15 different state and federal datasets to represent the nine hazard types of highest concern to the County, such as severe storms, wildfires, hazardous material, and public health. We used this information to calculate the probability of annual frequency or probability that these hazards would occur within the County.

### RESULT

The suitability model the iParametrics team created for this project drove the risk assessment for Weld County's updated Hazard Mitigation Plan. The model provided the County with a GIS-based risk assessment that included hazard-specific maps, data of risk ratings and percentages, technical documentation, and static maps.



# SNEADS, FLORIDA

## HURRICANE MICHAEL RECOVERY

iParametrics was selected by the Town of Sneads, Florida, to assist with their long-term recovery efforts from Hurricane Michael. Our team is responsible for coordinating all FEMA Public Assistance Grant responsibilities as well as identifying opportunities for CDBG-DR and EDA funding.

### CLIENT

Town of Sneads, FL

### REFERENCE

Danielle Dickens Guy  
Deputy Clerk  
2028 Third Avenue  
Sneads, FL 32460  
Phone: (850) 593-6636  
Email: [Danielle@sneadsfl.com](mailto:Danielle@sneadsfl.com)

### BUDGET

\$174,810

### DURATION

2019 - Present

### SITUATION

In October 2018, Hurricane Michael ripped through the Florida panhandle, destroying everything in its path and leaving many without homes and power.

### TASK

In early 2019, iParametrics was selected by the Town of Sneads to help with their recovery from the devastation. Our team is responsible for coordinating all FEMA Public Assistance Grant responsibilities as well as identifying opportunities for CDBG-DR and EDA funding.

### ACTION

The iParametrics Team provided expert guidance to the Town's leadership as they pursued FEMA Public Assistance, 406 Mitigation and Hazard Mitigation Grant Program (404 Mitigation) dollars. Multiple subject matter experts were engaged throughout the process providing the Town with a consistent support through multiple FEMA staff changes (6 PDMGs and 5 TFLs).

### RESULT

Major items accomplished include:

- Identification of additional eligible damages totaling nearly \$2 million
- Coordination with insurance to increase cost recovery and avoid a potential duplication of benefits
- Coordination and oversight of all site visits
- Identification and recovery of volunteer time as well as donated resources to reduce local disaster cost share
- Identification of additional 406 hazard mitigation opportunities to enhance community resilience
- Completion of multiple HMGP (404) grant applications

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## **4.7 Related Lawsuits**

**No member of the EBS Team has been involved with any related lawsuits**

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## 4.8 Federal and State Licensing



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

**Detail by Entity Name**

Florida Limited Liability Company  
ELITE BUSINESS STRATEGIES, LLC

**Filing Information**

**Document Number** L11000123742  
**FEI/EIN Number** 45-3715751  
**Date Filed** 10/31/2011  
**Effective Date** 10/28/2011  
**State** FL  
**Status** ACTIVE

**Principal Address**

CAPITAL CIRCLE COMMERCE CENTER  
504-A CAPITAL CIRCLE SE  
TALLAHASSEE, FL 32301

Changed: 09/12/2012

**Mailing Address**

504 A Capital Circle SE  
Tallahassee, FL 32301

Changed: 02/04/2022

**Registered Agent Name & Address**

Ousley, Princess  
504 A Capital Circle SE  
Tallahassee, FL 32301

Name Changed: 04/12/2013

Address Changed: 02/04/2022

**Authorized Person(s) Detail****Name & Address**

Title MGRM

OUSLEY, PRINCESS  
504-A Capital Circle SE  
Tallahassee, FL 32301



Report Year	Filed Date
2021	01/28/2021
2022	02/04/2022
2023	02/01/2023

10/31/2011 -- Florida Limited Liability

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## 4.9 Additional Information

### SOCIOECONOMIC BUSINESS ENTERPRISE

EBS was built on a foundation of diversity, equity, and inclusion, and we have shaped our entire organization around this philosophy. EBS, one of the few women-owned emergency management 8(a) firms in the country, was established in response to how indigent citizens experience disasters and recovery. We recognized a lack of knowledge and planning on how to address the vulnerabilities and challenges specific to those in impoverished communities.

EBS takes pride in our certifications, and we have purposefully built a like-minded team to support Franklin County. Our team has the following certifications:

**EBS (Prime):**

- State of Florida - Woman & Minority Business Certification
- Florida Unified Certification Program – Disadvantaged Business Enterprise (DBE)
- SBA8(a)Certified

**The certifications are displayed on the following pages.**





GREATER ORLANDO  
AVIATION AUTHORITY



Delivering Excellence Every Day

*Florida Unified Certification Program*

# Disadvantaged Business Enterprise (DBE)

## Certificate of Eligibility

ELITE BUSINESS STRATEGIES, LLC

*MEETS THE REQUIREMENTS OF 49 CFR, PART 26*

### APPROVED NAICS CODES:

624230- Disaster Relief Services

541611-Administrative Management and General Management Consulting Services

6/30/2016

DATE

*G. Latanya Raffington*  
By: G. LATANYA RAFFINGTON, Interim MWSDBE Administrator  
City of Tallahassee MWSDBE Office



JACKSONVILLE  
TRANSPORTATION  
AUTHORITY





# *State of Florida*

## Woman & Minority Business Certification

### Elite Business Strategies, LLC

Is certified under the provisions of  
287 and 295.187, Florida Statutes, for a period from:  
12/28/2021 to 12/28/2023



J. Todd Inman

Florida Department of Management Services



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## Section 5: Proposed Technical Approach

### Strategic & Operational Plan

The EBS Team has significant experience with all federal disaster recovery grants, especially those resulting from the severe weather that often impacts communities within the State of Florida (such as hurricanes, tropical storms, floods, and tornadoes) as well as the COVID-19 pandemic. Our team intimately understands how we can leverage all of these grants for an effective disaster recovery effort. We will work closely with you to ensure the most effective holistic recovery.

#### **What sets us apart is our intimate knowledge of the State of Florida and FEMA Region 4.**

Our team has also been significantly engaged nationwide in helping communities recover from COVID-19, specifically. We are currently supporting several clients in FEMA Region 4, including Aspire Health in Orlando, Chatham, Clayton, and Henry Counties in Georgia, and the Georgia Mountain Regional Commission. This experience has allowed us to identify and leverage strategies to help maximize cost recovery for all of our clients. If selected for the award, we will support the County with various strategies aimed at ensuring overall cost recovery.

Overall, the EBS team has significant experience working in disaster recovery for several types of declared events including public health emergencies, tropical storms/hurricanes, tornadoes, and others. **We have all the necessary personnel, processes, and experience to ensure an effective, holistic, inclusive recovery effort.**

**Our team is ready to begin this project upon award.** We are committed to starting as soon as the County is ready and will not finish working until the full assignment is complete. The staff listed within this proposal is fully committed to supporting the County in its disaster recovery planning and response. While the EBS team has extensive experience within this line of work, it is impossible to truly know the amount of time and hours needed to complete a project of this nature until we sit down and talk with County leadership and stakeholders. This is how we approach all of our projects. We will maintain clear and consistent communication with the County throughout the duration of the project, so you know exactly who is doing what and the amount of time each person is spending on the assignment. **At no time will there be any surprises, and we will only charge for the hours in which we perform service.**

The EBS team approaches all of our projects from multiple, balanced perspectives.

- **Technical Perspective.** The EBS Team stays abreast of the latest state and federal guidelines to support modern concepts in emergency management to ensure that work products reflect the latest industry best practices. This allows us to align with interagency efforts to integrate better with existing stakeholders.
- **Financial Perspective.** The EBS Team always ensures the most effective, yet efficient methodologies are implemented to maximize the client's financial resources. This means that client costs are minimized wherever feasible, while cost recovery using a wide variety of sources is maximized to provide the optimal return on the client's investment with us.
- **Stakeholder Perspective.** While many contractors may focus on the technical and financial, we pride ourselves on understanding that most of our clients themselves have stakeholders and customers they serve. In executing this project, we work hard to understand not only your primary interagency stakeholders but also your customer base (taxpayers, residents)

to deliver the best possible products that serve your clients. We work for you as well as your stakeholders.

- **People Perspective.** We also strive to understand the challenges and opportunities that confront your staff in the critical role of managing this contract and will work hard to ensure their satisfaction with our work. We truly become an extension of your team rather than a contractor co-existing in the same workspace. We ensure our work, as well as the end-result product, will mesh with your culture, processes, goals, objectives, and strategies.

**The EBS Team builds lasting relationships and becomes a trusted resource for your team, not just a contractor that pops in and out for the duration of the project.**

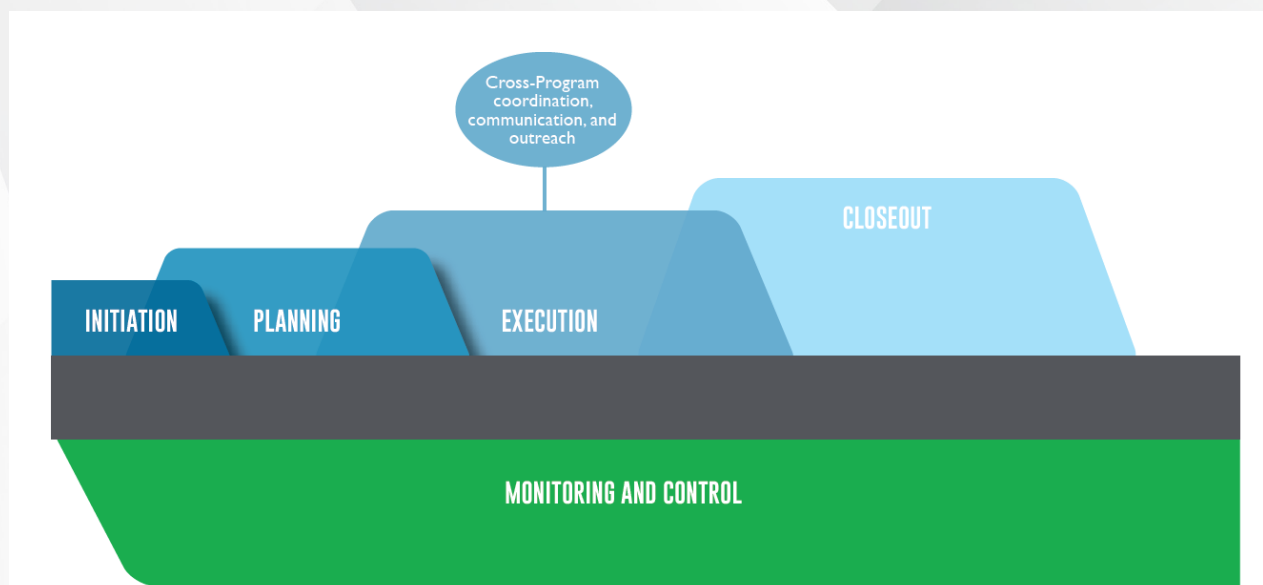
## PROGRAM MANAGEMENT TOOLS/SOFTWARE

The EBS Team has a wide range of tools we use to make sure our clients reach their end goals. This includes the use of Microsoft Teams. We use Microsoft Teams to create a digital workspace that allows us to communicate and connect with the County.

Further, our information management systems, services, and processes are second to none. We have procured and maintained these systems which will be used extensively to support the County and our field personnel to achieve the objectives efficiently and effectively. All information processing systems ensure a high level of accountability and audit-friendly structures to serve our public clients whose taxpayers and stakeholders demand such transparency. They will also serve to minimize errors and ensure maximum cost recovery is achieved.

EBS has built a team that can support all County operations, from response to recovery, ensuring that the County's stakeholders are well-served. We have brought together a team of professionals with emergency management, public health, and disaster recovery experience in federal, state, county, and municipal agencies in diverse disciplines to support the County.

EBS' core management philosophy will guide our approach. Our project management processes are effective because we have continuously improved them through contract performance, incorporating continually evolving industry best practices, and the use of proven technologies. Our management approach and process are outlined below.





## INDUSTRY BEST PRACTICES

Throughout our history, we have not only supported some of the most challenging events, but we have also guided the responsible jurisdictions successfully through the complex response and recovery processes. Federal, state, local, higher education, and other public and private sector entities have repeatedly looked to us for our innovative approaches and leadership in solving some of the most complex problems. Recently, we were responsible for supporting mission planning efforts in Puerto Rico for Hurricane Maria. We helped design efforts to get the disaster response back on track and moving in a positive direction to ensure an effective recovery on the island.

We know recovery because we've been at the forefront of its evolution. Recently, changes in the PA TAC IV Contract required a new approach to training, so Team member iParametrics worked closely with the Fluor Corporation to design and deliver a new Learning Management System and online learning model for Program Delivery Managers (PDMG). This approach has been highly regarded by PA TAC staff, with a 92+% approval rating, as measured by trainee evaluations.

Finally, we maintain deep and broad relationships across states and the federal government. If a client needs an answer or clarification on best practices, we can leverage personal contacts to get that information. Additionally, we are regularly engaged with many professional organizations, including IAEM, NEMA, and state emergency management organizations, to learn what is new in the world of emergency management and share our expertise.

**Using our identified best practices reduces scrutiny of proprietary, inefficient, or ineffective processes.**

### Strategic Planning

The EBS team understands the importance of taking a strategic approach to preparing communities and community leaders for disaster events, just as we understand the processes needed to react to such disasters. Our team consists of expert planners, trainers, and exercise practitioners amply positioned to provide County executives with customized training and exercises designed to better equip your community leaders. Below, we detail our approaches to offering planning, training, and exercise programs to our clients.

## PLANNING AND TRAINING

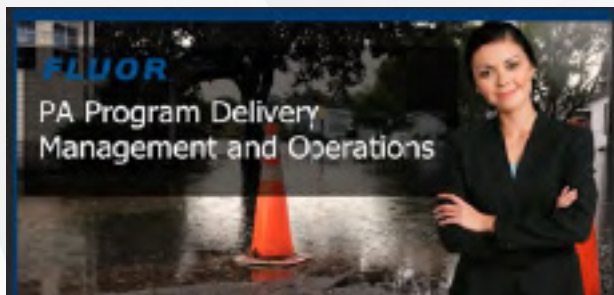
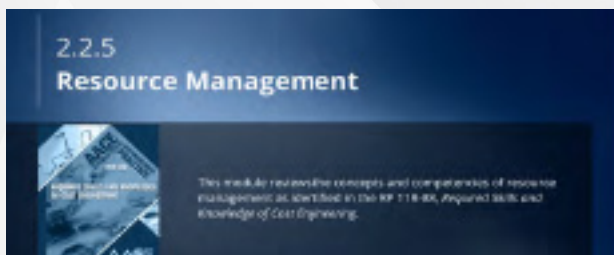
The EBS team contains numerous skilled planning and training professionals. Our planning team has developed a wide array of plans from hazard mitigation, debris management, and continuity of operations (COOP) to pandemic infectious disease, and Points of Dispensing. Our approach to planning begins with analyzing our client's current operations and understanding future requirements. We do this because EBS does not develop cookie-cutter plans, we develop customized documents that support our client's needs and align with national best practices. For example, recently we have been integrating FEMA's new Community Lifelines Approach into our planning efforts.

The EBS Team strongly believes that a plan does not just end when the last page is finished. The plan must be trained on and integrated throughout the local response community. Responders at all levels need to know what their roles and responsibilities are, what resources are available or needed, and the framework by which to operate. This is where solid training comes into place.

Our training initiatives are supported by iParametrics' proprietary LMS that allows our Team to rapidly develop and deploy courses to aid our clients' training needs including teaching about key aspects of the FEMA PA Process. Using industry best practices, our engaging courses are designed to enhance understanding and improve knowledge. In addition to our robust course catalog, we can develop customized courses for our client's staff, including an array of emergency management and homeland security topics for the County. The LMS is built on a secure training portal that allows single sign-on capabilities for existing Microsoft and Google customers. We make this training and personnel development available to our clients and their staff at no cost.

Our PM Necole Holton-Jacobs served as Florida's State Training and Exercise Officer and Planning Manager, and our CEO Princess Ousley oversaw Florida's Domestic Preparedness Program. iParametrics' Our Vice President of Emergency Management and Community Resilience, Jeff Stevens, and our Director of Training and Exercises, Erica Hupka, are both Master Exercise Practitioners (MEP) who have planned and facilitated hundreds of workshops and training programs for clients across the country on a wide range of topics, and will happily work with the County on the development, delivery, and evaluation of any necessary training programs and courses. Multiple members of RLK Training LLC have MEP designation.

Sample images of programs offered through the LMS are included below.



Our team is fully qualified to provide the County with any of the following types of plans and more:

- Strategic Plans
- Comprehensive Emergency Management Plans
- Continuity of Operations Plans
- Standard Operating Procedures
- Hazard Vulnerability Assessments
- Critical Infrastructure Assessments
- Communications and Technology Assessments
- Scenario-Based Planning



## TRAINING CURRICULUM DESIGN, DEVELOPMENT, AND DELIVERY

The EBS Team, including RLK Training, has extensive experience with training curriculum design, development, and delivery, as well as designing, developing, and delivering training curricula for the military, fire service, emergency management, and at the college level. Our Team has been involved with curriculum development for Monroe Community College in hazardous materials and fire training. We have similar experience working in the fire science curriculum for Palm Beach College and have been developing and delivering fire courses to volunteer and paid fire service members for over ten years.

## DEVELOPMENT AND DELIVERY OF A COMPREHENSIVE TRAINING AND EXERCISE PROGRAM

### MULTI-YEAR TRAINING AND EXERCISE PLAN (MYTEP) WORKSHOPS

EBS Team facilitators have all participated in the Readiness: Training Identification and Preparedness Planning course, which covers the development of the Multi-Year Training and Exercise Plan (MYTEP). In 2016 and 2017, we conducted MYTEP workshops for Osceola County and have worked with Osceola and Lee counties, walking them through the Training Identification and Preparedness Planning (TIPP) process to conduct a gap analysis, determine training needs, create a training plan, and build essential capabilities and foster relationships in the whole community. This process will identify the “best” training courses that will be prioritized to close the gaps identified in the first phase of the project. We will assist in developing target audiences from multiple ESFs/incident command positions and agencies to attend the identified training courses. This training will enhance the whole community approach by developing relationships. No one agency or entity has the capability of doing it alone. The goals of this MYTEP project are:

- Update the Multi-Year Training and Exercise Plan
- Focus on the coordination of all training and exercise activities to prevent duplication of efforts
- Maximize the efficiency of training and exercised appropriations
- Develop relationships so that they result in seamless implementation of plans during the preparedness, response, and recovery phase of a disaster.

## EVIDENCE OF NATIONAL INCIDENT MANAGEMENT SYSTEM EXPERIENCE

The EBS Team has years of instructional experience, with some of our lead instructors, teaching incident management courses in the fire service/emergency management arena for over decades. Our available trainers have served as ICS adjunct instructors and fire science program coordinators at the college level and, have been presenters of an incident command /incident management course at the Governor’s Hurricane Conference (GHC) and the FEPA Annual Conference. Members of our instructional team have attended the Incident Command System (ICS) Curricula, Train-the-Trainer (L- 449), with some being instructors of this course for FDEM. Our adjunct instructors are currently actively presenting and have presented the NIMS curriculum for over five years. The team has been instructing ICS courses for cities and counties throughout the State for over ten years, and our evaluations are excellent.

Our Team has conducted over 100 FEMA G-Series courses within the State of Florida for municipalities, counties, hospitals, non-governmental organizations, and FDEM over the past ten years. Courses instructed include, but are not limited to:

- › G-108 Community Mass Care Management
- › G-130 Exercise Evaluation
- › G-137 Exercise Program Manager/Management
- › G-141 Instructional Presentation and Evaluation Skills
- › G-191 Incident Command System/Emergency Operations Center
- › G-194.4 Preparing for Post-Disaster Responsibilities
- › G-202 Debris Management
- › G-205 Recovery from Disaster: The Local Government Role
- › G-235 Emergency Planning
- › G-265 Basic Instructional Delivery Skills
- › G-278 Benefit-Cost Analysis: Entry-Level Training
- › G-288 Local Volunteer and Donations Management
- › G-289 Public Information Officer Awareness Training
- › G-290 Basic Public Information Officer (PIO)
- › G-291 Joint Information System/Center Planning
- › G-300 Intermediate Incident Command System for Expanding Incidents
- › G-317 Basic Community Emergency Response Team (CERT) and Train-the-Trainer
- › G-318 Mitigation Planning Workshop for Local Government
- › G-351 Who is In Charge Here? Exercising Leadership in Emergencies
- › G-358 Evacuation and Re-Entry Planning
- › G-363 Hurricane Readiness
- › G-364 Multi hazard planning for schools
- › G-366 Planning for the Needs of Children in Disaster
- › G-386 Mass Fatalities Incident Response
- › G-393 Mitigation for Emergency Managers
- › G-400 Advanced Incident Command System Command & General Staff: Complex Incidents
- › G-402 Incident Command System, Overview for Executives and Elected Officials
- › G-489 Management of Spontaneous Volunteers in Disasters
- › G-548 Continuity of Operations (COOP) Program Manager
- › G-557 Rapid Needs Assessment
- › G-775 Emergency Operations Center (EOC) Management and Operations

The National Incident Management System (L-900 Series) Position Specific curriculum is part of

the our instructional package. The Position Specific courses are designed to provide local and state-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities to be an effective member of an All-Hazards Incident Management Team (AHIMT). We provide all 17 of the current position-specific courses. For these courses, our trainers are on the approved FEMA instructor list, have served in the instructional position during “real-world” incidents, and have attended the FEMA Train-the-Trainer courses. Over the past 10 years, we have conducted over 100 all-hazards position-specific courses in the State Florida, Virginia, and Ohio. National Incident Management System other preparedness and response courses (L-series) are presented to bring the whole community to a higher level of readiness. They have direct experience with presenting these courses:

- › L-104 Exercise Design
- › L-105 Public Information and Warning
- › L-124 EMAP Accreditation Manager Orientation/Assessor Training
- › L-146 HSEEP: Homeland Security Exercise and Evaluation Program
- › L-324 Hurricane Preparedness
- › L-427 Community Emergency Response Team (CERT) Program Manager
- › L-548 COOP Program Manager Train the Trainer
- › L-550 Continuity of Operations (COOP) Planner’s Workshop
- › L-825 FEMA Incident Action Planning
- › L-948 Situational Awareness and Common Operating Picture

**The EBS Team, can bring in subject matter experts (SMEs) to augment their instructional team.** The SMEs bring the same instructional capabilities but have extensive real-world experience in specific position tasks. Lastly, The EBS Team has participated in numerous offerings of the All-Hazards Incident Management Team (O-305) within the State of Florida, and we are able to provide this outstanding training as part of our course offerings.

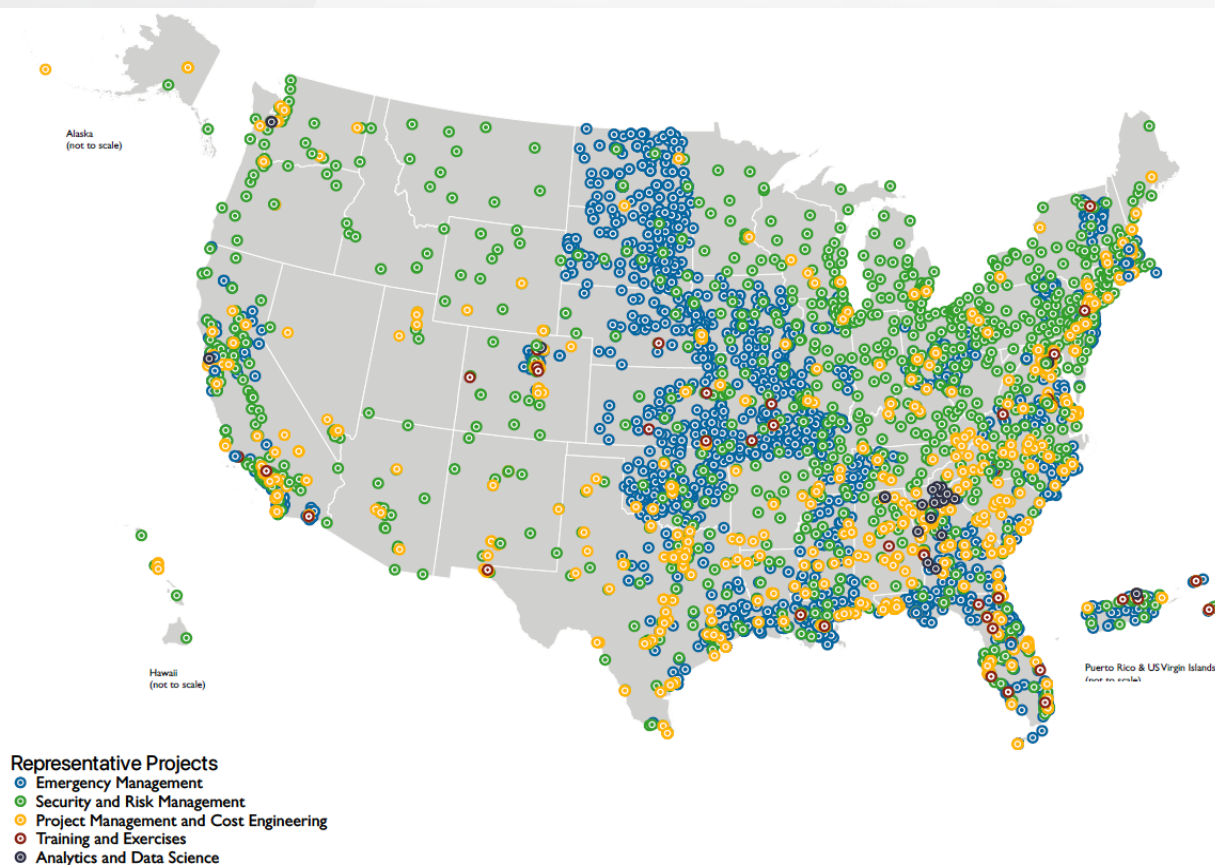
**The EBS Team collectively has vast experience working with various clients throughout the State of Florida and across the United States. All project activities will be coordinated out of EBS’ headquarters in Tallahassee, FL.**

### **WHY the EBS Team?**

Our years of support for the PA program gives our team the unique insight of assisting in a wide variety of disaster declarations across the country, including throughout the State of Florida as evidenced in greater detail in the sections below. We support federal disaster grant assistance, provide emergency management and security planning services, and provide custom training and exercises to help each community recover quickly and become more resilient to future disasters.

Additionally, our Team has a strong history of providing disaster recovery and response services for cities, counties, states, federal entities, colleges/universities, and other organizations recovering from multiple simultaneous disasters, including hurricanes and the COVID-19 pandemic, which take a toll on County employees.





EBS has assembled a comprehensive and cohesive team and approach to support every potential need of the County under this Request for Proposal. We recognize that you need a partner who will work closely with your leadership and staff to:

- **DEVELOP & IMPLEMENT STRATEGIC GOALS & OBJECTIVES** related to policy development, training, guidance, political impact assessments, complex issues management, dissemination of public information, and guiding and supporting executive and legislative officials
- **PROVIDE STRATEGIC PLANNING SERVICES** to include comprehensive emergency management planning and plan development, strategic incident management training and mentoring, the conduction of hazard identification and risk assessment (HIRA) analyses, utilizing GIS data, and the development of public outreach initiatives
- **PROVIDE TRAINING SUPPORT** to develop, deliver, and evaluate training programs and courses both online and in-person
- **CREATE HSEEP-COMPLIANT EXERCISES**, including the design, development, conduction, evaluation, and improvement planning for a range of discussion and operations-based exercises
- **SUPPORT INDIVIDUAL Franklin COUNTY RESIDENTS** impacted by the disaster through Individual Assistance funding and establishing temporary housing solutions
- **ESTABLISH LONG-TERM COMMUNITY RECOVERY INITIATIVES** through outreach efforts and formulation of long-term community plans
- **SUPPORT PRE- AND POST DISASTER MITIGATION SERVICES**, including writing grant applications, hazard mitigation plans, and benefits cost analysis



- **SUPPORT GENERAL GRANT MANAGEMENT SERVICES** through assisting in the development of a disaster recovery team and recovery strategies while coordinating with county, state, and federal entities
- **PROVIDE ELIGIBILITY & PROGRAM / PROJECT MANAGEMENT** to ensure post-disaster recovery funding is maximized, the County's non-federal share match is reduced as much as possible, damaged infrastructure is built back more resilient and prepared for the next disaster, insurance recovery is maximized and other avenues of federal recovery funding are leveraged, inspection and/or damage assessments are conducted for eligible facilities, and strict compliance is maintained to prevent costly project de-obligations.

**Our goal is to ensure that Franklin County receives personalized attention to prepare for and recover from any potential disaster declaration, supported by our nationwide and local experience.**

### TYPES OF EXERCISES

Exercises play a vital role in the County's preparedness by enabling whole community stakeholders to test and validate plans and capabilities and identify both capability gaps and areas for improvement. A well-designed exercise provides a low-risk environment to test capabilities, familiarize personnel with roles and responsibilities, and foster meaningful interaction and communication across organizations. Exercises bring together and strengthen the whole community in its efforts to prevent, protect against, mitigate, respond to, and recover from all hazards. Overall, exercises are cost-effective and useful tools that help the County practice and refine its collective capacity to achieve the core capabilities of the National Preparedness Goal and the Emergency Management's Strategic Plan.

Once a plan has been trained on, it is critical to exercise its capabilities to identify areas for improvement prior to activating it for real. In addition to having multiple MEPs, our team also contains an MEP instructor who is responsible for training other exercise personnel to the MEP standard. Enough to say, our team is well prepared to support the County.

The EBS team is comfortable creating a wide range of exercises, from tabletops all the way to full-scale exercises. Our team subscribes to the Homeland Security Exercise and Evaluation Program (HSEEP) methodology and ensures that our exercises are engaging and thought-provoking. Our goal is to engage all participants during the exercise play so that each individual and department get a valuable learning experience that enhances the organization's capabilities.

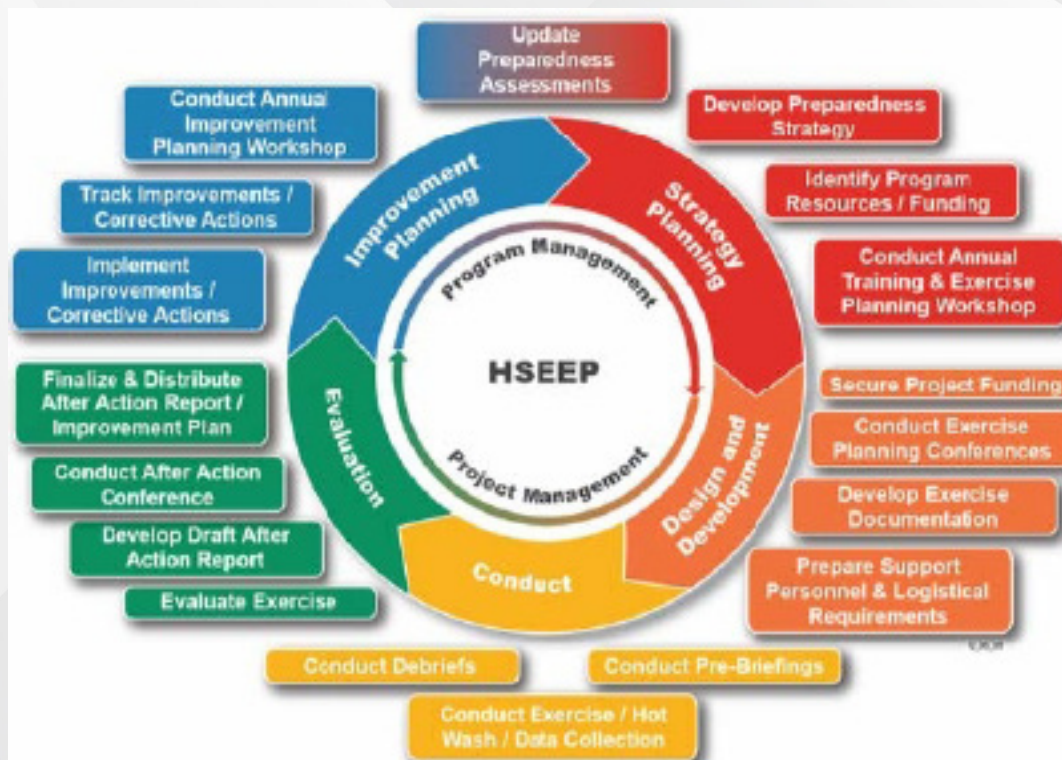
The EBS Team has been designing, developing, and delivering Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercises since 2010. We provide exercises from Tabletop (TTX) through Functional to Full-Scale exercises for county/city EOCs, health departments, hazardous materials teams, USAR Teams, healthcare coalitions, and counties throughout Florida. We have developed drills and workshops dealing with the ICS Forms, developing Incident Action Plans, Alternate Medical Treatment Sites, and hazardous materials planning workshops. We are developing a workshop - How to Make Your Haz Mat Team a TEAM. Our exercise team has several Master Exercise Practitioners (MEPs) on staff with over 25 years of experience developing HSEEP exercises. Our exercise team will work with an identified Franklin County Exercise Team to design and implement exercises, drills, and workshops that meet their needs.

Our most recent exercises include:

- Nine Tabletop Alternate Care Site exercises throughout Region 5 for Central Florida Disaster Medical Coalition
- Full-Scale Regional hazardous materials exercise in Region 6
- Full-scale “plane down” exercise for the Greater Orlando Airport Authority
- Full-scale TASK FORCE 4 exercise
- Two-day TTX involving Region 7 counties addressing sheltering and evacuation
- Full-day tabletop exercise conducted in seven cities and the Miami Dade County EOC. This exercise had approximately 175 participants and eight locations. The exercise dealt with the flow of information and situational awareness within Miami-Dade County.

The EBS Team does not exercise for the sake of exercising. We strive to plan, design, facilitate and manage exercises that participants can learn from and become involved in. Our exercise goals are to get all personnel involved in the exercise process so that the takeaway is extremely high with all participants.

Our team has experience conducting hundreds of HSEEP-compliant exercises, ranging from tabletops through full scales throughout the country following natural and catastrophic disaster responses. After exercises, we create an After-Action Report that incorporates a specific, measurable, and achievable corrective Improvement Plan. Our firm belief is that exercises cannot end after the hot wash, and efforts must continue until all elements of the corrective action plan have been completed.





## EMAP Consulting Capabilities

EBS has on-staff a long-time, experienced EMAP assessor, assessor team lead, and member of the EMAP Technical Committee who will lead the effort to assist Franklin County in pursuing or maintaining EMAP accreditation.

### Key Steps for EMAP SOW:

- Review all Emergency Management Program ("Program") documentation, which includes but is not limited to policies, programs, plans, procedures, guidelines and supporting documentation to support annual compliance criteria.
- Review all proofs of compliance prepared for previous assessor on-site visits, and annual accreditation reports.
- Review Preliminary Assessment reports from previous assessments to identify areas of potential compliance and non-compliance.
- Develop a list of existing strategies, plans, policies, processes, procedures, and other documents, that provides the Program with a baseline status of current documentation in support of specific EMAP standards.
- Conduct EMAP orientation for key staff and representatives of Program partner agencies and organizations to lead them to better understand the intent and application of the sixty-four standards, and the five-step accreditation process.
- During the Contract term, participate, as requested, in Program meetings to review, revise and update strategies, plans, policies, processes, procedures, etc. to ensure that elements of EMAP standards are integrated into all newly-developed documentation, as appropriate.
- Participate with Program representatives and/or the Accreditation Manager in the Program-wide self-assessment in preparation for an on-site assessment, including assisting the Accreditation Manager in developing Proofs of Compliance.
- Coordinate with jurisdiction representatives to establish and implement an accreditation maintenance process, using the EMAP Annual Report Template or comparable tool.

Although EBS can assist Franklin County with review, revision and/or development of documentation that supports compliance with the EMAP Standard, we cannot guarantee accreditation by the EMAP Commission, which is an independent standards-setting body. On-site assessments for accreditation and re-accreditation are conducted by a separate team of emergency management peers who objectively review the Program's proofs of compliance and documentation to develop unbiased findings related to documents provided for review, interviews and demonstrations with the Program.

## PRE- & POST-DISASTER MITIGATION SERVICES

Understanding and planning for the impacts of hazards are central to maintaining public safety, fiscal stability, community development, and prosperity in Franklin County. Our team can support the creation of hazard mitigation programs to reduce or eliminate risks from future disasters. We are experienced in improving Hazard Mitigation Plans (HMP) to ensure the County is eligible for access to federal and state grants and loan funding for natural hazard mitigation and climate adaptation measures that are identified as priorities in these plans. Our team has extensive

knowledge of the geographic area, especially in consideration of the hazard risks likely to impact the County, which includes hurricanes/tropical storms, tornadoes, floods, and straight-line winds.

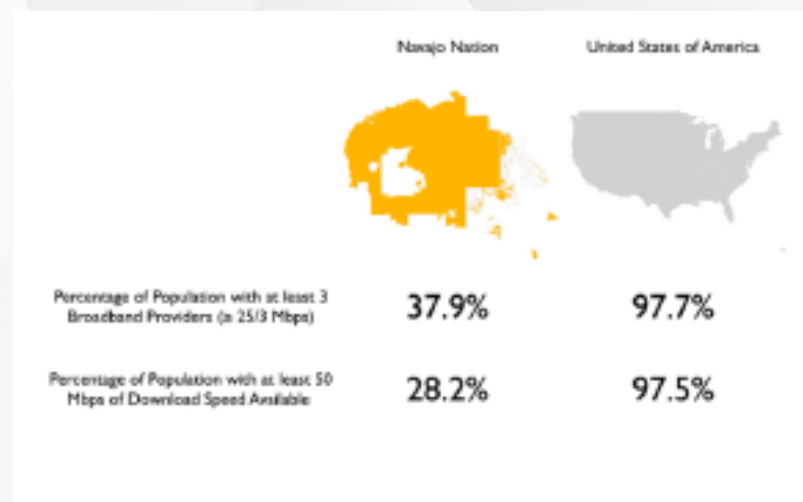
The EBS Team has experience with hazard mitigation planning across the United States. Our team understands the expectations and requirements of FDEM and FEMA through our previous work for both agencies. Our experience allows us to anticipate potential issues before they become problems and has guided our team in supporting the development of FEMA-approvable Hazard Mitigation Plans for communities across the country. We have extensive experience working with local governments in developing and prioritizing natural hazard mitigation and climate adaptation measures that result in finished projects that make communities more resilient.

Our experience includes:

- **DEVELOPING HAZARD MITIGATION PLANS** to understand the risks presented to the County through its facilities and infrastructure, including mitigation strategies.
- **PARTNERING WITH THE HAZARD MITIGATION PLAN (HMP) COMMITTEE** to understand the needs of the community and each represented department of the County.
- **CREATING AN EMERGENCY RESPONSE PLAN** to respond to those emergencies in a thorough, thoughtful, and planned way.
- **PROVIDING INFORMATION, RESEARCH, AND DATA** resources in support of response efforts.
- **SUPPORTING MAINTENANCE** efforts to review the plan on a five-year cycle.

Additionally, our team has numerous members who have decades of FEMA and other state and federal agency experience. We have developed natural hazard mitigation plans that are compliant with FEMA's requirements per Title 44 of the Code of Federal Regulations Part 201.6. The results are plans with viable mitigation actions that ensure communities can be successful in pursuing post-disaster mitigation and construction funding.

Our team is well-versed in the application and utilization of FEMA 404 and 406 Hazard Mitigation Grants. One of our mantras when approaching 406 mitigation is **"Don't just build back; build back better."** We know how to ensure we get the most mitigation dollars for the project, whether that's using the automatic percentages or leveraging Benefit-Cost Analyses to maximize the available funds and improve resilience.



Overall, we will work with the County to ensure you develop an effective strategy that leverages any potential mitigation funds that are made available, whether through 404 or 406, or other opportunities such as the Building Resilient Infrastructure and Communities (BRIC) Grant. We will utilize our in-house team of analytics professionals to pull data and reports that will be essential in identifying potential funding opportunities and

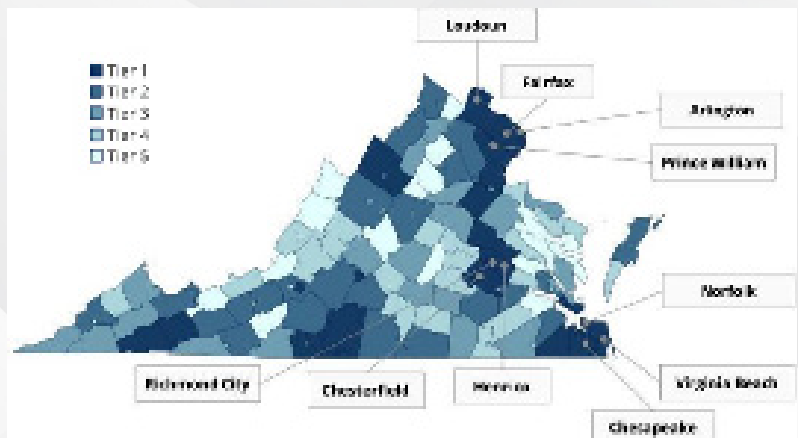


uses (more about this team's capabilities later in this section). We recently used these capabilities for the Navajo Nation; the reports below were curated to compare the Navajo Nation's broadband availability compared to the United States as a whole. We leveraged these numbers when utilizing available funding to improve their broadband infrastructure.

Key components of our disaster recovery planning efforts are public outreach and stakeholder education to communicate the County's vulnerability to natural and climate-related hazards and the need for mitigation projects. Just as importantly, we lead outreach efforts to develop a consensus among key stakeholders on mitigation strategies and measures for inclusion in short- and long-term County planning. Sharing information with, and obtaining input from, local officials, businesses, utilities, regional planning agencies, non-governmental organizations (NGOs), medical facilities, and the public is a key element of a project. This will ensure that the strategies and measures are appropriate to the County's needs and continue the County's long-term vision and vitality.

## PUBLIC EDUCATION & OUTREACH

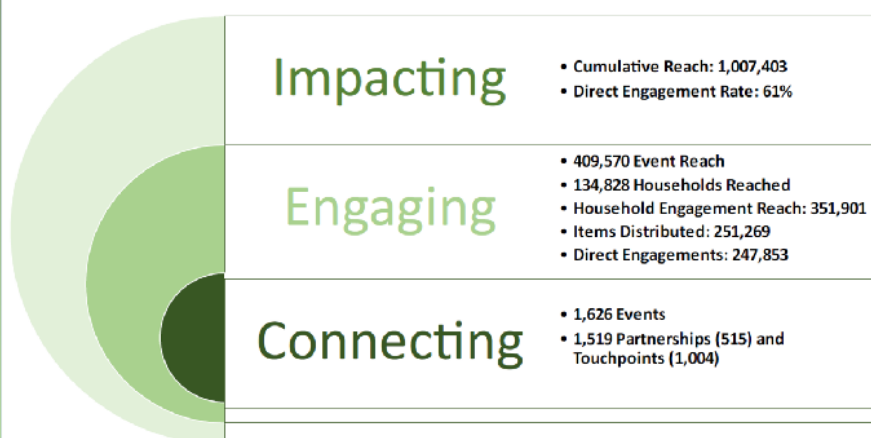
The EBS Team has significant experience conducting outreach efforts. Whether it is educating the community about emergency preparedness, supporting post-disaster case management, or helping get information out about available grants, our team is fully prepared to do public and community outreach for these initiatives.



Elite Business Strategies LLC (EBS) completed a large-scale project for the Virginia Department of Emergency Management (VDEM) to implement COVID-19 education and registration initiative targeting vulnerable populations (African American, Latinx, elderly/homebound, low income, special needs, etc.) VDEM brought in EBS in conjunction with the Virginia Department of Health and the Health Equity Leadership Task Force. EBS was the prime contractor, with over 400 on-

the-ground personnel conducting a hyper-local approach to events, telephone call center and door-to-door canvassing, public relations and media communications, and key community partner outreach. Our goal of hiring locals and investing in the local economy and supporting the very low-to-moderate

### COMMUNITY OUTREACH SUMMARY (PROGRAM)



Operating Period: March 8 – June 23, 2021

ELITE BUSINESS  
STRATEGIES

income and socially disadvantaged populations we were assisting was effectively met. A total of 298 of 412 (72%) of our team were local Virginia residents. To get over the many objections from this population, we used educational information and programs, along with partnerships with community leaders and influencers, state and local governments, health districts, and private groups and businesses.

**At the outset of this project, Virginia was ranked 48th in vaccinating these vulnerable populations, now they are in the top 10 and have garnered attention from national media, FEMA, and the White House.**

Another example of a recent public outreach initiative created by the EBS Team is included as part of our support to Chatham County, GA in their Small Business Grant program. Outreach initiatives, such as this social media post, are distributed in multiple modes and platforms on a weekly basis to ensure maximum reach to residents.

We offer the County two distinct approaches to program outreach, dependent upon your preferences: (1) Turn-Key Outreach; or (2) Community-leveraged Outreach.

### Turn-Key Outreach

Using the Turn-Key Outreach approach, the EBS Team will lead outreach efforts and deliver all collateral and marketing material. Our team will work directly in the community to deliver information about the County's programs to target groups. We will track outreach efforts throughout the process to ensure adequate subscription levels are being achieved, target groups are being reached, and specified thresholds for assistance are being realized. Our team will provide the County with reports regarding the efficacy of outreach at a frequency, no less than monthly, to be determined by the County. Reports will provide insights into types of outreaches (public meetings, mailers, social media posts, etc.), demographic information of target audiences, preliminary accounting of applicant interest, and key performance indicators to demonstrate the impact of outreach efforts.

We understand that outreach and public engagement can be challenging in a world where social distancing protocols and stay-home ordinances have driven us apart physically, and many lack access to means of digital connection. Using multiple avenues to connect with potential applicants increases program subscription levels as applicants know how and where to apply.

### Community Leveraged Outreach

We usually recommend a hybrid approach to outreach in which relationships with local chambers of commerce, trade organizations, and business groups are leveraged to reach key demographics like those with limited online capability and those with limited English proficiency. We will collaborate with select local organizations, business groups, and local non-profit groups to ensure that the public is reached through various sources and that they are aware of various preparedness, response, and recovery options that are available to them through the County.

Using the Community-leveraged approach, the EBS Team will provide training, materials, and support to the identified agencies, plus additional support providers as may be beneficial to





the program. These Community Partners will then serve as ‘boots on the ground’ outreach in impacted communities, bringing information about the program directly to the people they serve.

Our team of Outreach Coordinators will provide each Community Partner with materials, talking points, Frequently Asked Questions, program applications, and other collateral material to support outreach efforts.

All Community Partners will be trained on key emergency management topics including:

- How homeowners can prepare for any weather season
- What evacuation zone their home is in
- How individuals can evacuate for oncoming weather systems
- What recovery options will be available to them after a disaster

Throughout the outreach process, Community Partners will be supported by our team of Outreach Coordinators, who will provide subject matter expertise on program topics, best practices for reaching vulnerable populations, and ongoing backing for Community Partners. Further, our team will develop videos, training, and other outreach collateral that will be posted to the County's website.

### GIS MAPPING AND ANALYSIS

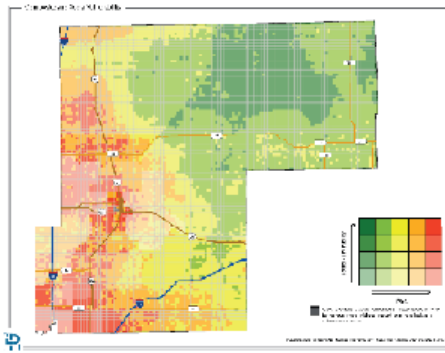
The EBS Team has significant experience in using GIS for both risk and vulnerability assessments and graphic presentations. Our GIS specialists will use mapping, whenever possible, to provide an illustrative profile of each hazard and how it may uniquely affect each jurisdiction.

GIS analyses and mapping may include:

- A base/overview map
- The location and extent of hazards to identify hazardous areas
- Population density to determine vulnerable populations
- Location of critical facilities and infrastructure to hazardous areas
- Evacuation routes
- Land uses in hazard areas and development trends to estimate future building and infrastructure in hazardous areas
- Historic places in relation to hazardous areas
- Repetitive loss areas
- The location of previous occurrences of hazard events
- The type and number of existing buildings and infrastructure in hazardous areas
- An evaluation of how our changing climate may impact future hazards

Included in the final project deliverables are all data and maps developed for the plan. Thorough documentation of all data used and produced as part of the HMP will be delivered to the County in native, editable forms to include all GIS geodatabases or shapefiles, databases, and related image files.

Below, the County will see an example of the output created for Weld County, Colorado, for their hazard mitigation plan update.



### Weld County, CO, Analytics Model for Hazard Mitigation Plan

**Update:** iParameters developed a suitability model in Esri ArcGIS Pro to identify the areas of highest risk to Weld County. The model ingested over one hundred data sources from over 10 different state and federal agencies to represent the hazard types of highest concern to Weld County, such as severe storm, prairie fire, hazardous material, crime and public health. In addition to gathering the data for the model, we also transformed the raw data, which varied in type (point, line, and polygon vector data and raster data) into continuous raster layers using various geoprocessing tools, such as distance, spatial join, and geocoding.

The hazard types were then weighted relative to one another based on impact analysis and combined the various hazard layers to generate a composite risk layer. From the model, we were able to provide the County with hazard specific maps detailing the data sources used for each hazard type, as well as a composite risk map for the County.

We used these same capabilities when creating comparative infographics for each county within the state of Florida. A sample report created for Orange County specifically has been included to the right. Please note, the information used to curate this report has most likely been updated since it was created, so the information presented will likely need to be updated before utilized by the County.

### Orange County, Florida



At a glance

**20**  
Disasters since 2000

**\$196,576,418**  
in Public Assistance obligations since 2000

**\$30,496,021**  
in Hazard Mitigation obligations

**\$270,661,716**  
in American Rescue Plan Act allocation

**\$2,116,286**

in COVID-19 Public Assistance obligations

**10**  
in state rank by COVID-19 Public Assistance obligations

**19**  
in state rank by COVID-19 Public Assistance obligations per capita

#### Education (444)

Colleges and Universities (24)  
Private Schools (145)  
Public Schools (275)

#### Medical (18)

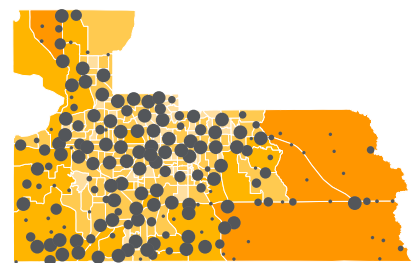
Hospitals (18)

#### Transportation (834)

Bridges (834)  
Roads (8,162.67 miles)

#### Utilities (128)

Biodiesel Plants (NA)  
Electric Substations (108)  
Electric Transmission Lines (598.28 miles)  
Power Plants (12)  
Wastewater Treatment Plants (8)



FEMA National Risk Index  
Insufficient Data  
Very Low  
Relatively Low  
Relatively Moderate  
Relatively High  
Very High  
Critical Infrastructure

Date Last Updated: October 10, 2022  
Data Sources: Federal Emergency Management Agency, Homeland Infrastructure Foundation-Level Data, US Department of the Treasury, US Census Bureau



## Grant Management

The EBS Team has a strong history of providing emergency management, grant writing and administration consulting, and training and exercise services at all levels of government and the private sector. Our team has supported grant writing and management for decades, working with a variety of clients to apply for and receive the maximum funding possible.

**Our team members excel at working together with key stakeholders in each community to understand their long-term goals and then apply for the best grants available to ensure those goals are put in motion.**

By maintaining an understanding of the current requirements, guidelines, and standards surrounding federal and state grants, our team members have become experts at navigating the grant application process. Corporately, we are consistently trained in regulatory compliance at the state and federal levels to stay abreast of the latest trends and nuances in the industry. We support our clients in efforts that include grant writing, grant application development, benefit-cost analysis, regulatory coordination, project monitoring, reimbursement services, payment reconciliation, procurement development and oversight, cross-cutting compliance (specifically with OMB's 2 CFR, Part 200 federal funding requirements), external relations, and financial management.

Our team offers expert insight into the requirements of the grants process at the federal, state, and local levels, including grants through FEMA, HUD, the US Treasury, the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the American Rescue Plan Act (ARPA), Build Back Better Challenge grants, Community Development Block Grants (CDBG), FEMA Public Assistance (PA), FEMA Hazard Mitigation, FEMA Building Resilient Infrastructure and Communities (BRIC), Economic Development Administration (EDA) grants, and more. Additionally, our team members stay abreast of the requirements surrounding funding sources that haven't been officially released or for which guidelines have yet to be finalized, such as the Infrastructure Investment and Jobs Act that was approved in early November.

## GRANT EDUCATION

We stand prepared to offer guidance and advice to the County to ensure the maximum recovery possible. This includes educating the County on all available funding sources, including federal and state grants, foundations, agencies, and organizations that support similar funding needs and priorities. Each of these sources comes with unique requirements and guidelines, and while the County may be familiar with the needs of each of these from prior projects, we will work with you to identify gaps and figure out how we can best assist. We will open dialogue with County leadership to gauge an understanding of the funding needs and uses and provide possible solutions to meet the needs.

The following chart details additional funding opportunities, all of which the EBS Team members have experience with applying for and managing. Each of these sources will be explored for the County.

NAME OF FUNDING SOURCE	FUNDER	USES	RESTRICTIONS
Bipartisan Infrastructure Law (BIL)	US Department of Treasury	Projects that improve "Core Infrastructure": <ul style="list-style-type: none"> <li>• Transportation</li> <li>• Broadband</li> <li>• Energy</li> <li>• Disaster Mitigation and Resiliency</li> <li>• Water</li> <li>• Cybersecurity</li> </ul>	Projects must be directly related to improving infrastructure, either physical or social
Building Resilience Infrastructure and Communities (BRIC)	FEMA	<ul style="list-style-type: none"> <li>• Hazard mitigation projects</li> <li>• Community resiliency projects</li> </ul>	Not to be used for recovery from a natural disaster
American Rescue Plan Act (ARPA)	US Department of Treasury	<ul style="list-style-type: none"> <li>• Investments in water/sewer, or broadband infrastructure</li> <li>• Transportation, travel/hospitality, water/sewer infrastructure, small businesses, clean energy, and revenue loss.</li> </ul>	Must be related to the impacts from COVID-19 or its negative economic impacts
Community Development Block Grant (CDBG)	US Department of Housing and Urban Development (HUD)	<ul style="list-style-type: none"> <li>• Housing projects</li> <li>• Public facilities improvements</li> <li>• Public services</li> <li>• Economic development</li> <li>• Planning and administration</li> </ul>	Must meet national objectives: <ul style="list-style-type: none"> <li>• Benefit low- and moderate-income (LMI) persons</li> <li>• Aid in the prevention or elimination of blight</li> <li>• Meet a need having a particular urgency (that is, urgent need)</li> </ul>
FHMA Natural Hazard Mitigation Planning	FHMA	Support the creation of hazard mitigation programs to reduce or eliminate risks from natural disasters	Must be used for natural hazard mitigation efforts
Economic Development Administration Disaster Recovery Grants	The Economic Development Administration (EDA)	Activities related to disaster recovery focused on economic development, including projects that support the creation of new businesses and jobs, fund infrastructure construction, and develop resiliency projects.	Must be projects directly linked to economic recovery as the result of a disaster

## IDENTIFYING FRANKLIN COUNTY'S NEEDS

Conducting a Needs Assessment is the critical first step for identifying and prioritizing critical needs within the Franklin County community and understanding how those needs align with your residents' overall goals. The EBS Team has an established assessment framework designed to create an in-depth look into a community to identify areas for improvement. The quality of the assessment is directly tied to the quality and completeness of the impact data available. The assessment we provide considers community goals and current funding priority areas while pointing out opportunities within the community that could use additional funding. Our goal is to gain a firm understanding of how we can effectively integrate into your existing structures and grants administration efforts. We do not only support but further enhance existing capabilities.

### Assessing the Current Situation

Prior to gathering any outstanding community needs and prioritizing these needs based on capacity and funding availability, the EBS Team will assess critical components of the current community setting. To facilitate this process, we will complete the data collection process by following the federal recommendations listed below:

- Involve leaders in the process. Work with County executives to establish communication with all involved entities in sector-based engagement, community forums, regular meetings, and interviews. We will also look to partner with state and federal lobbyists to educate the decision-

makers and garner regional support.

- Ask for data in an automated fashion that can easily be downloaded into the grant management data system, including surveys.
- Use existing data management systems (to the extent possible) to collect, store, and protect data. Use this same system to store applications for funding assistance.

As we analyze the data collected and begin to estimate the County's needs, we will simultaneously take stock of the status of recovery. We will perform our review taking into consideration the following six key elements:

- Activities and results of emergency and short-term recovery efforts (e.g., FEMA-funded activities)
- Of the existing and anticipated emergency and short-term efforts, which ones only provide interim solutions (such as temporary housing) versus those that will result in permanent solutions (such as constructing new broadband infrastructure)
- Key parties involved in recovery efforts, to date, at the federal, state, and local level
- Estimated duration of the emergency and short-term recovery efforts
- The condition of the most vulnerable populations
- Initial planning initiatives at the neighborhood, county, town, or regional level Activities and results of emergency and short-term recovery efforts (e.g., FEMA-funded activities)

We know that every community is different in its access to funding resources, and we will identify funding sources by considering and answering the following four overarching questions:

- What public funding sources are available and for what purpose (FEMA, SBA, consider eligibility and caps for assistance)?
- What other COVID and non-COVID public funding sources are anticipated or potentially available? Have there been additional special appropriations from other agencies (EDA, USDA)?
- What local and state government resources are or may be available (such as local bonding capacity)? Is local bond capacity viable? Is the tax base stable?
- What potential nonprofit and private sources of funding may be available?

### **Prioritizing Needs**

The EBS Team will provide the County with the results of the analysis from the information gathered to give a picture of the community, its broad needs, and the resources available across programs. We will then move to working with the County on prioritizing the needs for long-term projects to better understand which applicable grants we should focus on first. The key to prioritizing needs is developing dynamic processes and instruments that will enable the grantee to adapt to changing conditions and updated data and refine and enhance its activities as the project is underway. We will analyze and answer the key questions below to establish a list of needs to prioritize and present recommendations to County leaders:

- Does the project meet an unmet need?
- Is the project sustainable?



- Is the project technically feasible?
- Can the project be executed in a timely manner? Does that time frame further the long-term vision and the County's goals?
- Does the project trigger additional investment by other parties in the project itself (thus decreasing the funding gap that grant-allocated dollars are filling)?
- Is the project included in the current County Hazard Mitigation Plan? If any post-disaster projects will be funded by FEMA hazard mitigation grants, they must be included in the plan.
- Will the project trigger further reinvestment in the surrounding neighborhood? In the community at large?
- Is the project already receiving funding? For example, a community within the County may have identified the desire to apply for grants related to broadband infrastructure, which is an eligible use of ARPA-allocated funds. If any of the communities are currently using ARPA funding to expand their broadband footprint, this could impact the priority level given to applying for grants specifically for broadband expansion.
- Does the project trigger additional investment by other parties in the project itself (thus decreasing the funding gap that grant-allocated dollars are filling)?
- Is the project included in the current County Hazard Mitigation Plan? If any post-disaster projects will be funded by FEMA hazard mitigation grants, they must be included in the plan.
- Will the project trigger further reinvestment in the surrounding neighborhood? In the community at large?
- Is the project already receiving funding? For example, a community within the County may have identified the desire to apply for grants related to broadband infrastructure, which is an eligible use of ARPA-allocated funds. If any of the communities are currently using ARPA funding to expand their broadband footprint, this could impact the priority level given to applying for grants specifically for broadband expansion.

### Strategy Development & Grant Research

Should the County determine that you would like assistance in the full grant writing and application process, the EBS team is more than qualified to support these efforts. Our team of experts has assisted hundreds of clients in the identification, application, and administration of a variety of grants, including federal, state, and non-profit grants. We are adept at the following:

- Developing strategies for various funding programs, including documented needs and quantitative benefits of projects
- Preparing grant applications and gathering supporting documentation to ensure compliance with funding requirements
- Developing application narratives, data, charts, tables, and diagrams, letters of support, and supplemental application materials which may enhance the application
- Preparing technical analyses to provide recommendations for research
- Reviewing draft grant applications for local, state, and federal funding for completion, quality control, and adherence to requirements
- Identify force multiplier funds as we apply for opportunities to further fund the identified needs



## POST-AWARD SERVICES

Should the County determine our grant assistance continues, our support would not stop after the grant application process.

### Ongoing Compliance

Throughout the engagement, our team of subject matter experts will keep County leaders informed of the latest state and federal guidance, especially when it comes to new federal funding, such as the BIL. We make a point to know what is happening at the state and federal levels, so we are ready to pivot when direction changes.

We understand the myriad compliance requirements governing state and federal funds. We believe that making compliance a standard daily practice is the best way to ensure overall regulatory compliance and foster an environment where transparent financial stewardship thrives. We know that compliance is not a stand-alone activity; it must be embedded throughout all program resources, materials, policies, and procedures. We are skilled at demystifying complex regulations and program requirements by distilling compliance to formulate user-friendly guides and quality control checklists. Our team of professionals provides technical consulting to help our clients navigate regulatory snare to administer effective, efficient, and compliant projects and programs. Compliance with applicable federal regulations, laws, and guidance is our number one priority.

When any new guidance is released, we will guide the County in adjusting program policies and processes with minimal disruption to operations. Our team offers unparalleled attention to detail and will serve your members by conducting compliance reviews in accordance with agreed-upon standards and ensuring results are tracked, managed, and stored in a fashion that is accessible, organized, and secure.

Our system is intentionally configured to support quality control focused on preventative actions, bolstered by corrective actions. Preventative actions, like quality control checkpoints, mitigate the risk of costly mistakes and inefficiencies. Corrective actions, usually triggered by the results of preventative actions, pinpoint the root cause of non-performance or deviation from established performance standards, then employ solutions to put the program back on track.

In addition to scheduled preventative checks, our team will lead a series of internal quality audits throughout the program. Audits will be scheduled to occur at regular periodic intervals, no less than quarterly. During an internal audit, our Team Leads will review a random sample of applications at various phases in the application process. If errors are found in the original sample, a larger sample may be reviewed. At the conclusion of each internal audit, our team will present you with a report which outlines:

- Deficiencies identified if any
- Strengths recognized
- List of applications sampled
- Recommendations for improvement or corrective action

### Closeout

A critical and often overlooked aspect of any grant program is the project closeout process. The purpose of closeout is to certify that project work has been completed, appeals have been resolved,

and all eligible costs have been reimbursed. Our closeout experience is second to none. This experience has demonstrated the importance of highlighting project closeout from the beginning of the grant process. With the end in mind, one can plot the course of how to get there. We have experience working with local, federal, and state organizations to establish a streamlined closeout process that is audit compliant. Our primary closeout activities will include:

- Reviewing procurement for compliance
- Reviewing projects for missed funding opportunities
- Reviewing expenditures for compliance with regulations
- Reconciling closeout accounts internally (including small project net cost overruns)
- Requesting formal closeout from the funding source(s)
- Recording and reporting on variances
- Closing accounts
- Verifying that all documentation is accurate

We will work to close out grants, project by project, until the County's projects have been completed. Our project closeout goal focuses not only on compliance but on promoting efficiency and effectiveness. Our focus is to work with the County to improve your overall financial reporting processes and ensure regulatory compliance to maximize reimbursement.

### **Eligibility & Program / Project Management**

**No matter the recovery program, our experienced team can help navigate the County through the issues and drive effective results.**

From senior leadership to the "boots on the ground", our team is a group of experienced problem solvers ready to navigate any operational issue that arises, from eligibility to insurance and special considerations. Collectively, our team has worked on more than 100 presidentially declared disasters, supporting hundreds of billions of dollars of recovery funding. Further, in addition to our recovery experience, many of our team members are former public safety, healthcare, public health, and emergency management leaders.

Our core processes and procedures (described below) help drive effective results. Additionally, our experiences within the State of Florida and throughout the country will help us look around the corner and address any issues before they become a major concern.

Our organizational approach ensures that the operations we undertake will proceed in a systematic, orderly, and sustainable way to best serve the County in a timely and fiscally responsible manner. It establishes a clear chain of command leading directly to EBS' designated Project Manager, Necole Holton-Jacobs, and Project Executive, Princess Ousley. As a guiding principle, we provide resources and tools that allow your existing teams, executives, and legislative officials to build their capacity and become empowered with the knowledge and capabilities to perform in even the most challenging circumstances. When your community succeeds, we succeed.

Our operational structure is designed to:

- Integrate into the County's organizational structure
- Remain compliant with state and federal requirements and standards

- Accommodate the varying needs of each emergency and subsequent activities
- Provide capabilities that enhance the County's needs
- Allow us to work virtually or physically in support of the County, as needed

## PROGRAMMATIC APPROACH TO RECOVERY

When engaged in any complex disaster recovery effort, we use our Core Project Management approach to ensure that we effectively plan the work, then work the plan, while being flexible as priorities change. Throughout our firm's history, this approach has delivered proven results. Programmatically, we have developed the following approach to ensure success:

- Executives and legislative officials will receive expert and holistic advice on how to develop and implement plans, strategies, and policies, such as an organization-wide recovery strategy
- County residents can receive support on an individual level through various programs such as FEMA Individual Assistance and DOL Unemployment Assistance, if applicable
- You will be supported through staff augmentation, expert consulting, and innovative solutions that maximize the potential for funding under FEMA's PA Programs while reducing the risk of potential de-obligation
- All federal avenues of funding are pursued including HUD CDBG, USDA Disaster Assistance, CARES Act allocations, and American Rescue Plan

We achieve these goals through the following project phases: **Project Kickoff, Identification, Education, Operations, Closeout, and Improvement Planning.**

Each phase is described below and touches on the unique aspects of that phase. The phases are not designed to be hard transitions, but rather they allow the project to effectively flow toward the end goals. Deliverables are presented for each phase as potential outcomes that we feel could benefit the overall recovery effort.

### PROJECT KICKOFF PHASE

While our team is familiar with the current and previous disaster recovery efforts through our work within the State and across the country, we wanted to present our standard phased approach in response to the RFP to reinforce how we approach projects. If selected by the County, we would still have a project kickoff, but then likely move forward to continue operations.

We adhere to one central philosophy in task performance, **"plan the work and work the plan"**. To that end, if awarded the contract, our work begins before we even meet at no cost to you. Our team will conduct research and outreach, as appropriate, to gather all the information needed to ensure the project is successful. This will include coordinating project logistics, gathering information for ensuring successful contract administration, and learning more about your community and the impacts of the events on your community. We do this to keep the initial project meeting as productive as possible. As this is carried out, our initial team is assembled, and we will conduct a kickoff meeting with your team to officially start the engagement. This meeting will allow us to fully understand your current situation, including challenges and needs, and align our mutual

#### DELIVERABLES FOR PROJECT KICKOFF PHASE

- Initial Project Meeting  
Agenda and Notes
- Action Items for  
Project Kickoff



expectations under this engagement. This is important because it will allow us to use an approach that integrates with your current processes and industry best practices.

The goal is to gain a firm understanding of how we can effectively integrate into your existing structures and response/recovery efforts. We do not only support but also further enhance existing capabilities. At your discretion, all of the above tasks can be performed in a virtual environment without sacrificing the quality of service.

## IDENTIFICATION PHASE

The identification phase is about the identification of three major items:

- Gaps and strategies
- Team members
- Information

Upon a contract award, we will deploy to the County. We can provide a focused strategic session for key County executives and experts from the EBS Team. This session will help identify strategic and operational gaps and create effective strategies for addressing those needs. This upfront session will act as an enhancement kickoff meeting, allowing our team to quickly come up to speed on major issues and select the right team members to support the County.

**When it comes to team member identification, we carefully select the best personnel for the engagement to achieve the best possible results.**

Finally, the identification and establishment of Essential Elements of Information (EIs) are crucial to our effective tracking and reporting on the success of recovery efforts. It will be critical to identify these elements upfront so our team can develop and complete the necessary reports to ensure transparency and measurement of results.

## EDUCATION PHASE

The education track will be broken into two tracks. First, the internal track will involve educating EBS team members who are deploying, virtually or in person, about the current operations, needs, and challenges that the County is experiencing. Our team has been involved in disaster recovery for decades, so we understand the importance of this upfront educational in-brief.

It allows our team members to better understand the situation and come armed with solutions to address the most pressing challenges.

The second phase is about the education of our client. We recognize that the County may be largely familiar with the FEMA PA Process from previous

### DELIVERABLES FOR IDENTIFICATION PHASE

- Strategic and Operational Gaps and Strategies Report
- Recovery Staffing Plan
- Identification of the Essential Elements of Information for Reporting

### DELIVERABLES FOR EDUCATION PHASE

- Educational session for key department leaders on recovery efforts.

disasters, so we will work with County staff to identify gaps and figure out how we can best assist. We will also ensure the County is updated with recent changes to the PA process and will keep them informed as they evolve over the contract term. We feel that client education is critical so we can work jointly to anticipate needs and provide a better context for the questions we are asking.

Our Team also maintains a robust LMS that teaches about key aspects of the FEMA PA Process. We make this training available to our clients and their staff at no cost.

No matter the recovery program, our experienced team can help navigate the County through the issues and drive effective results.

## OPERATIONS PHASE

We are prepared to support the County in person or virtually, depending on the needs of the County's recovery efforts and the ability to provide a safe working environment for our overall team. Traditionally, in-person service delivery is the best model, as you can look key stakeholders in the eye, read body language, and directly work issues.

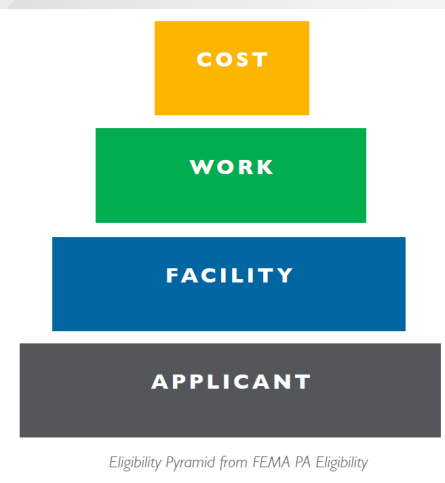
We are already successfully implementing virtual support for our clients throughout the country. Through a mix of video teleconferencing (Microsoft Teams, Zoom) and file-sharing platforms (Dropbox, OneDrive, SharePoint), our team has seamlessly provided support to our clients. We can and will continue to operate in this manner to serve the County if necessary. Operationally, we can support any recovery program used by the County. Our core processes and procedures help drive effective results. Our experience will help us look around the corner and address issues before they become a concern.

### DELIVERABLES FOR OPERATIONS PHASE

- Staff Augmentation and Administrative Support
- Project Worksheet Development, Review and Payment
- Programmatic Design and Delivery
- Regular Progress Reporting

## Eligibility Assurance

For each project, EBS carefully follows each stage within the FEMA Public Assistance Eligibility Pyramid, shown in the figure on the following page, and presented in the Public Assistance Program and Policy Guide. By following this iterative process, EBS ensures each project's eligibility before project development, saving precious time and money. In addition to following the eligibility pyramid, the EBS Team will work closely with FEMA and VDEM to guarantee that the damages identified are actually related to the specific disaster event and that all parties agree. In Public Assistance, it is up to the sub-applicant to prove the disaster-related damage, which is the greatest area of in-eligibility determination. EBS will go above and beyond to prove the disaster-related damage via photographs, architect/engineer reports, inspection reports, and or analysis. Eligibility assurances will be guided by 44 CFR 206.223 and 2 CDR 200 subpart 3.



Overall, our Team approach regarding eligibility is threefold.

1. The EBS Team will follow the FEMA Eligibility Pyramid
2. We will develop and maintain a close working relationship with FEMA and GEMA to obtain buy-in and build collaboration
3. We will follow applicable federal and state laws to ensure the eligibility of all projects

### Effective Filing & Tracking of Eligibility Costs

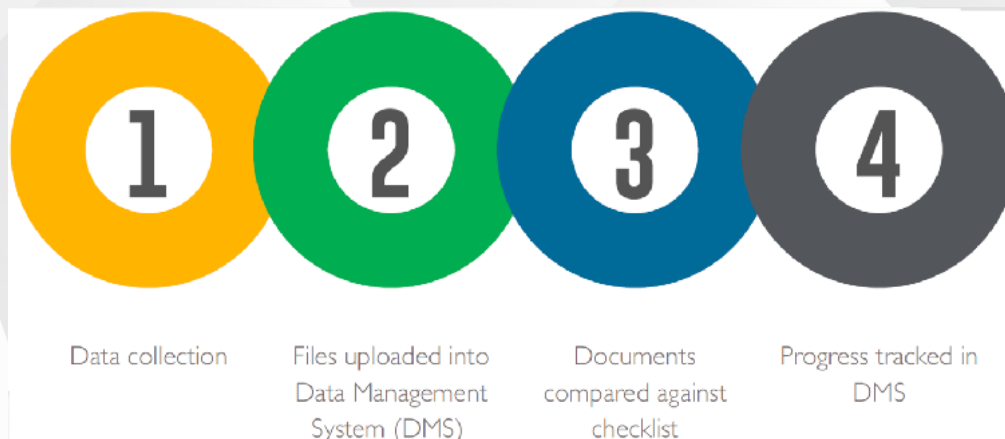
Through our extensive work in disaster recovery, we are accustomed to filing and tracking eligible costs for all public assistance projects as part of our standard operations in our data management system. Our approach includes tracking all eligible costs listed below but is not limited to:

- Labor documentation, i.e., overtime records pay policies, benefit documentation
- Equipment and rental equipment
- Timesheets
- Supplies/materials
- Contracts and Mutual Aid agreements
- Donated resource records
- Cost estimates
- Receipts, Invoices, and Purchase Orders

Throughout the course of the project approach, our team members gather any disaster-related documentation as part of the data-collection phase for each project. Once collected, we upload each document into its individual, customized folder where a skilled team member reviews the contents of the file against a detailed checklist. The checklist details all items needed to write and close out the project. At the completion of the checklist, the project is ready to be written, and the County will have all of the documentation needed to support its claimed costs. The County will then be able to track each project as it is developed once populated in our system, from the collection of documentation through the submission of eligible costs.

### Working Closely with Requisite Agencies, FEMA, and the State of Florida

EBS strongly believes in working directly with our partners to gain trust and establish a culture of collaboration. Our experience in disaster recovery fuels our belief that neither a single person nor a single entity can successfully lead the recovery from a natural disaster alone, which is why it is paramount to build partnerships and work together as one. We will actively work with FEMA, FDEM, and all other required agencies to ensure a successful recovery. We will assist the County





in all meetings, exploratory calls, and inquiries by all agencies designated by the County.

EBS proposes holding weekly meetings/conference calls to discuss progress to date and the best path forward. These weekly encounters will include key County executives, EBS key team members, and project stakeholders, and will be facilitated by EBS' Project Manager. Discussions during the weekly meetings and the development of accurate project status information will help our team and the County staff monitor the submission of any documentation, appeals, completion of work, and other PA-related information before any FEMA and State deadlines. The Project Manager and PA project staff will establish open and active lines of communication with their FEMA, State, and requisite agency counterparts to identify potential issues and develop resolutions. Active engagement between these disparate agencies will lead to more certainty and expedience in reimbursements.

- Attending meetings with the state and FEMA representatives and FEMA workshops to address eligibility and process issues.
- Providing extensive knowledge, experience, and technical competence in dealing with federal regulations, specifically including the Stafford Act, Post Katrina Emergency Management Reform Act, and the Sandy Recovery Improvement Act.
- Proactively identifying and resolving issues that may arise related to the funding of work completed or to be completed.
- Providing knowledge of federal guidelines, local and state laws, regulations, and executive orders, regarding disaster recovery efforts.
- Guiding stakeholders in recovery reimbursement and reporting processes via public assistance seminars and meetings (including guidance on the repair/replacement of the loss of critical infrastructure)
- Providing oversight of contractor billing to ensure all eligible costs are captured and submitted.
- Evaluating purchasing policies to ensure compliance for reimbursement.
- Providing technical assistance, as requested. Technical assistance may involve engineering and architectural support, permitting, and other types of assistance.
- Developing IT solutions to support the management and implementation of disaster recovery programs (e.g., MS teams and project management software).
- Obtaining, analyzing, and gathering field documentation, including relevant records to extract pertinent information necessary for submittal including procurements (goods and services), timesheets, and force account labor and equipment eligible expenses.
- Reviewing all data and supporting documentation at regular intervals for clarity and completeness, as well as consistency and accuracy.
- Obtaining, analyzing, and gathering field documentation, including relevant records to extract pertinent information necessary for submittal including procurements (goods and services), timesheets, and force account labor and equipment eligible expenses.
- Reviewing all data and supporting documentation at regular intervals for clarity and completeness, as well as consistency and accuracy.
- Reconciling project spending data to ensure actual project costs are accurately documented.

- Evaluating and assisting in the formulation of FEMA PA Emergency and Permanent Work Project Worksheets. This involves expertise in cost estimating, developing detailed damage descriptions and dimensions (DDD), and a project's SOW.
- Assisting in the development of hazard mitigation strategies and proposals under Section 406 of the Stafford Act.
- Evaluating alternate and/or improved projects.
- Reviewing Project Worksheets to determine final eligible costs and third-party refunds and reimbursements.
- Reconciling eligible costs and preparing Project Worksheet versions, as necessary.
- Evaluating and addressing insurance and other special considerations.
- Preparing first and second appeals, as requested.

Our team members are trailblazers in implementing the new FEMA PA process, federal pilot programs, and shaping state and federal PA policies and guidance. We have supported FEMA Mission Planning Operations, which charted the direction of federal disaster recovery, since 2010. Understanding the complex nature of PA grants, our team will work hand-in-hand with the County to work through this process.

### Damage Assessments

The damage assessment is a critical component to the development of the Project Worksheet and results in successful project funding with FEMA. The purpose of the damage assessment is to observe and quantify damage and confirm it as a result of the specific disaster event. EBS professionals will work with the client, and state and federal entities to develop damage assessments and coordinate these with state and federal partners as quickly as possible following the disaster. The damage assessment must be accurate. The assessment is used to determine the total claimable cost for the recovery process. It is paramount that all damages are documented from the beginning of the process. Documentation includes photos (before and after), maintenance records, drawings, blueprints, etc. This work includes supporting site visits, drone flyovers, data analytics, cost estimating, and engineering support to assess the damages. To ensure compliance, the EBS Team follows FEMA's Damage Assessment Operations Manual.

To support damage assessments, the EBS Team will:

- Coordinate with FEMA and the State to schedule a kickoff meeting
- Develop the best approach for identifying structures and work with FEMA, the State, and the community to identify areas of interest and the best available data
- Assemble parcel data to support daily inspections for the field team
- Schedule and deploy field teams to begin inspections

### Debris Management Planning and Monitoring

The EBS team has significant experience with debris management planning and debris monitoring. We understand the massive, costly challenge that debris clean-up can be post-disaster. We work closely with our clients to ensure that they are prepared for any debris challenge.

We initially start by creating or updating a debris management plan. This plan pre-identifies all key





components, communications materials, and operational framework by which debris will be approached. If not already selected, we can also work with the County to identify and procure an on-call debris management contractor while also serving as your debris monitoring firm. It is critical for reimbursement that anytime a contracted debris management firm is used, a debris monitor is also engaged to ensure compliance with federal regulations and to prevent fraud.

The EBS Team can provide debris monitoring services to the County under this RFP. We have staffed and trained debris operations ranging from 5,000 CY with three monitors to 12,000,000 CY operations with thousands of monitors and multiple debris hauling contractors. Our

core approach to these operations is to provide a highly trained management team, hire local monitoring staff, and engage technology to ensure overall compliance.

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### Cost Estimating/Scope of Work Development

Once a project has been identified, the next step is to develop the scope of work and cost estimate, where necessary. The purpose of a cost estimate is to formally forecast costs prepared based on a detailed analysis of materials and labor for all items of work. The cost estimate requires calculation, analysis, planning, and control. Accurate cost estimates are based on a clear definition of the damages sustained, the estimating technique employed, and the skill of the estimator/team.

Our process starts with a complete technical and programmatic description of the pre-disaster conditions and damages sustained to the impacted infrastructure or system, with sufficient detail and justification to ensure that there is no ambiguity among the many elements that are eligible for federal reimbursement. This is followed by the development of a detailed work breakdown structure (WBS) to group cost elements. The WBS provides the framework for planning and controlling the resources needed to perform the technical objectives of the project, provides a definition of each cost element within the structure, and provides a structure for all of the phases within the design and construction cycle.

The purpose of organizing costs into groups is to determine which cost elements are used to perform the activity and which support the work. This becomes important when we formulate

#### KEY ELEMENTS IN COST ESTIMATING

- A detailed understanding of pre-disaster conditions
- A well-defined scope of damage sustained and an understanding of its eligibility (what we are trying to estimate and its eligibility under FEMA Public Assistance)
- A cost element structure (how we organize the information and its eligibility for reimbursement)
- Cost data development (including specific factors such as unit price sources, cost indices, and local costs for plan checks, building permits, and/or special reviews)
- Historical cost data (historical data and/or "experience" of knowledgeable people)



the base estimate (Part A), where we are able to help the County capture many of the costs (supervision, overhead, inspection elements, etc.) associated with the Project Worksheet.

As our team members have produced thousands of disaster cost estimates in support of federal funding, our experience will ensure that the estimates developed will meet all of the requirements of FEMA and capture all of the financial elements the County is eligible to receive under federal, state, and local disaster programs.

Additionally, our team has many FEMA-certified Cost Estimating Format trainers, meaning we can train County staff in FEMA's processes and techniques to save money and increase efficiency

**We have been training FEMA staff on these processes since 2007. Additionally, Team member iParametrics is the online training provider for the Association of the Advancement of Cost Engineering.**

### **Compliance with FEMA Management Costs**

EBS will ensure the following when working with the County:

- We will collaborate with the County and FEMA to recoup the 5% Management Cost
- Accurately and properly track Management Costs in compliance with FEMA guidelines in our project management system
- Work with the County to ensure labor and associated tasks are properly recorded
- Begin tracking activities related to Management Costs on the day of contract award to ensure reimbursement approval of grant consultant services

### **Ensuring Proper Project Worksheet Preparation and Submission**

The most important deliverables for this engagement are Project Worksheets. Under the FEMA PA Program, Project Worksheets are used to document damages, the scope of work, and eligible costs, which can include force account labor, force account equipment, force account materials, disaster-related contracts, mutual aid agreements, insurance policies, pay policies, and invoices/canceled checks. Project Worksheets will provide the framework for both emergency work (Categories A and B) and permanent work (Categories C-G). Different FEMA regulations may apply to various categories.

Our on-site team will include specialists and technical liaisons familiar with the nuances associated with each category of work. EBS will assist the County in the development of project worksheets. We will also assist in the collection of data which includes but is not limited to:

- Timesheets
- Force account labor
- Equipment and Materials
- Invoices, receipts, and purchase orders
- Photos
- Inspection reports

As the projects continually develop, EBS will assist the County in submitting each project into the FEMA Grants Portal.

## Working with Grants Portal

The Public Assistance Delivery Model requires the use of an online document management system called Grants Portal. We are intimately familiar with this program and have even supported the training of FEMA local-hire staff on this portal during multiple disasters. This portal is intended to house all of the County's documentation to ensure that all the necessary documentation is available when it comes time to fund Project Worksheets.

The Grants Portal also serves as the main communication hub between FEMA and the County. It is imperative that the Grants Portal is checked regularly, as requests for information are solicited through this portal. If a timely response is not generated, the County runs the risk of potential de-obligations. We will monitor the Grants Portal daily to see if more information is needed.

Additionally, we will work with the County to keep backup copies of all documentation uploaded to the FEMA Grants Portal for disaster record file retention and audits per 2 CFR 200.334.

**We will ensure that no critical documentation is lost through strict project control measures.**

## Assisting with Project Worksheet Claims

EBS will provide assistance and oversight to any County departments having difficulty with project worksheet claims or the claiming process. As necessary, our team will assign a dedicated project specialist to that specific department to ensure all obstacles are removed and project worksheets are processed promptly. In essence, the Project Manager and project staff will make sure that each applicable item listed on the FEMA "Support Claim Cost" checklist is captured on the project worksheet to maximize reimbursements and minimize project denial and de-obligation.

## CFR Part 200

We have worked closely with FEMA's Procurement Disaster Assistance Teams (PDAT) in the past and will bring best practices forth to help the County. Our goal is to educate our clients about the provisions of 2 CFR Part 200 so that they can adopt best practices.

## Section 404 and 406 Identification and Secure Funding Documentation

The best time to identify hazard mitigation opportunities is during site visits and/or before construction begins. It is imperative that the County visit damaged sites together with the EBS Team, the State, and FEMA, when possible. Once on-site, the damages and the mitigation opportunities that exist can be assessed in real-time. At that point, capturing photos and measurements, along with any documented damages, is paramount to demonstrate that the damage occurred as a result of the specific disaster event.

Another great opportunity to identify mitigation measures is before construction begins. Once construction is complete, the opportunity to mitigate is lost; therefore, before construction begins, EBS will provide an experienced hazard mitigation specialist knowledgeable in both 404 and 406 mitigation to identify what can be done to each specific building/structure to ensure it is rebuilt with resilience in mind.

FEMA has the authority to provide PA funding for cost-effective hazard mitigation measures for facilities damaged by the specific disaster incident. FEMA also provides hazard mitigation under its Hazard Mitigation Assistance (HMA) programs, which is administered by FEMA Federal Insurance and Mitigation Administration. EBS project staff are knowledgeable and experienced

in the eligibility criteria, procedures, timelines and conducting benefit-cost analysis (BCA) for the implementation of the hazard mitigation measures funded under HMA programs and the hazard mitigation measures funded under the PA Program. We will identify mitigation measures that are cost-effective and beneficial to enhance facilities in a manner that minimizes future damages. Lastly, our team will also seek mitigation opportunities through the Flood Mitigation Assistance program (FMA) along with the BRIC grant.

### **Determining Unidentified and Non-Submitted Eligible Damages for Reimbursement**

The EBS Team will take a two-step approach:

1. EBS will ensure we capture all damage, especially hidden damage, which must be “identified during the performance of eligible work” as project work (construction) is being completed. Our team will immediately contact the State in writing to augment the scope of work to ensure all damages are captured.
2. Our team will make sure that every item on the Damage Inventory (DI) is captured. This will include periodic reviews of the DI list and comparing it with the projects listed in the Grants Portal. The EBS Team will communicate both verbally and in writing with each County department to make sure that all damages are captured, and that a corresponding project is written on their behalf.

### **Appeals and Arbitration**

Our goal is to provide an efficient and productive PA process for the County. The EBS Team is well-versed in preparing for and responding to appeals as part of this process. Once FEMA identifies an issue, our team will employ our resources, including our knowledge of regional and FEMA headquarters interpretation of the issue, and how similar issues were handled in the past to establish precedence. Concurrently, we will work with the County to make sure that we have all of the required documentation to support your claims (i.e., pictures (before and after), storm-related damage proof, etc.), and use statutory and regulatory guidance to shore up our position. We will ensure we respond to all appeals in a timely manner so that the State has a chance to concur and send its recommendation to the Region IV office for the first appeal. If we are not successful on that level, we will escalate our appeal to FEMA headquarters for our second-level appeal.

### **Working with Section 324 Management Costs**

FEMA allows both state and local applicants to claim funding to offset the cost of managing PA grants. The County can claim up to 5% of its disaster costs after insurance reductions. However, FEMA does not just give this money automatically, it must be substantiated and expended to ensure cost recovery.

We track our costs very effectively using a proprietary Microsoft Excel workbook. Using our expert knowledge, we developed this system using the trusted Microsoft Office platform. This tracking program maintains client transparency, ensures grant compliance, and allows multiple users from different organizations to track their costs effectively.

We based our approach on FEMA's February 2019 Public Assistance Management Costs Standard Operating Procedures Manual. This ensures effective compliance with FEMA's rules and regulations surrounding Section 324 costs.

### **Financial and Grant Administration Risks Management**



There are substantial risks associated with the federal grant management process that can result in the loss of all or a significant portion of the grant funding. It is imperative that the County assess the risk and establish an effective grant management process.

An effective grant management process includes strategies, policies, procedures, and internal controls that effectively guide the process from proposal solicitation and contract award, through contract monitoring and documentation that evidence disaster-related work was performed effectively and efficiently without fraud, waste, or abuse and ending with the closeout process that provides this evidence to federal funders.

During our engagement, we will assess the risk associated with the current County environment and work with the appropriate agencies to develop and implement mitigating elements to ensure the County receives full reimbursement of all eligible costs under grants.

We will use an accepted risk model to identify current risks and to prioritize these risks. Our approach is based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) model. This methodology includes evaluating controls from the operational, financial, and compliance perspective and includes analysis of selected functions such as monitoring, control activities, risk assessment, and others.

A key to successful use of this model will be an in-depth understanding of what drives the organization. We have successfully used this analytical approach with other agencies, and we are confident the COSO model will produce results that will meet or exceed the County's expectations. We will tailor the COSO framework approach to the specific work at hand, including the risks associated with the individual tasks to be performed.

### **Implementing the Risk Assessment Work Plan**

Our approach to completing risk assessment projects is to partner with the County, and specifically management at all levels, to determine scope, objectives, and timing, identify opportunities for improvement, and achieve a successful outcome. Based on our experience, projects can vary in hours depending on the complexity of the business process and the level of depth or scope management desired in the audit process.

### **Project and Project Deadline Tracking**

Because of our participation in the recovery from nearly every major 21st-century disaster in the United States, we have a full array of tracking tools we have developed and refined. These tools provide for tracking Project Worksheets from the initial documentation through the closeout process. Our tracking tools will assist the County in always being able to access the latest status of project development, submission, amendment requests, insurance recovery, mitigation proposals, historical and environmental reviews and project funding.

Our tracking and reporting capabilities will assure adherence to all project deadlines and reporting requirements, the timely generation of quarterly reports, the filing of project-related time extension requests, and project amendments as needed. All project data is stored and managed using a secure file sharing platform, which uses the latest measures to protect both data at rest and data in motion, all the while providing remote access capabilities for multiple authorized personnel.

## CLOSEOUT PHASE

A critical and often overlooked aspect of any federal grant program is the project closeout process. The purpose of closeout is to certify that all recovery work has been completed, appeals have been resolved, and all eligible costs have been reimbursed. Closeout is the final and last step in the PA Program process and no further actions may occur other than a possible audit by FEMA or another agency.

Many elements make up a successful closeout program, all of which start with a structurally sound and well-developed Project Worksheet. FEMA clearly outlines the types and order in which necessary documentation should be compiled to support a Project Worksheet. This structure is used to promote consistency in Project Worksheet preparation. The provision of timely, thorough, and accurate documentation will facilitate Project Worksheet uniformity and expedite data entry, QA/QC, the obligation of funds, and eventual project closeout.

Our closeout experience is second to none. This experience has demonstrated the importance of highlighting project closeout from the beginning of the recovery process. With the end in mind, one can plot the course of how to get there.

### Final Inspections, Project Closeouts, & OIG Audits

Our Project Manager and project staff will participate in and support final inspections and audits. The County will be subject to Federal and non-Federal audits, as is customary with all federal programs. A recipient or sub-recipient that expends \$750,000 or more in federal funds during its fiscal year must perform a single program-specific audit. The Quarterly Progress Report is a tool for FEMA and the County to track the progress of Large Projects. FEMA requires the County to report the status of all open Large Projects every quarter. The Project Manager will ensure quarterly reports are prepared for the County to submit to FEMA through the State, no later than 30 days after the end of each quarter.

Once the County has completed all PA Program projects and has met the statutory and regulatory requirements governing the program (including compliance with EHP and insurance purchase requirements), the State will pass through all obligated funds appropriately and submit its final expenditure report to FEMA. Once FEMA has adjusted the funding level for the program, as appropriate, all administrative actions conducted by FEMA and the State related to the PA Program for the County will be complete.

We will work to close out grants, project by project, until the County's recovery is complete. Our project closeout goal focuses not only on compliance but on promoting efficiency and effectiveness also. Our focus is to work with the County to improve its overall financial reporting processes and ensure regulatory compliance to maximize reimbursement.

### Recovering Costs from Other Federal & State Agencies

The Project Manager and PA project staff will assist the County with recovering costs from other Federal and State agency programs. EBS will work with the County and additional stakeholders in obtaining disaster-related funding from CDBG, Hazard Mitigation, FHWA, and other programs

#### DELIVERABLES FOR CLOSEOUT PHASE

- Closeout Staff Augmentation
- Status Review and Reporting

applicable to the specific damages. Also, our Project Manager and PA project staff will research the availability of any Federal or State programs currently in place or recently proclaimed to advise the County on all applicable funding opportunities available.

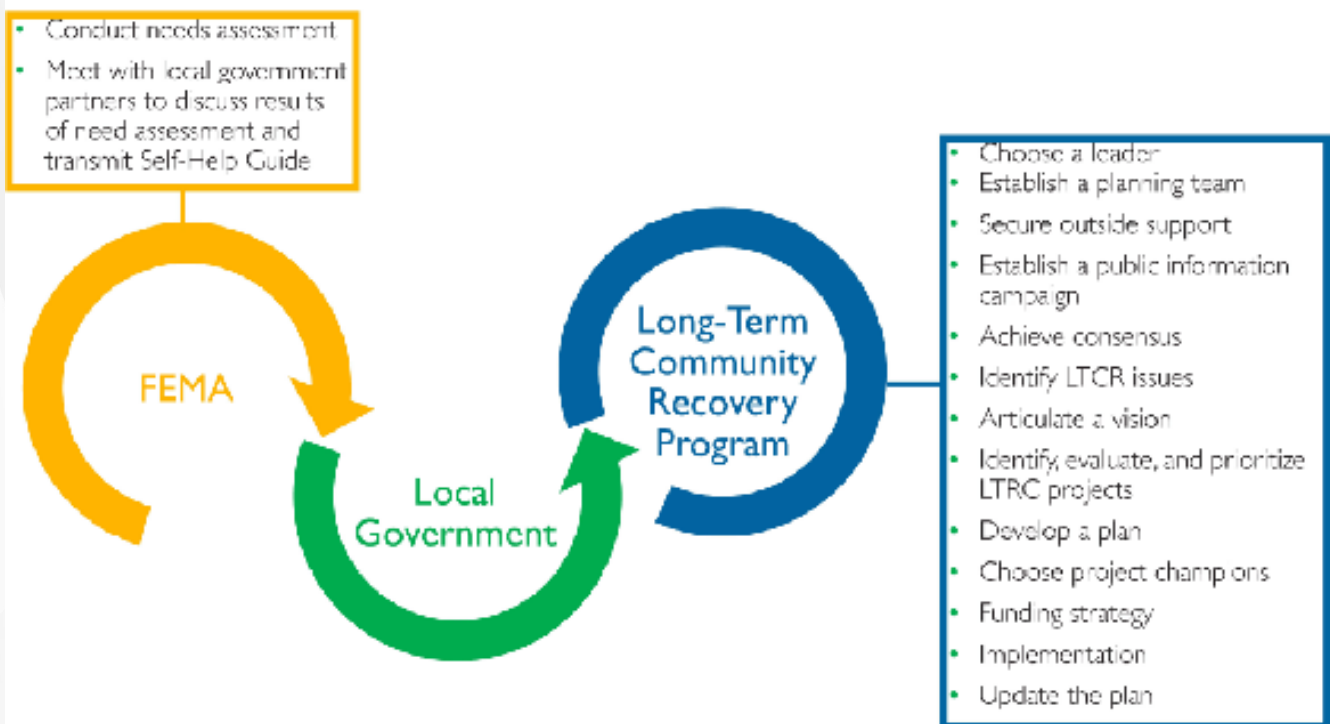
### Insurance Assistance

The EBS Team offers the County expertise in insurance coverages and claims, along with risk management. Our COO, Greg Raab, is the Past-President of the National Association of Public Insurance Adjusters (NAPIA) and has been a featured speaker on emergency management, property loss, and damage estimation topics for various groups, including the First Party Claims Conference (FPCC), Community Associations Institute (CAI) and Disaster Restoration Contractor's International Conference. Greg has over 20 years of senior leadership in public insurance adjusting industries holding the positions of President, Executive Vice President, and Chief Marketing Officer of the nation's largest public insurance adjusting organization. He leads a team that can guide the City through the challenges of balancing both the insurance recovery along with the recovery via FEMA and other funding sources, ensuring no options or solutions are left unexplored. Our team is experienced in managing both processes simultaneously and sharing resources across both recoveries.

### Assisting In Long-Term Recovery Planning Guidance

EBS will guide the County in the development of a long-term recovery plan. Our team will follow the standard 13-step process in developing Long-Term Recovery plans as outlined by FEMA. In essence, the EBS Team will guide the County through the Long-Term Community Recovery Planning steps in sequential order, as outlined in the figure below.

As subject matter experts in long-term recovery planning, the EBS Team understands the big



picture.



## EMERGENCY OPERATIONS CENTER STAFFING

Our team includes former emergency management and public health emergency management officials, individuals with deep and continued experience with local and state EOCs and Incident Management Teams (IMT), as well as fire, law enforcement, public information, public works, and other professionals that will augment EOC operations.

**More than our experience, our team is committed to personalized service and excellent results.**

If the County needs support, our Project Manager will identify the best personnel we have available that fit the needs and culture within the County. We never just “put a body on a job”; we get the right team member to exceed the needs of the County. Upon award, our Project Executive, Princess Ousley, and Project Manager, Necole Holton-Jacobs, will either deploy to the County EOC or virtually conduct a kickoff meeting. The purpose of this meeting will be to better understand the needs and goals of the County so we can prepare a tailored approach.

This meeting will review:

- Current Response Operations
- Response Shortfalls and/or Needs
- Strategies for Implementation and Support

At the end of this meeting, the goal is to gain a firm understanding of how we can effectively integrate into the County’s response efforts. Our goal is to be an extension of the County and an enhancement to your existing capabilities.

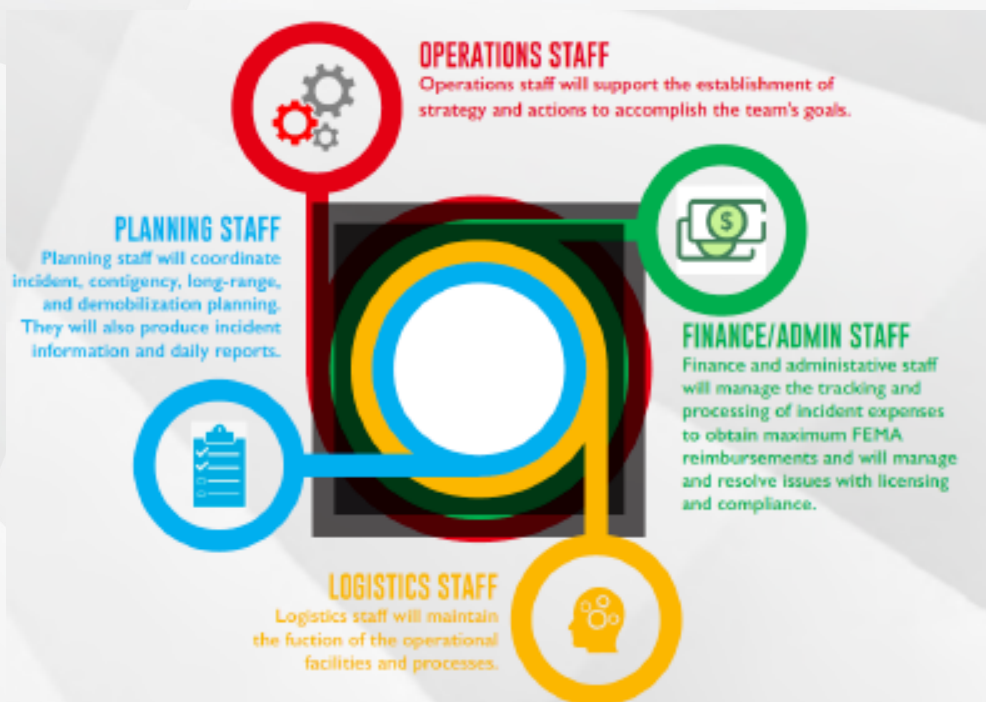
Our team organizes its Disaster Response Unit into deployable Incident Management and Support Teams (IMSTs) following NIMS and Incident Command System principles. We then tailor our approach and personnel to meet the specific requirements of your mission. We are more than capable of effectively providing full emergency management operations, logistical, planning, and finance/admin section surge support.

**For Franklin County, we have the capability to deploy multiple IMSTs and additional support staff to meet all the needs of the County’s emergency management operations.**

Not every emergency requires on-site personnel. In some cases, like COVID-19, the incident may be too volatile to put personnel in harm’s way, especially when we have the capabilities to communicate from anywhere. Depending on the situation, our team may be required to operate virtually, and we are not only highly experienced in this method of emergency response, but we are prepared to do so at a moment’s notice.

We are able to plug into the County’s ICS as command center participants to share information, support decision-making, and deploy resources without being physically present in the command center. This scenario shortens the time needed to set up a command center while also making the command center more resilient by allowing it to continue operating even if one part becomes damaged.

Whether on-site or remote, our IMSTs are prepared to work immediately with the ICS of the



County. Our mission will be YOUR mission. To support Command and Operations, we will deploy the following team:

- Our **OPERATIONS STAFF** will support in establishing a strategy and specific actions to accomplish the goals and objectives set by Incident Command. They will also coordinate and execute that strategy and actions to achieve response objectives.
- Our **LOGISTICS STAFF** will support their use of personnel, supplies, and equipment. They will also perform technical activities required to maintain the function of operational facilities and processes.
- Our **PLANNING STAFF** will coordinate the support activities for incident planning, as well as contingency, long-range, and demobilization planning. They will process incident information and produce a daily Situational Report (SITREP), which will be the tool the planning staff uses to coordinate information activities across the entire response system.
- The **FINANCE/ADMINISTRATION STAFF** will support administrative issues as well as the tracking and processing of incident expenses. While doing so, these staff members will ensure that costs are tracked and organized in a way that they will be best prepared for a FEMA PA reimbursement and eligibility discussion. This team will also track and resolve issues such as licensure requirements, regulatory compliance, and financial accounting.

## QUALITY

Our Team fosters a culture of continuous improvement through our quality program and the regular analysis and reporting of performance measurement data to improve processes, procedures, and client services. For most programs, EBS puts in place a customized and formal Quality Assurance Plan which is designed and developed to identify and prevent deficiencies, document quality activities conducted, and corrective actions are taken, and to maximize contract productivity and worker performance. This plan includes Key Performance Indicators (KPIs) that help us measure

performance.

The plan is based on the principles of ISO 9001 and on the tenet that we are assigned responsibility for quality control and conformance to the criteria of the quality performance requirements through objective evidence. The plan incorporates documented QC activities, verification of quality standards, identification of substandard performance, and resulting management and staff corrective actions sufficient to meet or exceed all requirements of the contract.

Our Quality Audits are typically performed by a principal of the firm and include a visual and technical audit of all service elements in accordance with the surveillance criteria developed for this engagement.



## Section 6: Proposed Fee Schedule

Proposed Fee Schedule

Position Title	Rate	Average Days/Month	Hours/Day	No. of positions	Cost/Mo.
Project Manager	\$185.00	22	8	1	\$32,560.00
Sr. Appeals Officer or Legal Counsel	\$162.00	0.5	8	1	\$648.00
Engineer or Environmental Scientist	\$179.00	0.5	8	1	\$716.00
Sr. Grant Specialist	\$162.00	22	8	2	\$57,024.00
Grant Specialist or Insurance Specialist	\$152.00	22	8	2	\$53,504.00
Field Representative or Technical Associate	\$142.00	5	8	1	\$5,680.00
Administrative/Clerical Work	\$52.00	5	8	1	\$2,080.00
			8		\$0.00
			8		\$0.00
			8		\$0.00
Month Estimated Total	\$1,034.00				\$152,212.00

This estimate metric is based on a 40 hour work week for a 30 day month with 22 working days per month. The Column E average days per month per full-time and as-needed positions are based on grant development needs experienced in previous activations.

Please indicate your proposed rate for each position in Column D and your proposed count of each of those positions in Column G.

Please indicate additionally needed positions with rate, average days/month and number of positions in the blank lines provided.

When complete, please print this page and add to your Proposed Fee Schedule section of your response. Excel drafts submitted will be considered non-responsive.

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## **Section 7: Additional Data to Support Proposal Held for Attachment "A"**



**Federal Requirements (when applicable)**

**A. 2 CFR. Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.**

The Contractor shall comply with the Federal requirements per 2 Code of Federal Regulations (CFR) Part 200 Super Circular, titled "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards", effective July 01, 2023, and any subsequent revisions and updates to 2 CFR. Part 200 "Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards". 2 CFR Part 200 - Procurement Standards, as of July 01, 2023, attached below.

**B. Federal Equal Opportunity Employer Requirement.**

1. The Contractor is an Equal Opportunity Employer and will comply with all equal opportunity employment laws. The Contractor will further ensure that all subcontractors it utilizes in providing the services required hereunder will comply with all equal opportunity employment laws.
2. During the performance of this contract, the Contractor agrees as follows:
  - a) The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.
  - b) The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive considerations for employment without regard to race, color, religion, sex, or national origin.
  - c) The Contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the Contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
  - d) The Contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, as amended by Executive Order 11375, and of the rules, regulations, and relevant orders of the Secretary of Labor.
  - e) The Contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, as amended by Executive Order 11375, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
  - f) In the event of the Contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the Contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, as amended by Executive Order 11375, and such other sanctions as may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, as amended by Executive Order 11375, and by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
  - g) The Contractor will include the portion of the sentence immediately preceding paragraph 1 and the provisions of paragraphs a) through f) in every subcontract or Purchase Order (PO) unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, as amended

by Executive Order 11375, so that such provisions will be binding upon each subcontractor or vendor. The Contractor will take such action with respect to any subcontract or PO as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance: Provided, however, That in the event a Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

**C. Compliance of Reporting Requirements.**

The Contractor hereby acknowledges that the County has the responsibility for providing required reporting, including financial information, program progress, and real property status, in accordance with 2 CFR. § 200.327, 2 CFR. § 200.328, and 2 CFR. § 200.329 on frequencies established by the Federal awarding agency.

**D. Access to Records.**

The following access to records requirements apply to this contract in respect to federal financial assistance awards:

- (a) The CONTRACTOR agrees to provide the County, the State of Florida, the Federal grantor agency, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the CONTRACTOR which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
- (b) The CONTRACTOR agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
- (c) The CONTRACTOR agrees to provide the Federal grantor agency administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.

**E. Retention of Records.**

1. The County shall retain all records related to this project for five (5) years from the date of final expenditure report for projects funded by grant programs.
2. The Contractor shall retain all records related to this Agreement for five (5) years after termination of this contract.

**F. Compliance with the Contract Work Hours and Safety Standards Act.**

1. Overtime requirements. No Contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty (40) hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
2. Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph A of this section the Contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such Contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph A of this section, in the sum of \$10 for each Day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph A of this section.
3. Withholding for unpaid wages and liquidated damages. The County shall upon its own action or

upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Contractor or subcontractor under any such contract or any other Federal contract with the same prime Contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime Contractor, such sums as may be determined to be necessary to satisfy any liabilities of such Contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph B of this section.

4. Subcontracts. The Contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraphs 1 through 3 of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs 1 through 3 of this section.

**G. Clean Air Act and The Federal Water Pollution Control Act.**

1. The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387).
2. The Contractor agrees to report each violation to the County and understands and agrees that the County will, in turn, report each violation as required to assure notification to the County, Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
3. The Contractor agrees to include these requirements in each subcontract exceeding \$100,000 financed in whole or in part with Federal assistance provided by FEMA.

**H. Suspension and Debarment.**

1. This contract is a covered transaction for purposes of 2 CFR. Part 180 and 2 CFR. Part 3000. As such the Contractor is required to verify that none of the Contractor, its principals (defined at 2 CFR. § 180.995), or its affiliates (defined at 2 CFR. § 180.905) are excluded (defined at 2 CFR. § 180.940) or disqualified (defined at 2 CFR. § 180.935).
2. The Contractor must comply with 2 CFR. Part 180, subpart C and 2 CFR. Part 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
3. This certification is a material representation of fact relied upon by the County. If it is later determined that the Contractor did not comply with 2 CFR. Part 180, subpart C and 2 CFR. Part 3000, subpart C, in addition to remedies available to the Florida Department of Emergency Management (recipient) and Franklin County (sub-recipient), the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
4. The Proposer agrees to comply with the requirements of 2 CFR. Part 180, subpart C and 2 CFR. Part 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The Proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

**I. Byrd Anti-Lobbying Amendment, 31 U.S. C. § 1352 (As Amended).**

1. Contractors who apply or propose for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient.
2. Federal Form 'C.1' titled "44 CFR. Part 18 – Certification Regarding Lobbying" is hereby attached and made a binding part hereof.



**J. Procurement of Recovered Materials.**

1. In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA- designated items unless the product cannot be acquired:
  - a) Competitively within a timeframe providing for compliance with the contract performance schedule;
  - b) Meeting contract performance requirements; or
  - c) At a reasonable price.
2. Information about this requirement is available at EPA's Comprehensive Procurement Guidelines web site, <http://www.epa.gov/cpg/>. The list of EPA-designate items is available at <http://www.epa.gov/cpg/products.htm>.

**K. Department of Homeland Security (DHS) Seal, Logo and Flags.**

The Contractor shall not use the Department of Homeland Security (DHS) seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific pre-approval from the appropriate Federal agency.

**L. Compliance with Federal Law, Regulations and Executive Orders.**

This is an acknowledgement that Federal and state financial assistance may be used to fund payment for services provided under this contract. The Contractor will comply will all applicable federal law, regulations, executive orders, as well as policies, procedures and directives of the respective funding Federal grantor agency.

**M. No Obligation by the Federal Government.**

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the Cioutny, Contractor, or any other party pertaining to any matter resulting from the contract.

**N. Fraud and False or Fraudulent or Related Acts.**

The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.

**O. Compliance with the "Davis-Bacon Act":**

- (a) In accordance with the requirements of the Davis-Bacon Act (40 U.S.C. §§ 3141-3144 and 3146-3148) as supplemented by Department of Labor regulations at 29 C.F.R. Part 5 (Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction) as amended), all prime construction contracts in excess of \$2,000 must comply with the Davis-Bacon Act. CONTRACTORS are required to pay wages to laborers and mechanics at a rate not less that the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, CONTRACTORS must pay wages not less than once a week.
- (b) The COUNTY shall report all suspected or reported violations to the appropriate Federal agency in accordance with 2 C.F.R. Part 200, Appendix II, ¶ D

**P. Compliance with the Copeland "Anti-Kickback Act":**

- (a) The CONTRACTOR hereby agrees to comply with the Copeland "Anti-Kickback" Act (40 U.S. C. 3145), as supplemented by the Department of Labor regulations (29 C.F.R. Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States").
- (b) Each CONTRACTOR or SUBCONTRACTOR are hereby prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled.
- (c) The CONTRACTOR or subcontractor shall insert in any subcontracts the clause above and such other clauses as the FEMA may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The

prime CONTRACTOR shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.

- (d) Breach. A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a CONTRACTOR and subcontractor as provided in 29 C.F.R. § 5.12.
- (e) The COUNTY shall report all suspected or reported violations to the appropriate Federal agency in accordance with 2 C.F.R. Part 200, Appendix II, ¶ D

**Q. Hatch Act**

The CONTRACTOR shall comply with the Hatch Act, 5 USC 1501 – 1508, and shall ensure that no funds provided, nor personnel employed under this agreement, shall be in any way or to any extent engaged in the conduct of political activities in violation of Chapter 15 of Title V of the U.S.C.

## 2 CFR Part 200 – Procurement Standards

### § 200.317 Procurements by states.

When procuring property and services under a Federal award, a State must follow the same policies and procedures it uses for procurements from its non-Federal funds. The State will comply with §§ 200.321, 200.322, and 200.323 and ensure that every purchase order or other contract includes any clauses required by § 200.327. All other non-Federal entities, including subrecipients of a State, must follow the procurement standards in §§ 200.318 through 200.327.

### § 200.318 General Procurement Standards.

- (a) The non-Federal entity must have and use documented procurement procedures, consistent with State, local, and tribal laws and regulations and the standards of this section, for the acquisition of property or services required under a Federal award or subaward. The non-Federal entity's documented procurement procedures must conform to the procurement standards identified in §§ 200.317 through 200.327.
- (b) Non-Federal entities must maintain oversight to ensure that contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders.
- (c)
  - (1) The non-Federal entity must maintain written standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award and administration of contracts. No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract. The officers, employees, and agents of the non-Federal entity may neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts. However, non-Federal entities may set standards for situations in which the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct must provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the non-Federal entity.
  - (2) If the non-Federal entity has a parent, affiliate or subsidiary organization that is not a State, local government, or Indian tribe, the non-Federal entity must also maintain written standards of conduct covering organizational conflicts of interest. Organizational conflicts of interest means that because of relationships with a parent company, affiliate or subsidiary organization, the non-Federal entity is



unable or appears to be unable to be impartial in conducting a procurement action involving a related organization.

- (d) The non-Federal entity's procedures must avoid acquisition of unnecessary or duplicative items. Consideration should be given to consolidating or breaking out procurements to obtain a more economical purchase. Where appropriate, an analysis will be made of lease versus purchase alternatives, and any other appropriate analysis to determine the most economical approach.
- (e) To foster greater economy and efficiency, and in accordance with efforts to promote cost-effective use of shared services across the Federal Government, the non-Federal entity is encouraged to enter into state and local intergovernmental agreements or inter-entity agreements where appropriate for procurement or use of common or shared goods and services. Competition requirements will be met with documented procurement actions using strategic sourcing, shared services, and other similar procurement arrangements.
- (f) The non-Federal entity is encouraged to use Federal excess and surplus property in lieu of purchasing new equipment and property whenever such use is feasible and reduces project costs.
- (g) The non-Federal entity is encouraged to use value engineering clauses in contracts for construction projects of sufficient size to offer reasonable opportunities for cost reductions. Value engineering is a systematic and creative analysis of each contract item or task to ensure that its essential function is provided at the overall lower cost.
- (h) The non-Federal entity must award contracts only to responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration will be given to such matters as contractor integrity, compliance with public policy, record of past performance, and financial and technical resources. See also § 200.214.
- (i) The non-Federal entity must maintain records sufficient to detail the history of procurement. These records will include, but are not necessarily limited to, the following: Rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price.
- (j)
  - (1) The non-Federal entity may use a time-and-materials type contract only after a determination that no other contract is suitable and if the contract includes a ceiling price that the contractor exceeds at its own risk. Time-and-materials type contract means a contract whose cost to a non-Federal entity is the sum of:
    - (i) The actual cost of materials; and
    - (ii) Direct labor hours charged at fixed hourly rates that reflect wages, general and administrative expenses, and profit.
  - (2) Since this formula generates an open-ended contract price, a time-and-materials

contract provides no positive profit incentive to the contractor for cost control or labor efficiency. Therefore, each contract must set a ceiling price that the contractor exceeds at its own risk. Further, the non-Federal entity awarding such a contract must assert a high degree of oversight in order to obtain reasonable assurance that the contractor is using efficient methods and effective cost controls.

- (k) The non-Federal entity alone must be responsible, in accordance with good administrative practice and sound business judgment, for the settlement of all contractual and administrative issues arising out of procurements. These issues include, but are not limited to, source evaluation, protests, disputes, and claims. These standards do not relieve the non-Federal entity of any contractual responsibilities under its contracts. The Federal awarding agency will not substitute its judgment for that of the non-Federal entity unless the matter is primarily a Federal concern. Violations of law will be referred to the local, state, or Federal authority having proper jurisdiction.

#### § 200.319 Competition.

- (a) All procurement transactions for the acquisition of property or services required under a Federal award must be conducted in a manner providing full and open competition consistent with the standards of this section and § 200.320.
- (b) In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, or invitations for bids or requests for proposals must be excluded from competing for such procurements. Some of the situations considered to be restrictive of competition include but are not limited to:
  - (1) Placing unreasonable requirements on firms in order for them to qualify to do business;
  - (2) Requiring unnecessary experience and excessive bonding;
  - (3) Noncompetitive pricing practices between firms or between affiliated companies;
  - (4) Noncompetitive contracts to consultants that are on retainer contracts;
  - (5) Organizational conflicts of interest;
  - (6) Specifying only a “brand name” product instead of allowing “an equal” product to be offered and describing the performance or other relevant requirements of the procurement; and
  - (7) Any arbitrary action in the procurement process.
- (c) The non-Federal entity must conduct procurements in a manner that prohibits the use of statutorily or administratively imposed state, local, or tribal geographical preferences in the evaluation of bids or proposals, except in those cases where applicable Federal

statutes expressly mandate or encourage geographic preference. Nothing in this section preempts state licensing laws. When contracting for architectural and engineering (A/E) services, geographic location may be a selection criterion provided its application leaves an appropriate number of qualified firms, given the nature and size of the project, to compete for the contract.

(d) The non-Federal entity must have written procedures for procurement transactions. These procedures must ensure that all solicitations:

(1) Incorporate a clear and accurate description of the technical requirements for the material, product, or service to be procured. Such description must not, in competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured and, when necessary, must set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use. Detailed product specifications should be avoided if at all possible. When it is impractical or uneconomical to make a clear and accurate description of the technical requirements, a “brand name or equivalent” description may be used as a means to define the performance or other salient requirements of procurement. The specific features of the named brand which must be met by offers must be clearly stated; and

(2) Identify all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals.

(e) The non-Federal entity must ensure that all prequalified lists of persons, firms, or products which are used in acquiring goods and services are current and include enough qualified sources to ensure maximum open and free competition. Also, the non-Federal entity must not preclude potential bidders from qualifying during the solicitation period.

(f) Noncompetitive procurements can only be awarded in accordance with § 200.320(c).

#### § 200.320 Methods of procurement to be followed.

The non-Federal entity must have and use documented procurement procedures, consistent with the standards of this section and §§ 200.317, 200.318, and 200.319 for any of the following methods of procurement used for the acquisition of property or services required under a Federal award or sub-award.

(a) Informal procurement methods. When the value of the procurement for property or services under a Federal award does not exceed the simplified acquisition threshold (SAT), as defined in § 200.1, or a lower threshold established by a non-Federal entity, formal procurement methods are not required. The non-Federal entity may use informal procurement methods to expedite the completion of its transactions and minimize the associated administrative burden and cost. The informal methods used for procurement of property or services at or below the SAT include:

(1) Micro-purchases —



- (i) Distribution. The acquisition of supplies or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold (See the definition of micro-purchase in § 200.1). To the maximum extent practicable, the non-Federal entity should distribute micro-purchases equitably among qualified suppliers.
- (ii) Micro-purchase awards. Micro-purchases may be awarded without soliciting competitive price or rate quotations if the non-Federal entity considers the price to be reasonable based on research, experience, purchase history or other information and documents it files accordingly. Purchase cards can be used for micro-purchases if procedures are documented and approved by the non-Federal entity.
- (iii) Micro-purchase thresholds. The non-Federal entity is responsible for determining and documenting an appropriate micro-purchase threshold based on internal controls, an evaluation of risk, and its documented procurement procedures. The micro-purchase threshold used by the non-Federal entity must be authorized or not prohibited under State, local, or tribal laws or regulations. Non-Federal entities may establish a threshold higher than the Federal threshold established in the Federal Acquisition Regulations (FAR) in accordance with paragraphs (a)(1)(iv) and (v) of this section.
- (iv) Non-Federal entity increase to the micro-purchase threshold up to \$50,000. Non-Federal entities may establish a threshold higher than the micro-purchase threshold identified in the FAR in accordance with the requirements of this section. The non-Federal entity may self-certify a threshold up to \$50,000 on an annual basis and must maintain documentation to be made available to the Federal awarding agency and auditors in accordance with § 200.334. The self-certification must include a justification, clear identification of the threshold, and supporting documentation of any of the following:
  - (A) A qualification as a low-risk auditee, in accordance with the criteria in § 200.520 for the most recent audit;
  - (B) An annual internal institutional risk assessment to identify, mitigate, and manage financial risks; or,
  - (C) For public institutions, a higher threshold consistent with State law.
- (v) Non-Federal entity increase to the micro-purchase threshold over \$50,000. Micro-purchase thresholds higher than \$50,000 must be approved by the cognizant agency for indirect costs. The non-federal entity must submit a request with the requirements included in paragraph (a)(1)(iv) of this section. The increased threshold is valid until there is a change in status in which the justification was approved.

(2) Small purchases —

- (i) Small purchase procedures. The acquisition of property or services, the aggregate dollar amount of which is higher than the micro-purchase threshold

but does not exceed the simplified acquisition threshold. If small purchase procedures are used, price or rate quotations must be obtained from an adequate number of qualified sources as determined appropriate by the non-Federal entity.

- (ii) Simplified acquisition thresholds. The non-Federal entity is responsible for determining an appropriate simplified acquisition threshold based on internal controls, an evaluation of risk and its documented procurement procedures which must not exceed the threshold established in the FAR. When applicable, a lower simplified acquisition threshold used by the non-Federal entity must be authorized or not prohibited under State, local, or tribal laws or regulations.

- (b) Formal procurement methods. When the value of the procurement for property or services under a Federal financial assistance award exceeds the SAT, or a lower threshold established by a non-Federal entity, formal procurement methods are required. Formal procurement methods require following documented procedures. Formal procurement methods also require public advertising unless a non-competitive procurement can be used in accordance with § 200.319 or paragraph (c) of this section. The following formal methods of procurement are used for procurement of property or services above the simplified acquisition threshold or a value below the simplified acquisition threshold the non-Federal entity determines to be appropriate:

- (I) Sealed bids. A procurement method in which bids are publicly solicited and a firm fixed-price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price. The sealed bids method is the preferred method for procuring construction, if the conditions.

- (i) In order for sealed bidding to be feasible, the following conditions should be present:

- (A) A complete, adequate, and realistic specification or purchase description is available;
- (B) Two or more responsible bidders are willing and able to compete effectively for the business; and
- (C) The procurement lends itself to a firm fixed price contract and the selection of the successful bidder can be made principally on the basis of price.

- (ii) If sealed bids are used, the following requirements apply:

- (A) Bids must be solicited from an adequate number of qualified sources, providing them sufficient response time prior to the date set for opening the bids, for local, and tribal governments, the invitation for bids must be publicly advertised;
- (B) The invitation for bids, which will include any specifications and pertinent

attachments, must define the items or services in order for the bidder to properly respond;

(C) All bids will be opened at the time and place prescribed in the invitation for bids, and for local and tribal governments, the bids must be opened publicly;

(D) A firm fixed price contract award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation cost, and life cycle costs must be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of; and

(E) Any or all bids may be rejected if there is a sound documented reason.

(2) Proposals. A procurement method in which either a fixed price or cost-reimbursement type contract is awarded. Proposals are generally used when conditions are not appropriate for the use of sealed bids. They are awarded in accordance with the following requirements:

(i) Requests for proposals must be publicized and identify all evaluation factors and their relative importance. Proposals must be solicited from an adequate number of qualified offerors. Any response to publicized requests for proposals must be considered to the maximum extent practical;

(ii) The non-Federal entity must have a written method for conducting technical evaluations of the proposals received and making selections;

(iii) Contracts must be awarded to the responsible offeror whose proposal is most advantageous to the non-Federal entity, with price and other factors considered; and

(iv) The non-Federal entity may use competitive proposal procedures for qualifications-based procurement of architectural/engineering (A/E) professional services whereby offeror's qualifications are evaluated and the most qualified offeror is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services though A/E firms that are a potential source to perform the proposed effort.

(c) Noncompetitive procurement. There are specific circumstances in which noncompetitive procurement can be used. Noncompetitive procurement can only be awarded if one or more of the following circumstances apply:

(1) The acquisition of property or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold (see paragraph (a)(1) of this section);

(2) The item is available only from a single source;



- (3) The public exigency or emergency for the requirement will not permit a delay resulting from publicizing a competitive solicitation;
- (4) The Federal awarding agency or pass-through entity expressly authorizes a noncompetitive procurement in response to a written request from the non-Federal entity; or
- (5) After solicitation of a number of sources, competition is determined inadequate.

§ 200.321 Contracting with small and minority businesses, women's business enterprises, and labor surplus area firms.

- (a) The non-Federal entity must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.
- (b) Affirmative steps must include:
  - (1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
  - (2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
  - (3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
  - (4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;
  - (5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
  - (6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (b)(1) through (5) of this section.

§ 200.322 Domestic preferences for procurements.

- (a) As appropriate and to the extent consistent with law, the non-Federal entity should, to the greatest extent practicable under a Federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). The requirements of this section must be included in all subawards including all contracts and purchase orders for work or products under this award.
- (b) For purposes of this section:

- (1) "Produced in the United States" means, for iron and steel products, that all

manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

- (2) “Manufactured products” means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

#### § 200.323 Procurement of recovered materials.

A non-Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds

\$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

#### § 200.324 Contract cost and price.

- (a) The non-Federal entity must perform a cost or price analysis in connection with every procurement action in excess of the Simplified Acquisition Threshold including contract modifications. The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, but as a starting point, the non-Federal entity must make independent estimates before receiving bids or proposals.
- (b) The non-Federal entity must negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed. To establish a fair and reasonable profit, consideration must be given to the complexity of the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting, the quality of its record of past performance, and industry profit rates in the surrounding geographical area for similar work.
- (c) Costs or prices based on estimated costs for contracts under the Federal award are allowable only to the extent that costs incurred or cost estimates included in negotiated prices would be allowable for the non-Federal entity under subpart E of this part. The non-Federal entity may reference its own cost principles that comply with the Federal cost principles.
- (d) The cost plus a percentage of cost and percentage of construction cost methods of contracting must not be used.

#### § 200.325 Federal awarding agency or pass-through entity review.

- (a) The non-Federal entity must make available, upon request of the Federal awarding

agency or pass-through entity, technical specifications on proposed procurements where the Federal awarding agency or pass-through entity believes such review is needed to ensure that the item or service specified is the one being proposed for acquisition. This review generally will take place prior to the time the specification is incorporated into a solicitation document. However, if the non-Federal entity desires to have the review accomplished after a solicitation has been developed, the Federal awarding agency or pass-through entity may still review the specifications with such review usually limited to the technical aspects of the proposed purchase.

(b) The non-Federal entity must make available upon request, for the Federal awarding agency or pass-through entity pre-procurement review, procurement documents, such as requests for proposals or invitations for bids, or independent cost estimates, when:

- (1) The non-Federal entity's procurement procedures or operation fails to comply with the procurement standards in this part;
- (2) The procurement is expected to exceed the Simplified Acquisition Threshold and is to be awarded without competition or only one bid or offer is received in response to a solicitation;
- (3) The procurement, which is expected to exceed the Simplified Acquisition Threshold, specifies a "brand name" product;
- (4) The proposed contract is more than the Simplified Acquisition Threshold and is to be awarded to other than the apparent low bidder under a sealed bid procurement; or
- (5) A proposed contract modification changes the scope of a contract or increases the contract amount by more than the Simplified Acquisition Threshold.

(c) The non-Federal entity is exempt from the pre-procurement review in paragraph (b) of this section if the Federal awarding agency or pass-through entity determines that its procurement systems comply with the standards of this part.

- (1) The non-Federal entity may request that its procurement system be reviewed by the Federal awarding agency or pass-through entity to determine whether its system meets these standards in order for its system to be certified. Generally, these reviews must occur where there is continuous high-dollar funding, and third-party contracts are awarded on a regular basis;
- (2) The non-Federal entity may self-certify its procurement system. Such self-certification must not limit the Federal awarding agency's right to survey the system. Under a self-certification procedure, the Federal awarding agency may rely on written assurances from the non-Federal entity that it is complying with these standards. The non-Federal entity must cite specific policies, procedures, regulations, or standards as being in compliance with these requirements and have its system available for review.

#### § 200.326 Bonding requirements.

For construction or facility improvement contracts or subcontracts exceeding the Simplified Acquisition Threshold, the Federal awarding agency or pass-through entity may accept the



bonding policy and requirements of the non-Federal entity provided that the Federal awarding agency or pass-through entity has made a determination that the Federal interest is adequately protected. If such a determination has not been made, the minimum requirements must be as follows:

- (a) A bid guarantee from each bidder equivalent to five percent of the bid price. The “bid guarantee” must consist of a firm commitment such as a bid bond, certified check, or other negotiable instrument accompanying a bid as assurance that the bidder will, upon acceptance of the bid, execute such contractual documents as may be required within the time specified.
- (b) A performance bond on the part of the contractor for 100 percent of the contract price. A “performance bond” is one executed in connection with a contract to secure fulfillment of all the contractor's requirements under such contract.
- (c) A payment bond on the part of the contractor for 100 percent of the contract price. A “payment bond” is one executed in connection with a contract to assure payment as required by law of all persons supplying labor and material in the execution of the work provided for in the contract.

#### § 200.327 Contract provisions.

The non-Federal entity's contracts must contain the applicable provisions described in appendix II to this part.

### **Appendix II to Part 200—Contract Provisions for Non-Federal Entity Contracts Under Federal Awards**

In addition to other provisions required by the Federal agency or non-Federal entity, all contracts made by the non-Federal entity under the Federal award must contain provisions covering the following, as applicable.

- (A) Contracts for more than the simplified acquisition threshold, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.
- (B) All contracts in excess of \$10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.
- (C) Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of “federally assisted construction contract” in 41 CFR Part 60–1.3 must include the equal opportunity clause provided under 41 CFR 60–1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 CFR Part, 1964–1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 CFR part 60,

“Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.”

- (D) Davis-Bacon Act, as amended (40 U.S.C. 3141–3148). When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141–3144, and 3146–3148) as supplemented by Department of Labor regulations (29 CFR Part 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland “Anti-Kickback” Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.
- (E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701–3708). Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.
- (F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of “funding agreement” under 37 CFR § 401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization, the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants,

Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

(G) Clean Air Act (42 U.S.C. 7401–7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251–1387), as amended—Contracts and subgrants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401–7671q.) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251–1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

(H) Debarment and Suspension (Executive Orders 12549 and 12689)—A contract award (see 2 CFR 180.220) must not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

(I) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)—Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

(J) See § 200.323. Procurement of recovered materials.

(K) See § 200.216. Prohibition on certain telecommunications and video surveillance services or equipment.

(L) See § 200.322. Domestic preferences for procurements.

## **§ 200.216 Prohibition on certain telecommunications and video surveillance services or equipment.**

(a) Recipients and subrecipients are prohibited from obligating or expending loan or grant funds to:

(1) Procure or obtain;

(2) Extend or renew a contract to procure or obtain; or

(3) Enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law

115–232, section 889, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

- (i) For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).
- (ii) Telecommunications or video surveillance services provided by such entities or using such equipment.
- (iii) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.

(b) In implementing the prohibition under Public Law 115–232, section 889, subsection (f), paragraph (1), heads of executive agencies administering loan, grant, or subsidy programs shall prioritize available funding and technical support to assist affected businesses, institutions and organizations as is reasonably necessary for those affected entities to transition from covered communications equipment and services, to procure replacement equipment and services, and to ensure that communications service to users and customers is sustained.

(c) See Public Law 115–232, section 889 for additional information.

(d) See also § 200.471.

## **§ 200.471 Telecommunication costs and video surveillance costs.**

(a) Costs incurred for telecommunications and video surveillance services or equipment such as phones, internet, video surveillance, cloud servers are allowable except for the following circumstances:

(b) Obligor or expending covered telecommunications and video surveillance services or equipment or services as described in § 200.216 to:

- (1) Procure or obtain, extend or renew a contract to procure or obtain;
- (2) Enter into a contract (or extend or renew a contract) to procure; or
- (3) Obtain the equipment, services, or systems.



Attachment ‘C’

“NO RESPONSE”

If your firm is unable to provide a submittal, please complete and return this form prior to date shown for receipt and return to:

Franklin County Emergency Management  
28 Airport Road  
Apalachicola, FL 32320  
OR  
jenniferd@franklincountyflorida.com

We have declined to propose for the following reason(s):

- \_\_\_\_\_ We do not offer this service/product
- \_\_\_\_\_ Our schedule would not permit us to perform
- \_\_\_\_\_ Unable to meet specifications
- \_\_\_\_\_ Unable to meet bond/insurance requirements
- \_\_\_\_\_ Specifications unclear (please explain below)
- \_\_\_\_\_ Other (please specify below)

REMARKS \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

NOT APPLICABLE

\_\_\_\_\_  
Print Name and Title

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Address

\_\_\_\_\_  
Business Phone

\_\_\_\_\_  
E-mail



REQUEST FOR PROPOSAL FOR EMERGENCY PLANNING, DISASTER RECOVERY &amp; HAZARD MITIGATION GRANT PROGRAM SERVICES RFP #:

### Information Sheet For Transactions and Conveyances Corporate Identification

The Following information will be provided to the Franklin County Legal Services for incorporation in legal documents. It is; therefore, vital all information is accurate and complete. Please be certain all spelling, capitalization, etc. is exactly as registered with the State and Federal Government.

Is this a Florida Corporation: YES <sup>(Circle One)</sup> or NO

If not a Florida Corporation,  
In what State was it created?  
Name as spelled in that State.

\_\_\_\_\_  
\_\_\_\_\_

What kind of Corporation is it? For Profit or Not for Profit

Is it in good Standing? YES or NO

Authorized to transact business in Florida? YES or NO

State of Florida, Department of State, Certificate of Authority Document No: L11000123742

Does it use a registered fictitious name? YES or NO

**Name of Officers:**

President: Princess Ousley  
Vice President: \_\_\_\_\_  
Director: \_\_\_\_\_  
Other: \_\_\_\_\_

Secretary: \_\_\_\_\_  
Treasurer: \_\_\_\_\_  
Director: \_\_\_\_\_  
Other: \_\_\_\_\_

Name of Corporation (As used in Florida): ELITE BUSINESS STRATEGIES, LLC

*(Spelled exactly as it is registered with the State or Federal Government)*

**Corporate Address:**

Post Office Box: \_\_\_\_\_  
City, State, Zip: \_\_\_\_\_  
Street Address: 504-A CAPITAL CIRCLE SE  
City, State, Zip: TALLAHASSEE, FL 32302

*(Please provide Post Office Box and Street Address for mail and/or express delivery; also, for recorded instruments involving land)*

Federal Identification Number: 45-3715751

*(For all instruments to be recorded, taxpayer's identification is needed)*

**Name of Individual who will sign the instrument on behalf of the Company:**

Princess Ousley

*(Upon Certification of Award, the President or Vice-President shall sign Contract. Any other officer shall have permission to sign via a resolution approved by the Board of Directors on behalf of the company. The awarded contractor shall submit a copy of the resolution together with the executed contract to the Contact listed in Section 3.1.)*

**Title of the individual named above who will sign on behalf of the Company:**

PRESIDENT AND CHIEF EXECUTIVE OFFICER



REQUEST FOR PROPOSAL FOR EMERGENCY PLANNING, DISASTER RECOVERY & HAZARD MITIGATION GRANT PROGRAM SERVICES RFP #:

## CONTACT FOR CONTRACT ADMINISTRATION

**Designate one person authorized to conduct contract Administration.**

**NAME:** Princess Ousley

**TITLE:** PRESIDENT AND CHIEF EXECUTIVE OFFICER

**COMPANY NAME:** ELITE BUSINESS STRATEGIES, LLC

**ADDRESS:** 504-A CAPITAL CIRCLE SE


**CITY:** TALLAHASSEE

**STATE:** FLORIDA **ZIP:** 32301

**TELEPHONE NUMBER:** (850) 519-5939

**FAX NUMBER:** (800) 521-9056

**EMAIL:** PRINCESS.OUSLEY@EBSLEADERS.COM

**SIGNATURE:** 

## **GENERAL TERMS AND CONDITIONS**

**As applicable, the following provisions apply to the Bidder/Proposer or any Consultant or subconsultant engaged to perform any aspect of the negotiated scope of work.**

- A. **SUBMISSION OF BID/PROPOSALS:** Bidders shall submit Proposals in accordance with the instructions and schedule included in the solicitation containing these specifications and documents.
- B. **EXECUTION OF BID/PROPOSAL:** Bid/Proposal must contain a manual signature of authorized representative in the space(s) provided. Bid/Proposal must be typed or printed in black ink. Use of erasable ink is not permitted. All corrections made by Bidder/Proposer to any Bid/Proposal entry must be initialed. The company name shall appear in the space(s) provided.
- C. **BID/PROPOSAL OPENING:** Bid/Proposal opening shall be public on the date and time specified. Attachments must be submitted on forms provided by the County. No other forms will be accepted. Telephone and fax Bids/Proposals will not be considered. Bid/Proposal may not be modified after opening. Bid/Proposal may not be withdrawn after opening for a period of ninety (90) days unless otherwise specified.
- D. **DELIVERY REQUIREMENTS:** Any Bids/Proposals received after stated time and date will not be considered. It shall be the sole responsibility of the Bidder/Proposer to have their Bid/Proposal delivered to the County for receipt on or before the stated time and date. If a Bid/Proposal is sent by U.S. Mail, the Bidder/Proposer shall be responsible for the timely delivery to the County. Bids/Proposals delayed by mail shall not be considered, shall not be opened at the public opening, and will not be returned.
- E. **BID/PROPOSAL TABULATION:** Bidder/Proposer wishing to receive a copy of the Bid/Proposal tabulations shall download the tabulation results from the County website.
- F. **CLARIFICATION/CORRECTION OF BID/PROPOSAL ENTRY:** The County reserves the right to allow for the clarification of questionable entries and for the withdrawal of obvious mistakes. Each Bidder/Proposer shall examine all Bid/Proposal submittal documents and shall judge all matters relating to the adequacy and accuracy of such documents. All inquiries, suggestions, or requests concerning interpretation, clarification, or additional information pertaining to the Bid/Proposal shall be made in writing to the County via e-mail to [jenniferd@franklincountyfl.com](mailto:jenniferd@franklincountyfl.com). The County shall not be responsible for oral interpretations given by any County employee, representative, or others. The issuance of a written Addendum is the only official method whereby interpretation, clarification, or additional information can be given. If any addenda are issued to this Bid/Proposal, the bidder shall download the addenda from the Public Notices section of the County's website. It will be the responsibility of the Bidder/Proposer to contact the County prior to submitting a Bid/Proposal to ascertain if any addenda have been issued, to obtain such addenda, and to return executed addenda with their Bid/Proposal.
- G. **PRICING:** Firm prices shall be bid and include all packing, handling, shipping charges, and delivery to any point within the County, to a secure area or inside delivery, F.O.B. DESTINATION. Pricing shall also include any and all costs for lodging, mileage, meals, permits, license(s), insurance, fees, or any other cost. Unit prices shall be shown in the Bid/Proposal. The obligations of County under this Award are subject to the availability of funds lawfully appropriated for its purpose.
- H. **TAXES:** The County is exempt from Federal Excise Taxes and Sales Taxes. Tax exemption certification 85-8012621914C-5 is available upon request.
- I. **DISCOUNTS:** Discounted Payment Terms shall not be considered in determining the lowest net cost for the Bid/Proposal evaluation purposes.



- J. **BRAND NAME OR EQUAL:** If items called for by this invitation have been identified in the specifications by a "Brand Name or Equal" description, such identification is intended to be descriptive, but not restrictive, and is to indicate the quality and characteristics of products that will be acceptable. Bids/Proposals offering "equal" products, when allowed, will be considered for Award if such products are clearly identified in the Bid/Proposal and are determined by the County to meet fully the salient characteristics requirements listed in the specifications. Highly technical or specialized equipment or commodities are to be performance equal and, therefore, must be pre-approved. Unless the Bidder/Proposer clearly indicates in his/her Bid/Proposal that he/she is offering an "equal" product, the Bid/Proposal shall be considered as offering the same brand name product referenced in the specifications. If the Bidder/Proposer proposes to furnish an "equal" product, when allowed, the brand name, if any, of the product to be furnished shall be inserted in the space provided or such product shall be otherwise clearly identified. The evaluation of Bids/Proposals and the determination as to equality of the product offered shall be the responsibility of the County and will be based on information furnished by the Bidder/Proposer. The County is not responsible for locating or securing any information, which is not identified in the Bid/Proposal and reasonably available to the County. To ensure that sufficient information is available, the Bidder/Proposer shall furnish, as a part of the Bid/Proposal, all descriptive material necessary for the County to determine whether the product offered meets the salient characteristics required by the specifications and establish exactly what the Bidder/Proposer proposes to furnish and what the County would be binding itself to purchase by making an Award.
- K. **ADDITIONAL TERMS & CONDITIONS:** The County reserves the right to accept or reject any and/or all Bids/Proposals, to waive irregularities and technicalities, and to request re-submission. Also, the County reserves the right to accept all or any part of the Bid/Proposal. Any sole response received on the original bid submittal date may or may not be rejected by the County depending on available competition and timely needs of the County. The Vendor shall have the capability in all respects to perform fully the Contract requirements, and the tenacity, perseverance, experience, integrity, reliability, capability, facilities, equipment, and credit, which will assure good faith performance to be a responsible Vendor. The County reserves the right to make such investigation as it deems necessary to make this determination. Additional information shall be provided by the Vendor if requested by the County. Such information may include, but shall not be limited to, current financial statements; verification of availability of equipment and personnel, and past performance goals.
- L. **SILENCE OF SPECIFICATIONS:** The apparent silence of the specifications, and any supplemental specifications, as to any details, or the omission from same, of any detailed description concerning any point, shall be regarded as meaning that only the best commercial practices are to prevail, and that only materials of first quality and correct type, size, and design are to be used. All workmanship is to be first quality. All interpretations of this specification shall be made upon the basis of this statement.
- M. **PATENTS AND ROYALTIES:** The Bidder/Proposer, without exception, shall indemnify and save harmless the County and its employees from liability of any nature or kind, including costs and expenses for or on account of any copyrighted, patented, or un-patented invention, process, or article, manufactured or used in the performance of the Contract, including its use by the County. If the Bidder/Proposer uses any design, device, or materials covered by letters, patent or copyright, it is mutually agreed and understood without exception that the Bid/Proposal prices shall include all royalties or costs arising from the use of such design, device, or materials involved in the work.
- N. **UNIFORM COMMERCIAL CODE:** The Uniform Commercial Code (Florida Statutes, Chapter 672) shall prevail as the basis for Contractual obligations between the Awarded Vendor/Contractor and the County for any terms and conditions not specifically stated in this Bid/Proposal.

- O. **EEO STATEMENT:** The County is committed to assuring equal opportunity in the Award of Contracts and, therefore, complies with all laws prohibiting discrimination on the basis of race, color, religion, national origin, handicap, age, and gender. The County recognizes fair and open competition as a basic tenet of public procurement and encourages participation by minority-owned and women-owned business enterprises. All Bidders/Proposers are asked to make an affirmative statement as to their support of all applicable equal opportunity/affirmative action requirements. A copy of the County's Employment Opportunity policy is available upon request.
- P. **SAFETY WARRANTY:** The selling dealer, distributor, supplier, contractor, and manufacturer shall be responsible for having complied with all Federal, State and local standards, regulations, and laws concerning the equipment specified, and the use thereof, applicable and effective on the date of manufacture including safety and environmental standards as apply to both private industry and governmental agencies.
- Q. **WARRANTY:** The Bidder/Proposer agrees that, unless otherwise specified, the supplies and/or services furnished under this Bid/Proposal shall be covered by the most favorable commercial warranty the Bidder/Proposer gives to any customer for comparable quantities of such supplies and/or services, and that the rights and remedies provided herein are in addition to and do not limit any rights afforded to the County by any other provision of this Bid/Proposal.
- R. **AWARDS:** As the best interest of the County may require, the right is reserved to make Award(s) by individual item, group of items, all or none, or a combination thereof, on a geographical basis and/or on a countywide basis, to reject any and all Bids/Proposals, or waive any minor irregularity or technicality in Bids/Proposals received. Bidders/Proposers are cautioned to make no assumptions unless their Bid/Proposal has been evaluated as being responsive. All Awards made as a result of this Bid/Proposal shall conform to applicable ordinances of the County. The County may return, for full credit, any unused items received which fail to meet the County's performance standards. County reserves the right to cancel an Awarded Bid/Proposal upon due cause, i.e. vendor misrepresentation, vendor negligence, non-performance, etc., via written notice. The vendor will be responsible **WAIVER:** The County reserves the right to reject any Bid/Proposal, or part thereof, or to accept any Bid/Proposal that it deems in its best interest. Further, the County reserves the right to waive informalities.
- S. **FUND AVAILABILITY:** Any Contract resulting from this solicitation is deemed effective only to the extent that funds are available. The County abides by the provisions set forth in Florida Statutes relative to appropriations of funds. The ability of the successful Bidder/Proposer to maintain a sense of fiscal responsibility and budgetary awareness shall be favorably considered in the ranking and award of a contract. This disclosure is being made to assist all Bidders/Proposers in the gauging of their desire to participate in this Bid/Proposal and in planning and preparation of their written response. The County reserves the right to negotiate all Bidder/Proposer fees, costs, charges, etc., for any proposed service or appurtenant requirement.
- T. **PAYMENTS:** Payments shall be made pursuant to **Florida Statute Section 218.70**, the Prompt Payment Act, and all County Policies promulgated thereby.
- U. **GOVERNING LAWS:** Any contractual arrangement between the County and the Bidder/Proposer shall be consistent with, and be governed by, the ordinances of the County, the whole law of the State of Florida, both procedural and substantive, and applicable federal statutes, rules, and regulation. Any and all litigation arising under any contractual arrangement shall be brought in the appropriate court in Franklin County, Florida.
- V. **STATEMENT OF INTEREST:** All Bidders/Proposers must disclose with their offer the name of any corporate officer, director, or agenda who is also an officer or employee of the County. Further, all Bidders/Proposers must disclose the name of any County officer or employee who owns, directly or indirectly, an interest of ten percent (10%) or more of the Bidder's/Proposer's firm or any of its branches, subsidiaries, or partnerships.

- W. **CHANGES:** The County reserves the right to order, in writing, changes in the work services within the scope of the Contract, such as changes in quantity or delivery schedule. The successful Bidder/Proposer has the right to request an equitable price adjustment in cases where modifications to the Contract under the authority of this clause result in increased costs to the Contractor.
- X. **BID/PROPOSAL AS PUBLIC DOMAIN:** All documents and other materials made or received in conjunction with this project will be subject to public disclosure requirements of Chapter 119, Florida Statutes. The Bid/Proposal will become part of the public domain upon opening. Bidders/Proposers must invoke the exemptions to disclosure provided by law in the response to the Bid, must identify the data or other materials to be protected and must state the reasons why such exclusion from public disclosure is necessary.
- Y. **QUALIFICATIONS:** Bidders/Proposers shall provide, within the Bid/Proposal submitted, substantial data sufficient for evaluating the ability of the potential Bidder/Proposer to execute a project of the type contemplated.
- Z. **IDEMNIFICATION:** The successful Bidder/Proposer covenants and agrees to indemnify and save harmless the County, its agents and employees, from and against all claims, suits, actions, damages, causes of action, or judgments arising out of the terms of the resulting agreement for any personal injury, loss of life, or damage to the property sustained as a result of the performance or non-performance of services or delivery of goods; from and against any orders, judgments, or decrees, which may be entered against the County, its agents or employees; and from and against all costs, attorney's fees, expenses and other liabilities incurred in the defense of any such claim, suit, or action and the investigation thereof. Nothing in the award, resulting agreement, contract, or Purchase Order shall be deemed to affect the rights, privileges, and immunities of the County as set for in Florida Statute Section 768.28.
- AA. **TIME FOR PERFORMANCE:** The services described herein and on the attached shall be performed in a prompt and correct manner within the standards of good and ethical productivity as negotiated between the County and the successful Bidder/Proposer. All Bidders/Proposers are asked to provide their best estimate for compliance with the scope of work as established by the Bid/Proposal. All contract time lines will be based on the projected scope and the estimated time for performance.
- BB. **OCCUPATIONAL LICENSE:** Occupational licenses are required.
- CC. **PERMITS/LICENSES/FEES:** Any permits, licenses, inspections, or fees required will be the responsibility of the Contractor. No separate payment will be made.
- DD. **MODIFICATIONS:** In addition to changes made under the changes clause, any contract resulting from this solicitation may be modified within the scope of the contract upon the written and mutual consent of both parties and approval by the County.
- EE. **NO ADDITIONAL TERMS AND CONDITIONS:** No additional terms and conditions included with the proposal response shall be evaluated or considered, and any and all such additional terms and conditions shall have no force and effect and are not applicable to this proposal. If submitted, either purposely through intent or design or inadvertently appearing separately in transmitting letters, specifications, literature, price lists, or warranties, it is understood and agreed the general and special conditions in this solicitation are the only conditions applicable to this proposal, and the Bidder's/Proposer's authorized signature affixed to the proposal signature section attests to this.
- FF. **INSURANCE:** During the entire period of performance of any contract resulting from this solicitation, the successful Bidder/Proposer shall procure and maintain the minimum insurance coverage required by the County as stipulated in the insurance attachment. Types of coverage and limits of liability shall be as set forth in the Agreement. Proof of such insurance must be provided to the County prior to beginning contract performance.

- GG. **PUBLIC ENTITIES CRIMES:** A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Florida State Statutes, Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list. By signature on this solicitation, vendor certifies that they are qualified to do business with County in accordance with Florida State Statute.
- HH. **ACCEPTANCE:** Receipt of service shall not constitute acceptance. Final acceptance and authorization of payment shall be given only after a thorough inspection indicates that the performance meets specifications and/or all conditions. Should the delivered service or materials differ in any respect from specifications, payment will be withheld until such time as the supplier takes necessary corrective action. If the proposed corrective action is not acceptable to the agency, Procurement Services may authorize the recipient to refuse final acceptance of the service.
- II. **ASSIGNMENT:** Successful Bidder/Proposer shall not assign or sublet the resulting contract or subcontract any of the work required to be performed without prior written approval of the County.
- JJ. **REFERENCES:** References for the company reflecting the experience in the specific service or requirement being requested in the Bid/Proposal shall be made part of your response. All reference materials provided shall become the property of the County and will become public record. The County reserves the right to expand its reference requirements at any time.
- KK. **PERIOD OF AGREEMENT:** Agreement shall be awarded for the optimal term as agreed to between the parties and as approved by the County.
- LL. **OPTION TO EXTEND:** The performance period of any contract resulting from this Bid/Proposal may be extended upon mutual agreement between the Contractor and the County. Either party may request an extension to the resulting agreement at least 120 days prior to expiration of the resulting contract.
- MM. **ADDITIONAL INFORMATION:** The County reserves the right to request any additional information needed for clarification from any Bidder/Proposer for evaluation purposes.
- NN. **ATTACHMENTS:** All attachments to this document are made a material part of this solicitation and resulting contract.  
Failure to address the requirements may result in the lessening of your evaluation score.
- OO. **CONTRACTING PARAMETERS:** This Bid/Proposal, and other additional materials submitted by the Bidder/Proposer and accepted by the County, shall be the basis for negotiation of a contract addressing the requirements of this Bid/Proposal. A purchase order and/or other award document will be issued by the County upon completion of all negotiations and approval of the contract by the Franklin County, FL Board of County Commissioners.
- PP. **INDEPENDENT PRICING:** The Bidder/Proposer certifies by submission of this proposal and in the case of a joint offer each party thereto certifies, as to its own organization, that in connection with this procurement:
1. Prices, costs, or calculations in this Bid/Proposal have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition as to any matter relating to such, with any other Bidder/Proposer or with any competitor.
  2. Unless otherwise required by law, the prices, costs, and calculations which have been quoted in this Bid/Proposal have not been knowingly disclosed by the Bidder/Proposer, and will not knowingly be disclosed by the Bidder/Proposer, prior to opening, directly or indirectly, to any Bidder/Proposer or to any competitor.
  3. No attempt has been made, or will be made, by the Bidder/Proposer to induce any other person or firm to submit or not to submit a Bid/Proposal for the purpose of restricting competition.



Attachment 'F'

**RESPONDENT'S CERTIFICATION**

I have carefully examined the Invitation to Bid.

I hereby propose to furnish the services specified in the Invitation to Bid. I agree that my submittal will remain firm for a period of at least 90 days in order to allow the County adequate time to award bid.

I certify that all information contained in this submittal is truthful. I further certify that I am duly authorized to provide this submittal on behalf of the firm as its act and deed and that the firm is ready, willing and able to perform if awarded the contract.

I further certify, under oath, that this submittal is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation tendering a submittal for the same service, that no officer, employee or agent of the County or any other respondent is interested in said submittal; and that the undersigned executed this Respondent's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

Addendum Received: # \_\_\_\_\_ # \_\_\_\_\_ # \_\_\_\_\_ # \_\_\_\_\_ # \_\_\_\_\_ # \_\_\_\_\_ # \_\_\_\_\_

Elite Business Strategies LLC.

NAME OF BUSINESS

SIGNATURE

Princess Ousley President & CEO

NAME & TITLE, TYPED OR PRINTED

MAILING ADDRESS

504-A Capital Circle SE

Tallahassee, FL 32301

CITY, STATE, ZIP CODE

Princess.Ousley@ebsleaders.com

E-MAIL ADDRESS

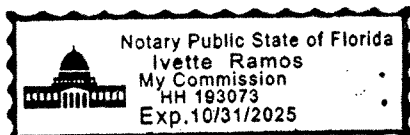
( 850 ) 519-5939

TELEPHONE NUMBER

STATE OF Florida  
COUNTY OF Orange

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9/15/23 (date) by Princess Ousley (name of officer or agent, title of officer or agent) of Elite Business Strategies LLC (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.

[Notary Seal]



I. Ramos  
Notary Public

Ivette Ramos  
Name typed, printed or stamped

My Commission Expires: 10/31/25

Attachment 'F'

SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a),  
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE  
PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL  
AUTHORIZED TO ADMINISTER OATHS

1. This sworn statement is submitted to FRANKLIN COUNTY, FLORIDA by:

PRINCESS OUSLEY PRESIDENT AND CHIEF EXECUTIVE OFFICER

*(print individual's name and title)*

for: ELITE BUSINESS STRATEGIES, LLC

*(print name of entity submitting sworn statement)*

whose business address is: 504-A CAPITAL CIRCLE SE TALLAHASSEE, FL 32301

and (if applicable) its Federal Employer Identification Number (FEIN) is: 45-3715751

*(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_).*

2. I understand that a "public entity crime" as defined in Paragraph 287.133 (1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentations.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133 (1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or non contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
- a.) A predecessor or successor of a person convicted of a public entity crime; or
  - b.) An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, and partners. Shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement, which I have marked below, is true in relations to the entity submitting this sworn statement. (Indicate which statement applies).

☒ Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any

affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

- ☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.
- ☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

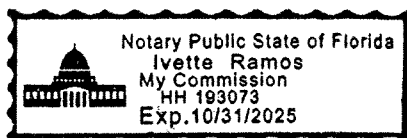
**I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.**

*[Signature]*  
Signature

STATE OF Florida  
COUNTY OF Orange

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9/15/23 (date) by Princess Ousley (name of officer or agent, title of officer or agent) of Elite Business Strategies (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.

[Notary Seal]



*[Signature]*  
Notary Public  
Ivette Ramos  
Name typed, printed or stamped  
My Commission Expires: 10/31/25

**AMERICANS WITH DISABILITIES ACT (ADA)  
DISABILITY NONDISCRIMINATION STATEMENT**

**THIS FORM MUST BE SIGNED AND SWORN TO IN THE  
PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL  
AUTHORIZED TO ADMINISTER OATHS**

This sworn statement is submitted to FRANKLIN COUNTY, FLORIDA by:

PRINCESS OUSLEY

*(print individual's name and title)*

for: PRESIDENT AND CHIEF EXECUTIVE OFFICER

*(print name of entity submitting sworn statement)*

whose business address is: 504-A CAPITAL CIRCLE SE, TALLAHASSEE, FL 32301

and (if applicable) its Federal Employer Identification Number (FEIN) is: 45-3715751

*(If the entity has no FEIN, include Social Security Number of the individual signing this sworn statement:*

*\_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_.)*

I, being duly first sworn state:

That the above named firm, corporation or organization is in compliance with and agreed to continue to comply with, and assure that any subcontractor, or third party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provision pertaining to employment, provision of programs and services, transportation, communications, access to facilities, renovations, and new construction.

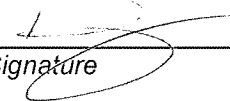
The Americans with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat327,42USC1210112213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.

The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Section 553.501-553.513, Florida Statutes:

The Rehabilitation Act of 1973, 229 USC Section 794;

The Federal Transit Act, as amended 49 USC Section 1612;

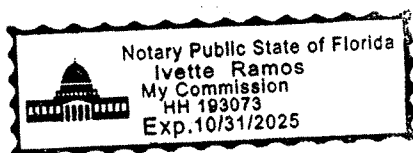
The Fair Housing Act as amended 42USC Section 3601-3631.

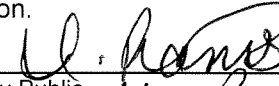
  
Signature

STATE OF Florida  
COUNTY OF Orange

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[Notary Seal]



  
Notary Public

Name typed, printed or stamped

My Commission Expires: 10/31/25



**BUSINESS ENTITY AFFIDAVIT  
(VENDOR/BIDDER DISCLOSURE)**

I, PRINCESS OUSLEY, being first duly sworn state:

The full legal name and business address of the person(s) or entity contracting or transacting business with Franklin County, FL ("County") are (Post Office addresses are not acceptable), as follows:

45-3715751

*Federal Employer Identification Number (If none, Social Security Number)*

ELITE BUSINESS STRATEGIES, LLC

*Name of Entity, Individual, Partners or Corporation*

504-A CAPITAL CIRCLE SE, TALLAHASSEE, FL 32301

Street Address      Suite      City      State      Zip Code

**OWNERSHIP DISCLOSURE AFFIDAVIT**

1. If the contact or business transaction is with a corporation, the full legal name and business address shall be provided for each officer and director and each stockholder who holds directly or indirectly five percent (5%) or more of the corporation's stock. If the contract or business transaction is with a trust, the full legal name and address shall be provided for each trustee and each beneficiary. All such names and addresses are (Post Office addresses are not acceptable), as follows:

<u>Full Legal Name</u>	<u>Address</u>	<u>Ownership</u>
Princess Ousley	5828 Doonesbury Court, Tallahassee, FL 32805	100 %
		%
		%

2. The full legal names and business address of any other individual (other than subcontractors, materialmen, suppliers, laborers, or lenders) who have, or will have, any interest (legal equitable, beneficial or otherwise) in the contract or business transaction with the County are (Post Office addresses are not acceptable), as follows:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*[Signature]*  
*Signature of Affiant*

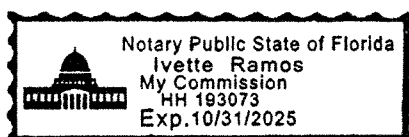
9/15/2023

*Date*

STATE OF Florida  
COUNTY OF Orange

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9/15/23 (date) by Princess Ousley (name of officer or agent, title of officer or agent) of Elite Business Strategies (name of corporation acknowledging), a Florida (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced \_\_\_\_\_ (type of identification) as identification.

[Notary Seal]



*[Signature]*  
Notary Public

Ivette Ramos

Name typed, printed or stamped

My Commission Expires: 10/31/25

**FRANKLIN COUNTY  
DRUG-FREE WORKPLACE COMPLIANCE FORM**

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids, which are equal with respect to price, quality, and service, are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

(The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that ELITE BUSINESS STRATEGIES, LLC does):  
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in Subsection 1.
4. In the statement specified in Subsection 1, notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

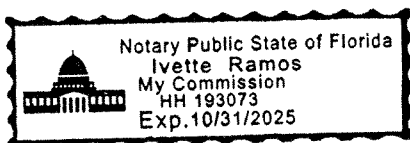
Vendor's Signature: [Signature] Date 9/15/2023

Print or Type Name/Title PRINCESS OUSLEY, PRESIDENT AND CHIEF EXECUTIVE OFFICER

STATE OF Florida  
COUNTY OF Orange

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[Notary Seal]



Notary Public [Signature]

Name typed, printed or stamped Ivette Ramos

My Commission Expires: 10/31/25

NO LOBBYING AFFIDAVIT

STATE OF FLORIDA  
COUNTY OF Orange

This 15<sup>th</sup> day of September 20 23.

being first duly sworn, deposes and says that he/she is the authorized representative of \_\_\_\_\_

\_\_\_\_\_ (Name of contractor, firm or individual), maker of the attached submittal made in response to a request for bid, proposals, qualifications and/or any other solicitation released by Franklin County, FL, and swears that the bidder and any of its agents agrees to abide by the County's no lobbying restrictions in regard to this solicitation.

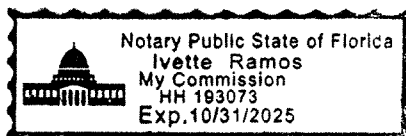
[Signature]  
Affiant

PRINCESS OUSLEY, PRESIDENT AND CHIEF EXECUTIVE OFFICER  
Print / Type Name & Title

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My commission expires:

[Signature]  
Notary Signature  
Ivette Ramos



VENDOR CERTIFICATION  
REGARDING SCRUTINIZED  
COMPANIES LISTS

Respondent Vendor Name: ELITE BUSINESS STRATEGIES, LLC  
Vendor FEIN: 45-3715751  
Vendor's Authorized Representative Name and Title: PRINCESS OUSLEY, PRESIDENT AND CEO  
Address: 504-A CAPITAL CIRCLE SE  
City: TALLAHASSEE State: FLORIDA Zip: 32301  
Phone Number: (850) 519-5939  
Email Address: PRINCESS.OUSLEY@EBSLEADERS.COM

Section 287.135, Florida Statutes, prohibits agencies from contracting with companies for goods or services of \$1,000,000 or more, that are on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector Lists which are created pursuant to s. 215.473, F.S., or the Scrutinized Companies that Boycott Israel List, created pursuant to s. 215.4725, F.S., or companies that are engaged in a boycott of Israel.

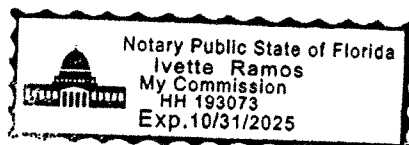
As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List. I further certify that the company is not engaged in a boycott of Israel. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject company to civil penalties, attorney's fees, and/or costs.

Certified By: PRINCESS OUSLEY  
who is authorized to sign on behalf of the above referenced company.  
Authorized Signature Print Name and Title: [Signature]  
Date: 9/15/2023

STATE OF Florida  
COUNTY OF Orange

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[Notary Seal]



[Signature]  
Notary Public  
Ivette Ramos  
Name typed, printed or stamped  
My Commission Expires: 10/31/25



The undersigned certifies, to the best of his or her knowledge, that:

- The undersigned Contractor hereby certifies and attests to the accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.

STATE OF Florida  
COUNTY OF Orange

My Commission Expires: 10/31/25

## E-VERIFY COMPLIANCE FORM

## Definitions:

"Contractor" means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration.

"Subcontractor" means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration.

Effective January 1, 2021, public and private employers, contractors and subcontractors will begin required registration with, and use of the E-verify system in order to verify the work authorization status of all newly hired employees. Vendor/Consultant/Contractor acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of:

- a) All persons employed by Vendor/Consultant/Contractor to perform employment duties within Florida during the term of the contract; and
- b) All persons (including subvendors/subconsultants/subcontractors) assigned by Vendor/Consultant/Contractor to perform work pursuant to the contract with the Department. The Vendor/Consultant/Contractor acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the contract is a condition of the contract with the Franklin County, Florida; and
- c) Should vendor become successful Contractor awarded for the above-named project, by entering into this Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court no later than 20 calendar days after the date of termination. If this contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

Company Name: ELITE BUSINESS STRATEGIES

Authorized Signature: \_\_\_\_\_ Print Name: PRINCESS OUSLEY

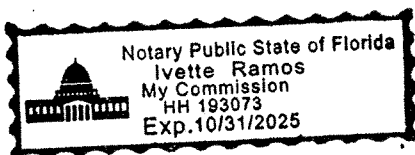
Title: PRESIDENT AND CEO Date: 9/15/2023

Phone: (850) 519-5939 Email: PRINCESS.OUSLEY@EBSLEADERS.COM

STATE OF Florida  
COUNTY OF Orange

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[Notary Seal]



Ivette Ramos  
Notary Public  
Name typed, printed or stamped  
My Commission Expires: 10/31/25

## Attachment G

### Proposed Fee Schedule

Position Title	Rate	Average Days/Month	Hours/Day	No. of positions	Cost/Mo.
Project Manager	\$185.00	22	8	1	\$32,560.00
Sr. Appeals Officer or Legal Counsel	\$162.00	0.5	8	1	\$648.00
Engineer or Environmental Scientist	\$179.00	0.5	8	1	\$716.00
Sr. Grant Specialist	\$162.00	22	8	2	\$57,024.00
Grant Specialist or Insurance Specialist	\$152.00	22	8	2	\$53,504.00
Field Representative or Technical Associate	\$142.00	5	8	1	\$5,680.00
Administrative/Clerical Work	\$52.00	5	8	1	\$2,080.00
			8		\$0.00
			8		\$0.00
			8		\$0.00
Month Estimated Total	\$1,034.00				\$152,212.00

This estimate metric is based on a 40 hour work week for a 30 day month with 22 working days per month. The Column E average days per month per full-time and as-needed positions are based on grant development needs experienced in previous activations.

Please indicate your proposed rate for each position in Column D and your proposed count of each of those positions in Column G.

Please indicate additionally needed positions with rate, average days/month and number of positions in the blank lines provided.

When complete, please print this page and add to your Proposed Fee Schedule section of your response. Excel drafts submitted will be considered non-responsive.

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# Princess Ousley, MBA

## Executive in Charge

Princess is the President and Chief Executive Officer at Elite Business Strategies, LLC. She has over 17 years of program administration and project management experience with various FEMA programs and other disaster programs. She has served as the Executive in Charge for clients such as the Department of Defense, FEMA, Naval Station Mayport, NAS Jax, Florida Department of Economic Opportunity, Florida Division of Emergency Management, North Carolina Central University Office of Homeland Security and Workforce Development, New York State Office of Emergency Management, Commonwealth of Virginia Department of Emergency Management, Broward County, FL Office of Emergency Management, and many other localities throughout the country.

## RELEVANT PROJECT EXPERIENCE

### Elite Business Strategies, LLC

#### *President, Chief Executive Officer*

**2011 - Present**

Mrs. Ousley is responsible for the strategic direction and daily operations of Elite Business Strategies (EBS).

### Virginia Department of Emergency Management (VDEM)

#### *Executive in Charge, Contract Manager*

**2021**

Ms. Ousley served as the executive in charge and contract manager for the Targeted Outreach and Community Engagement contract with the VDEM. Ms. Ousley was responsible for the oversight and execution of two emergency contracts that led to a 412-person team of diverse specialists. These teams were directly responsible for increasing COVID-19 vaccinations within vulnerable communities. In 90 days, Virginia went from being ranked 48th in the US for vaccinations for vulnerable populations to the top five.

### Volunteer Florida

#### *Contract Manager/Lead Planner*

**2020**

Ms. Ousley was responsible for the Volunteer Florida Continuity of Operations Plan (COOP) update. The plan was completed in accordance with Chapter 252, Florida Statutes, and addressed emergencies from an all-hazard approach. The plan addressed the sustainability of the essential services and programs, the development of comprehensive procedures, the vetting of alternate sites, personnel, resources, interoperable communications, and vital record/databases. This project was undertaken and successfully completed on an expedited schedule, while Volunteer Florida was activated in the Florida Emergency Operation Center in response to the 2020 COVID-19 pandemic.

### North Carolina Central University,

#### *Contract Manager/Course Design Practitioner/Trainer*

**2013 - 2020**

Ms. Ousley served as the contract manager and lead course design practitioner for MGT 405: Mobilizing Faith-Based Community Organizations in Preparing for Disasters. The course was designed to fill identified training and exercise gaps in faith-based community mobilization, disaster planning, and communications among FBCOs, emergency managers, first responders, and NGOs. The course was recertified by FEMA in December 2019. Ms. Ousley also serves as the lead trainer and community engagement organizer for this course which includes FBCO representatives, emergency managers, and first responders from rural and small communities.

### Broward County Emergency Management

#### *Contract Manager/Planner*

**2017-2018**

## CONTACT



Tallahassee, FL 32301



(850) 320-6108

(850) 519-5939



**princess.ousley@  
ebsleaders.com**

## EDUCATION

- Masters of Business Administration, American Inter Continental University
- Bachelor of Science Florida Agricultural and Mechanical University

## HIGHLIGHTS

### PROFESSIONAL LICENSE OR CERTIFICATION

- IS-100, IS-200, IS-700, IS-800, IS-703, ICS 300, ICS 400
- Incident Command System
- Train-the Trainer
- Homeland Security Exercise Evaluation Program (HSEEP)

### PROFESSIONAL SKILLS

- Program Management
- Regulatory Compliance
- Financial Management
- Grant Accounting
- Policy and Procedure Development



# Princess Ousley, MBA

Executive in Charge

## RELEVANT PROJECT EXPERIENCE

Ms. Ousley was responsible for the administration, management, and update of the Broward County Continuity of Operations (COOP) Plan for the 61 Broward County Government agencies, as well as outside agency COOP Plans in support of the Broward Emergency Response Team (BERT). The project included the engagement of various groups in exercise planning, development, execution, and after-action tracking using Homeland Security Exercise and Evaluation Program (HSEEP) concepts. Ms. Ousley's team cultivated relationships with the 33 EMCs to establish an organized Municipal Services Program for Broward County developing a Municipal-specific training schedule that consisted of quarterly meetings and exercises throughout the year.

### **New York State Governor's Office of Storm Recovery**

#### ***Contract Manager***

**2014 - 2016**

EBS provided program management and construction administration services in support of the Housing and Urban Development (HUD) homeowner assistance program.

New York State Hazard Mitigation Plan; Analyst/Mitigation Officer; 2013 - 2014  
Mrs. Ousley served on the hazard mitigation team responsible for the successful completion of the 2014 State Hazard Mitigation Plan update. Served as a technical writer and ensured compliance with the DMA 2000, Unified Hazard Mitigation Guidance, and other applicable federal guidance as required.

### **New York State Hazard Mitigation Plan**

#### ***Risk Analyst/Mitigation Officer***

**2013 - 2014**

Ms. Ousley served on the hazard mitigation team responsible for the successful completion of the 2014 State Hazard Mitigation Plan update. Served as a technical writer and ensured compliance with the DMA 2000, Unified Hazard Mitigation Guidance, and other applicable federal guidance as required. Ms. Ousley coordinated all internal and external outreach to stakeholders and interested parties. In addition, Ms. Ousley developed and implemented the quality assurance and quality control review procedure utilized throughout the planning process.

### **Florida Department of Education; Office of Emergency Management**

#### ***Program and Security Manager***

**2010 - 2012**

Responsibilities included developing and overseeing the implementation of various security activities for 1400 employees, which involved the management of security personnel and the maintenance of building access functions. Florida Division of Emergency Management, Bureau of Finance and Accounting; Domestic Preparedness Program and Grant Manager; 2018 - 2010  
Directed a team responsible for the administration, outreach, coordination, and operating efficiency of the following Homeland Security Grant Programs: State Homeland Security, the Urban Area Security Initiative, Urban Area Security Initiative for non-Profits, Citizens Corps, Metropolitan Medical Response System, Transit Security, and the Buffer Zone Protection, which exceeded \$225 million in federal funding annually.

## CONTACT



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# Necole Holton, MEP, FPEM

## Senior Project Manager

Ms. Holton Jacobs has over 21 years of emergency and consequence management experience, leading large-scale projects with responsibility for instructing, planning, budgeting, execution, and service delivery. Her areas of expertise include community outreach and engagement, advocacy, community preparedness training, emergency management exercises, program development, project management, contract and grants management, budget, recovery, and mitigation. Her experience with hyper-local grassroots community outreach and engagement at the state and local levels has proven invaluable in reaching diverse and vulnerable communities. Experienced in both public and private sectors as well as non-governmental organizations, Ms. Holton Jacobs has a proven track record in developing and managing teams to achieve a common goal and performing outreach and engaging stakeholders throughout all phases of emergency management and promoting resiliency for the whole community. Additionally, Ms. Holton managed the State of Florida's all-hazards, multi-discipline training, and exercise program as State Training and Exercise Officer during her tenure with the Florida Division of Emergency Management, wherein she worked in coordination with the State Emergency Response Team (SERT) on providing training, planning, and exercises to validate and test the state's response to and recovery from natural hazards, pandemics, man-made disasters, no-notice threats, and other emergencies including Continuity of Operations Plan (COOP) and Continuity of Government (COG) training and exercises to ensure the continuation of mission essential functions. And during her tenure with Broward County, Florida, Ms. Holton managed the Mitigation and Logistics Programs. She was instrumental in providing cost recovery, mitigation, and business continuity training and leading resiliency initiatives, and conducting outreach and engagement activities to support recovery. She currently serves as the Elite Business Strategies, LLC., Vice President of Program Development and is responsible for developing and expanding emergency and consequence management programs.

## RELEVANT PROJECT EXPERIENCE

### Elite Business Strategies, LLC

#### *Vice President of Program Development*

#### **April 2021 - Present**

- Program Manager, University of Florida Shands, Emergency Management, Gainesville, Florida Responsible for coordinating with university personnel on the identification of all viable elements of continuity and development of the Continuity of Operations Plan. This consists of providing training to department heads and other staff and providing technical assistance, research, and plan development.
- Program Manager, Training and Leadership Forum, City Manager's Office, City of Roanoke, VA, Developed and conducted a 4-hr training workshop with the City's department heads on Diversity, Equity, and Inclusion which served as a vehicle for the creation of agency-specific Action Plans for each department. Worked with the city's DEI team to conduct analyses of each department which informed Action Plan development.
- Program Manager, Youth, and Gang Violence Community Assessment, City of Roanoke, VA, City Council Responsible for community-wide outreach and engagement to conduct an assessment on behalf of the city to identify recommendations to address gun/gang violence. Led outreach efforts utilizing specialized trained teams that ensured the most vulnerable and directly impacted communities were engaged. Successfully completed and produced Assessment Report that was utilized by the city to direct resources and implement recommendations.
- Program Director, Educate and Vaccinate Virginia (FEMA-DR- 4512-VA), Virginia Department of Emergency Management Responsible for managing the day-to-day operations for hyper-local grassroots outreach and engagement statewide to support vaccination operations and promote vaccination education in response to the COVID-19 pandemic. This outreach

## CONTACT



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## EDUCATION

- Advanced Emergency Management/Leadership Academy
- Unified Hazard Mitigation Assistance
- Emergency Management Accreditation Program (EMAP) Certified Assessor and Accreditation Manager
- Master Exercise Practitioner Program (MEPP) Certification
- Homeland Security Exercise Evaluation Program (HSEEP) Instructor
- Division of Forestry (DOF) Facilitative Instructor
- Homeland Security Exercise Evaluation Program (HSEEP)
- Emergency Management Institute Advanced Professional Series (APS)
- Emergency Management Institute Professional Development Series (PDS)



# Necole Holton, MEP, FPEM

## Senior Project Manager

### RELEVANT PROJECT EXPERIENCE

and engagement initiative proved to be extremely successful throughout the pandemic in reaching the most vulnerable communities. It resulted in vaccination rates for the Commonwealth increasing significantly in only a three (3) month period of performance.

#### **Broward County Florida, Emergency Management Division**

##### ***Program Manager***

**April 2014 - April 2021**

In addition to serving as Program Manager for Recovery, Mitigation, and Logistics, Ms. Holton was responsible for providing instruction for several preparedness and mitigation courses on behalf of the State and the Emergency Management Institute. Provided cost recovery, resiliency, and business continuity training to stakeholders and was responsible for hazard identification and risk assessments in coordination with ESF 8, Broward Healthcare Coalition, and the Department of Health in Broward County. She also served as Administrative Manager and coordinated with staff on project development, scopes of work, and quarterly reporting for projects; served as ESF 18 Business and Industry liaison to the Office of Economic and Small Business Development and coordinated with regional counterparts on public-private partnership initiatives. managed the mitigation program and associated grants (Hazard Mitigation Grant Program, Building Resistant Infrastructure and Communities (BRIC), Floodplain Management Assistance, and other grants). and mitigation planners, as well as applying for grants on behalf of the county and/or municipalities. During activations of the Emergency Operations Center, Ms. Holton served as Operations Section Chief as well as Mission Coordinator to support logistics operations. During the recovery phases, Ms. Holton conducted human needs assessments as well as outreach and engagement activities to support impacted communities through FEMA's Individual Assistance Program and other community-based programs as necessary.

#### **State of Florida, Executive Office of the Governor, Division of Emergency Management**

##### ***Planning Manager***

**July 2002 - March 2014**

Planning Manager and Training & Exercise Officer with the Florida Division of Emergency Management, wherein the duties included management, supervision, planning, and coordination of the State's all hazards, multidiscipline Training, and Exercise program. This consisted of establishing and maintaining professional credibility with federal, state, local, non-governmental, and private sector partners. Led large-scale projects, including strategic planning, training, exercises, and program implementation that included participation from but was not limited to the Federal Emergency Management Agency, Department of Homeland Security, the National Guard Bureau, and US Northern Command for the "Vigilant Guard," and "Ardent Sentry" programs as well as all 67 Florida counties and state and federal agencies. Responsible for developing and instructing management and leadership training for agency supervisors and potential supervisors to support the Strategic Plan and accomplish agency goals and objectives relative to assigned program areas. Served as liaison to the higher education community and the Federal Emergency Management Agency regarding emergency management programs related to training and exercise. She also served as Lead Exercise Planner and Exercise Director for the State's annual Hurricane Exercises from 2006 through 2013, including Continuity of Operations (COOP) workshops and Full-scale exercises involving relocations to alternate facilities. During the Emergency Operations Center activations, Ms. Holton served in various capacities, including Plans Section; as Agency

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## HIGHLIGHTS



- Elite Business Strategies, LLC  
- Vice President of Program Development, 04/2021-Present
- Broward County Emergency Management Division - Recovery, Mitigation and Logistics Program Manager, 04/2014 - 04/2021
- State of Florida Division of Emergency Management - State Training and Exercise Officer/ Planning Manager, 07/2002-03/2014





# Necole Holton, MEP, FPEM

Senior Project Manager

## RELEVANT PROJECT EXPERIENCE

Administrator for Logistical Staging Areas (LSAs); EMAC, and Mutual Aid; and as a member of the state's Incident Management Team. Ms. Holton served as a member of the State's Type II Incident Management Team as the Finance and Administration Chief. She later deployed as Plans Section Chief in response to hurricanes, severe weather events, and the Deepwater Horizon Oil Spill. Since 2004, Ms. Holton has implemented activities including human needs assessments, Unmet Needs Coordination, Community Response, and Disaster Recovery Center (DRC) Manager.

## CONTACT



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# Nancy Freeman

## Sr. Project Coordinator

Mrs. Freeman is a retired Northeast Florida Emergency Management Director and administration professional with extensive experience serving three Florida counties, as well as a university-based Center providing management, all-hazards planning, strategic planning, research, training and exercises, and technical assistance services. Responsibilities included directing all operations and aspects of organizational management programs for preparedness, prevention, response, recovery, and mitigation. In addition, Mrs. Freeman has more than 18 years of experience in the application of Accreditation Program Standards to state, local, and federal agencies and international Programs. Mrs. Freeman is also an experienced trainer and educator, having served on the Adjunct Faculty of Florida State College at Jacksonville (FL) for more than 15 years, instructing courses in Architectural History and Historic Preservation and Restoration. Mrs. Freeman is a highly regarded subject matter expert in the interpretation of regulatory requirements and integrating regulatory, statutory, and other mandates into planning processes and resulting documents.

## RELEVANT PROJECT EXPERIENCE

### Northern Virginia Multi-Jurisdictional Hazard Mitigation Plan

#### *Project Lead*

**2021-2022**

Coordinated multi-jurisdictional plan update for nineteen jurisdictions for hazard risk and vulnerability analysis to include potential impacts from increased development and climate change.

Project Lead, State of Nebraska Hazard Mitigation Plan; 2020-2021

Led hazard mitigation plan update work plan and schedule to ensure the 2021 plan met all criteria for FEMA 44 CFR, Part 201.4; addressed EMAP Standard for reaccreditation.

Senior Planner, Mississippi District 3 Multi-Jurisdictional Hazard Plan, 2020 Coordinated hazard research and statistical data updates. Conducted hazard risk and vulnerability analysis with a nine-county region. Wrote hazard mitigation plan updates for 63 local jurisdictions with the planning team.

### Herkimer County (NY) Multi-Jurisdictional Hazard Mitigation Plan

#### *Project Lead*

**2016-2017**

Developed and wrote the new Local Hazard Mitigation Plan.

Mitigation Subject Matter Expert, City of St. Paul, MN, 2011 – 2012, 2019

Developed work plan and schedule for Local Hazard Mitigation Plan update.

Technical assistance for the strategic planning process, development of planning tools for hazard data collection and analysis, assessment of capabilities, and progress in reducing risk.

### Nassau County, Florida

#### *Public Safety/EM Director*

**2003 –2009**

Directed County Emergency Management all-hazards program, including planning, preparedness, response, recovery, and mitigation. Project manager for the construction of \$2.4 million Emergency Operations Center. Directed response and recovery for six declared disasters. Deployed by Florida Division of Emergency Management for Hurricanes Charlie (2004) and Wilma (2005). Senior Planner, City of Jacksonville/Duval County, Florida, 1998-1999 Developed the first hazard mitigation planning process and plan for the City/County.

## CONTACT



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## EDUCATION

- Post-Graduate Program, University of North Florida
- B.S., Humanities/Education Kansas State University
- A.S., Design, & Technical Certificate, Historic Preservation; Florida State College at Jacksonville

## HIGHLIGHTS

- State and Local Hazard Mitigation
- Director of Local Public Safety Agency
- Emergency Management Accreditation Program (EMAP) National Industry Standards applied to State, Local, Federal Agency, and International Programs
- L449 Incident Command System Train-The-Trainer
- Homeland Security Exercise and Evaluation Program Train-The-Trainer
- Planning Workshop for Local Governments
- National Assessor and Team Lead



# Nancy Freeman

Sr. Project Coordinator

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## RELEVANT PROJECT EXPERIENCE

**Center for Local Government Administration/Institute of Government,  
University of North Florida**

***Project Coordinator***

**1994-1998**

Coordinated grant-funded technical assistance, training, and applied research programs and projects for local government agencies and community-based organizations in seven-county Northeast Florida Region.

Assessor and Team Lead, Accreditation Program (EMAP), 2004-2022

Participated in more than 45 program assessments or reviews for state and local governments, federal agencies, U.S. Territory, International Programs in Africa and the Caribbean, and the private sector.

## CONTACT



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# Greg Raab M.B.A.

## Chief Operating Officer

Insurance Catastrophic Claims Adjustment - Property & Casualty

Greg Raab is a Past-President and long-time Board member of the National Association of Public Insurance Adjusters (NAPIA), and the former President of the nation's largest national public insurance adjusting organization. He has been involved in the settlement of hundreds of property claims for municipalities, towns, school districts, not-for-profits, etc., and has been a featured speaker on the topic of insurance recovery.

Greg possesses over 20 years of experience in developing, recruiting, managing, training teams for emergency management and disaster response divisions. He has a wealth of experience in expanding businesses, opening new markets, and vastly increasing company revenue.

## RELEVANT PROJECT EXPERIENCE

### Elite Business Strategies LLC

#### *Chief Operations Officer*

**8/2020 - Present**

Lead operations for all EBS divisions. Develop and manage business development strategy for emergency management and response divisions. Responsible for all field operations oversight, recruiting, training and contract execution.

### DACK Consulting Solutions, Inc.

#### *Vice President*

**1/2020 - 8/2020**

Lead business development, recruiting, training and contracting for emergency management division. Supported overall growth of the organization with internal operation development, professional training and client relationship management.

### Rising Phoenix Holdings Corporation

#### **Utica, NY**

**5/2011 - 12/2019**

Rising Phoenix Holdings Corporation is the parent firm of Adjusters International, Tidal Basin Government Consulting, and additional subsidiaries. I am currently an officer of the parent organization as well as subsidiaries, and have held the following positions:

### Adjusters International, Ltd.

#### *President*

**July 2019 - December 2019**

First President of newly created organization overseeing business for 9 public insurance adjusting firms throughout the US. Run board meetings, establish national print and digital marketing plans, execute major storm/hurricane operations, and manage marketing, communications and finance support staff.

### Tidal Basin Government Consulting

#### *Vice President & Chief Marketing Officer*

**November 2016 - December 2019**

Lead national marketing and business development teams for emergency management organization. Responsible for: proposal management, lobbying

## CONTACT



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**greg.raab@ebsleaders.com**

## EDUCATION

MBA, Technology Management;  
Marketing Concentration, SUNY  
Polytechnic Institute

Bachelors of Arts in Economics  
and Psychology, Certificate  
in Management Studies;  
Concentrations in Finance  
and Personnel Management,  
University of Rochester

## HIGHLIGHTS

Strategic Planning &  
Operations, Property  
& Casualty Insurance,  
Professional & General  
Liability, Claims,  
Business Development,  
Grant Management,  
Communications and Public  
Relations, Leadership  
Development





# Greg Raab M.B.A.

Chief Operating Officer

## RELEVANT PROJECT EXPERIENCE

contracts and relationships, subcontractor and teaming partner negotiation, contracting and management, talent recruitment and acquisition, professional training, engagement staffing and management, and client retention. Oversaw engagement/project managers and finance liaisons to ensure quality control and profitability on each engagement. Managed the following departments:

- Recruiting – built industry-leading cadre of emergency management consultants
- Communications and Public Relations – including two national publications
- Digital Media – including social media and website for 8 firms
- Marketing – including tradeshow, campaigns, and business development support
- Business Development – regional sales personnel across US
- Training – field team training, job improvement, leadership development

### **Adjusters International, Inc.**

#### ***Executive Director of Operations***

**May 2011 – November 2016**

Directly responsible for managing corporate operations. Developed and implemented new company organizational chart to improve multiple business line management. Used data management and CRM tools to optimize workflow and efficiency. Designed CRM recruiting database. Developed standard operating procedures for internal functions to support 2-year plan and long-term mission. Responsible for national integration of insurance adjusting and disaster recovery consulting businesses. Served as sales and marketing liaison for 45 insurance adjusting offices. Ran major disaster declaration operations for corporate office and owner firms.

### **Adjusters International/Basloe, Levin & Cuccaro, Ltd., Utica, NY**

#### ***Executive Vice President***

**July 2005 – May 2011**

Managed day-to-day business operations of leading public insurance adjusting organization. Responsible for P&L, sales goal setting and attainment, staffing decisions, budgeting, and corporate training.

Developed and ran campaign to increase northeast market:

- Opened new offices in Maine, New Hampshire and Pennsylvania
- Expanded New York operations with 3 new offices in Syracuse, Rochester and Newburgh
- More than doubled company revenue

## CONTACT



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# Bill Young

## Senior Management/Research Analyst

Over 25 years of service and managerial Emergency Response & Recovery experience beginning in 1989. Past Director of Emergency Services and Government Liaison for American Red Cross Disaster Services with extensive experience in federal and state programs including grant development, management, and implementation. He has extensive experience in conducting AAR, including as Project Manager for the Colgan Air Crash AAR in Buffalo, NY. Skilled in the utilization of software tools such as GRANTS MANAGER, EMMIE, PA – MB3, CEF – Xactimate / RS-Means / CostWorks, ARC GIS, Benefit-Cost-Analysis, and all Microsoft Office applications. Also, possess a current FEMA Badge and TWIC (Transportation Worker Identification Credentials) allowing me to work assignments within Secure, Domestic, and International Port and Off-shore locations.

## RELEVANT PROJECT EXPERIENCE

### **Puerto Rico: DR-4339-PR Hurricane Maria**

*Public Assistance Emergency Grant Program, Public Assistance (PA) Project Specialist, Public Assistance Project Specialist / Manager*  
5/2018 - 2/2020

Assisted the Federal Emergency Management Agency (FEMA) to coordinate with the Puerto Rico Electrical Power Authority (PREPA) to review, build and identify Project Worksheets for work completed and being completed for power restoration throughout the main island of Puerto Rico, Vieques and Culebra. 406 Hazard Mitigation Specialist Assisting the Department of Transportation with the identification and formulation of Hazard Mitigation opportunities for the burial and/or alternate methods of electrical utility distribution to be incorporated within road repairs and replacements of roadways affected by hurricane Maria/Irma to eliminate overhead lines and utility poles that are subject to damage with each disaster event going forward. Also, noting 404 opportunities for future use.

### **Puerto Rico: DR-4339-PR Hurricane Maria Disaster Recovery Specialist** *Public Assistance Project Specialist / Manager*

10/2017 - 5/2018

Assisted the applicant "Puerto Rico Electrical Power Authority (PREPA)" to complete the Project Worksheets for power restoration throughout the main island of Puerto Rico, Vieques, and Culebra. Personally, responsible for PW creation and review process for 17 PWs totaling over 2.9 Billion dollars.

### **New York State: DR-4180-NY Severe Storms and Flooding**

**New York State: DR-4204-NY Severe Winter Storm, Snowstorm, and Flooding**  
*HMGP Project Specialist / Manager*  
9/2016 - 10/2017

Worked to identify and resolve project issues, work with applicants, and assist other factions within NY State and FEMA to address applicant(s) requests appropriately. Perform Benefit-Cost- Analysis of project elements. Conduct applicant briefings and site visits throughout the State to explain the program requirements to potential applicants and facilitate their ability to submit their applications correctly.

### **Louisiana: DR-1603-LA Hurricane Katrina**

### **Louisiana: DR-1607-LA Hurricane**

*Rita Disaster Recovery Specialist - Project Closeout*  
2/2016 - 9/2016

Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP) Focus on Project Payment Requests (RRFs) from over 45,000 submitted within the PWs from both Hurricane Katrina & Hurricane Rita.

## CONTACT



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## EDUCATION

Continuing education for B.A. in  
Emergency Management

Graphic Design, Philadelphia University  
of the Arts, Philadelphia, PA

Electronics Engineering, Community  
College of the Air Force

## HIGHLIGHTS

- HMGP Management 404  
Hazard Mitigation
- 406 Hazard Mitigation
- Benefit-Cost-Analysis
- Project Management Staff  
Management FEMA Public  
Assistance
- PW Formulation
- PW Writing COOP/COG
- Planning
- Grant Writing & Management
- CDBG Management Disaster/  
Emergency Planning
- Business Continuity
- Customer Service
- Damage Assessment &  
Adjusting



# Bill Young

## Senior Management/Research Analyst RELEVANT PROJECT EXPERIENCE

### **New York State DR-4085-NY Hurricane Sandy 404 & 406 HMGP 9/2013 - 6/2014**

Verification of Hazard Mitigation Grant Program (HMGP) opportunities within FEMA-approved projects and applicant assistance in the development of stand-alone Mitigation projects.

### **Additional Projects**

#### ***Project Manager***

### **9/2009 - 11/2012**

Business Continuity Planning Union County Business Continuity of Operations (COOP)/Continuity of Government (COG) planning project. The primary role of maintaining continuous quality information through direct contact with the client and supporting the project team. As Project Manager, I managed frequent interactions with county and municipal Emergency Management personnel to interview and gather pertinent data for plan completion. The county Office of Domestic Preparedness contracted this project to develop federally mandated. Continuity of Operations and Continuity of Government plans, including participation by all municipal departments and jurisdictions. The work included detailed classifications of the primary and secondary functions required to continue county and individual municipal government activities in response to catastrophic events that disrupt normal governmental and societal functions.

### **406 Hazard Mitigation Middlesex County, NJ.**

#### ***Senior Planner***

Hazard mitigation Program (HMP) focuses on the regulatory position of ensuring FEMA and OIG compliance. Project types included but were not limited to mitigation planning, infrastructures such as roads & bridges, public facilities, open areas, water & wastewater, emergency shelters, and facility components such as new construction and retrofits. Responsibilities included program management, planning and implementation, surveys, preparation of technical correspondence, and report preparation and submission. My experience included reviewing and approving claims and assisting local jurisdictions in researching, compiling, organizing, and revising elements for and within the Emergency Management Assistance Program.

### **Project Manager - Airline Crash After Action – Buffalo, NY**

Senior Planner on the After-Action Review of "Flight 3407 Continental / Colgan Air Airline crash". My primary role was as a facilitator for Human Services-related information operation issues related to Communications, Command & Control, and External Relationships. Senior Planner – Business Continuity Planning – Middlesex Co., NJ Middlesex County Continuity of Operations (COOP)/ Continuity of Government (COG) planning project. The primary role of maintaining direct contact with the individual municipalities and county representatives in support of the project planning team. The county Office of Domestic Preparedness contracted this project to develop federally mandated. Continuity of Operations and Continuity of Government plans, including participation by all municipal departments and jurisdictions. The work included detailed classifications of the primary and secondary functions required to continue county and individual municipal government activities in response to catastrophic events that disrupt normal governmental and societal functions.

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## HIGHLIGHTS



- EOC Design & Liaison
- Private Non Profits
- Public Sector Experience
- Grant Management, Communications and Public Relations
- Leadership
- Development





# Terrence Walker

## Community Engagement Expert

Analytical, innovative, and highly motivated insurance catastrophe adjustment leader with extensive experience investigating insurance claims and progressive experience in the development and oversight of academic programs, policies, and initiatives to promote student growth and achievement. Organize the dispatch of adjusters to collect relevant details and photos for open claims. Accomplished in varied insurance products covering property damage and liability claims. Collaborative communicator continually focused on building and strengthening relationships.

## RELEVANT PROJECT EXPERIENCE

### ALLIED PREP TECHNICAL INSTITUTE

#### *School Campus President*

2013 - 2019

Led the development and direction of multiple programs, activities, and campus initiatives for the brand-new school. Supervise campus staff to maintain proper staffing levels and training to perform work duties efficiently. Developed assessment tools for all school programs. Review school finances, including budget development, cost reviews, and productivity audits. Ensures campus compliance with daily operations with required school, state, and federal requirements. Prepare required reports for compliance reporting to officials. Train staff on classroom instruction and student engagement to promote success. Assist unemployment centers and high school students in educating them on available program opportunities.

#### Selected Contributions:

- Met staffing goals through leveraging tools like indeed.com and effectively managed budget expenses versus revenue while optimizing profitability to meet business goals.
- Navigated HR issues through the associate handbook and external support to efficiently resolve issues.
- Researched and analyzed business processes and procedures and implemented solutions that yielded significant results.

### Wardlaw Claims Service, Waco, TX,

#### *Claims Supervisor*

2021 - 2022

Design and execute various policies and procedures for claims. Coordinate evaluation of all business units associate claims. Provide services across different business requirements and ensure optimal management of claims. Investigate all issues related to claims. Assess effectiveness of current programs in order to provide support to all claim file reviews and manage all payment cycle to ensure compliance with all contract requirements. Manage 30 team members working daily and supplemental claims. Selected Contributions:

- Manage escalation calls from insured through detailed evaluations and resolutions.
- Headed implementation of process to improve efficiency of operations.
- Provided assistance with Mediation for claims submitted to Department of Insurance.

### Elite Business Strategies, Educate Vaccinate Virginia (FEMA-DR-4512-VA)

#### *County Lead*

3/2021 - 6/2021

Preside over a crew of 65 team members, delegate tasks, and motivate employees to perform health services on behalf of the community. Liaise with

## CONTACT



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## EDUCATION

South East College, Metairie, LA  
Bachelors of Arts in Occupational  
Studies in Business Management

## HIGHLIGHTS

Pharmacy Technician (PTCB),  
Pharmacy Technician Certification  
Board Medical Coding (CPC), AAPC  
Independent Insurance Adjuster  
License:

Louisiana, Texas, Florida, Oklahoma,  
South Carolina, North Carolina,  
Mississippi, Kentucky, West Virginia,  
Indiana, Minnesota, Michigan,  
Delaware, New York, Hawaii,  
Alabama, Georgia, Basic Life  
Support Certification Louisiana  
Department of Insurance Life  
License, Mississippi Department of  
Insurance Life, License State Farm  
Fire & Auto





# Terrence Walker

## Community Engagement Expert

### RELEVANT PROJECT EXPERIENCE

local officials from government offices, FEMA, and Virginia Department of Health to offer an update on local COVID-19 vaccinations. Collaborate with emergency management coordinators, civic leaders, and delegates to drive the mission of vaccination with accuracy and efficiency. Contribute to the formulation and execution of the plan expand vaccination efforts across the state of Virginia.

#### **Alacrity Solution**

##### ***Catastrophe Adjuster Claims Manager***

**2015 - 2021**

Managed varied claims covering property and liability insurance. Oversaw wide ranging insurance scenarios including building damage, personal injury, and motor vehicle accidents. Investigated policyholder claims and ensured proper processing and payments. Interviewed involved parties to substantiate claim information. Performed property inspections to determine and verify damages. Assigned adjusters to gather required photographs, document claim, and upload claim information. Conducted investigation to determine coverage, complete the claims process, negotiated claim settlements or recommended litigation if settlement cannot be arranged.

#### **Small Business Administration Biloxi, MS**

##### ***Disaster Recovery Specialist***

**2020 - 10/2020**

Leverage superior communication skills while addressing and mitigating customer concerns either by email, phone call, or by writing responses to inquiries received through SBA's disaster customer service mailbox. Support loan borrowers by completing closing documents and responding to questions related to loan closing and disbursement process. Utilize on-line payment processing tools to accept payments from borrower.

#### **DEMSI - FEMA**

##### ***Telework Project Manager***

**2019 - 2020**

Delivered unprecedented program management to improve public assistance grant funding, optimize site inspections, and coordinate information requests. Outlined disaster recovery plans and served as the primary point of contact for applicants affected by presidentially declared events. Engaged strategically with applicants to resolve problem issues and mitigate operational risks. Contributed to navigation of grant application process and served as customer relations contact. Reviewed disaster recovery profiles and tracked project progress through the new program delivery model. Applied investigative techniques and engineering practices to improve disaster recovery.

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## HIGHLIGHTS



### TECHNICAL EXPERIENCE

Pharmacy Technician (PTCB),  
Pharmacy  
Technician Certification Board  
Medical  
Coding (CPC), AAPC  
Independent Insurance Adjuster  
License:  
Louisiana, Texas, Florida,  
Oklahoma,  
South Carolina, North Carolina,  
Mississippi, Kentucky, West  
Virginia,  
Indiana, Minnesota, Michigan,  
Delaware,  
New York, Hawaii, Alabama,  
Georgia  
Basic Life Support Certification  
Louisiana  
Department of Insurance Life  
License  
Mississippi Department of  
Insurance Life  
License State Farm Fire & Auto



# Frank Gonzales

## Community Engagement Expert

A top-performing, highly accomplished self-directed professional with seasoned experience in emergency management, incident command system, homeland security exercise and evaluation program training, grants management programs, and disaster response and recovery. Seeks to bring talent and performance to an organization that values work ethic, energy, and dedication to performance achieving results. Exceptional solutions include problem-solving, analytics, quality assurance, stringent budget controls, and key industrial component expertise. Excels at developing strategic relationships, including cross-functional team collaboration to achieve objectives, and leveraging decision-making with the ability to think critically during high-paced events and render innovative solutions to complex issues. Possess strong management skills driving team productivity while contributing to long-term sustainable performance.

## RELEVANT PROJECT EXPERIENCE

### Davis Logistics LLC

**PA - Public Assistance, LNO/Assessment Officer**

**2021 - Present**

Provided Public Assistance in support of the COVID-19 vaccination program in conjunction with the Illinois Department of Emergency Management and Illinois Department of Public Health. Provided safety and facility inspections for singular and max-vaccination site clinics and assisted with State Correction facilities' strategic protocols for provisions concerning the security and delivery of vaccinations for both staff and their population. Conducted and delivered briefings to public agencies who would host vaccination sites for upcoming vaccination clinics utilizing best safety practices, policies, and procedures, as well as public interactions and communications methods. Provided organizations, businesses, faith-based groups, and local agencies with specific information related to COVID-19 testing and vaccination events, scheduling, and outreach in underserved and nonvaccinated communities. Identified potential mitigation opportunities and facilitated inclusion and operational aspects of vaccinations in rural populations with special needs. Administratively, provided daily reports, participated in operational calls providing program status, statistics, and outcomes.

### Elite Business Strategies

**PA - Public Assistance, Deputy County Lead for Outreach and Engagement**

**2021 - 2021**

Provided Public Assistance outreach in support of the COVID-19 education vaccination program in conjunction with the Virginia Department of health's far Southwest region. Organized and directed leadership teams and locally hired outreach specialists while providing onboarding, training, best safety practices, policies, and procedures, as well as public interactions and communications methods. Contacted businesses, faith-based groups, and local agencies to coordinate events and outreach scheduling in underserved and nonvaccinated communities. Identified potential mitigation opportunities and facilitated inclusion and operational aspects of vaccinations in rural populations with special needs. Administratively, provided daily and weekly reports and participated in morning and evening calls providing program status, statistics, and outcomes.

## CONTACT



Carlsbad, CA



(850) 320-6108



**fjgonzales@outlook.com**

## EDUCATION

MiraCosta College, Oceanside CA,

B.A. Equivalency awarded May

2005 in Architectural Technologies

• Areas of Concentration: Archi-

tectural Design Technologies

• Design Build Projects

• Project Management

• Vocational Instruction

• Awards Received: Dean's List

and Phi Theta Kappa Honors Soci-

ety 2002-2005

## HIGHLIGHTS

FEMA-Public Assistance Program  
and Hazard Mitigation Training, Aus-

tin, Texas/Bloomington Minnesota

FEMA- Grants Management,

Program Management, Emergency

Management, and Disaster Recovery

Programs

FEMA-Federal security clearance

and Training, Department of Home-

land Security

FEMA-Public Assistance Operations

training, 2.4CEU Pasadena, California

CALEMA-Project Specialist I & II

in government entities/facilities

(including military), medical facilities,





# Frank Gonzales

## Community Engagement Expert

### RELEVANT PROJECT EXPERIENCE

#### **Sedona Government Technologies Services, LLC - FEMA DR-4442**

##### ***PDMG - Program Delivery Manager***

**2019 – 2021**

Bloomington Minnesota Joint Field Office for level II Project Delivery Manager, Public Assistance following Severe Storms and Flooding. Assisted Public Officials, Private-Non-Profits and Tribes are applying for Grants to restore the property to pre-disaster conditions for all Categories A-G and Z-Management Costs. Led the implementation of the FEMA Grants Manager Program and Grants Portal for public assistance applications for Federal grant funding. Conducted site inspections to validate and record infrastructure damage, taking photographs, making site sketches, and writing detailed damage descriptions. Developed and reviewed scopes of work, and cost estimates, including code and standard requirements. Reviewed and analyzed architectural and engineering reports, designs, and as-built plans. Made recommendations regarding claim eligibility. They developed and evaluated hazard mitigation proposals (428/404/406) and benefit-cost analyses. Worked with applicants to prioritize their projects, facilitated applicant meetings throughout the program delivery and recovery stages, and communicated the final determination to applicants. Provided analyses and updated reports, participated in status update meetings with FEMA, and identified needs for technical specialists. They coordinated and completed complex site inspections to validate and record damage to assist in the FEMA Public Assistance grant delivery process.

#### **Chenhall Staffing Services - FEMA DR-4416**

##### ***PDMG - Program Delivery Manager***

**2018 – 2019**

Austin Texas Joint Field for level I PDMG II Project Delivery Manager, Public Assistance following Severe Storms and Flooding. Assisted Public Officials, Private-Non-Profits and Tribes applying for Grants to restore the property to pre-disaster conditions for all Categories A-G and Z-Management Costs. Led the implementation of the FEMA Grants Manager Program and Grants Portal for public assistance applications for Federal grant funding. Conducted site inspections to validate and record infrastructure damage, taking photographs, making site sketches, and writing detailed damage descriptions. Developed and reviewed scopes of work, and cost estimates, including code and standard requirements. Reviewed and analyzed architectural and engineering reports, designs, and as-built plans. Made recommendations regarding claim eligibility. Developed and evaluated hazard mitigation proposals (428/404/406) and benefit-cost analyses. Worked with applicants to prioritize their projects, facilitated applicant meetings throughout the program delivery and recovery stages, and communicated the final determination to applicants. Provided analyses and updated reports, participated in status update meetings with FEMA, and identified needs for technical specialists. Coordinated and completed complex site inspections to validate and record damage to assist in the FEMA Public Assistance grant delivery process.

## CONTACT



Carlsbad, CA



(850) 320-6108



**fjgonzales@outlook.com**

## HIGHLIGHTS



schools, transportation (roads and bridges), coastal entities, water/wastewater treatment, utilities/power, and project closeouts  
DOD- Naval Supply Commercial Purchase Card Training and Certification

CSLB-582749, General Building & Concrete-Masonry Contractor  
CSLB-Arbitration Associate, Subject Matter Expert

DHS-FEMA PIV Badge, Exp. October 2024

Languages-English and Spanish - fluent reading and writing

Microsoft Office- Word, Outlook, and Excel, as well as smartphone/text usage

CAMTC-Licensed and Certificated (Kinesiology/Nursing/Physiology/Anatomy)



# Courtney M. Shorter, BS, MBA, CSM

## Senior Management/Research Analyst

Emergency Management Professional, with distinguished organizational, analytical, team building, and public relation skills. She has 12+ years of experience in emergency management, specializing in planning, closeouts and the corresponding AARs. Highly innovative self-starter that can communicate with stakeholders from various environments. Excellent analytical, organizational, problem solving and planning skills. Known for efficiently and effectively managing competing priorities in fast paced dynamic organizations. Ability to plan, present, and implement comprehensive strategic plans.

## RELEVANT PROJECT EXPERIENCE

### Tidal Basin - Stanford Hospital Group

#### *Project Manager*

**February 2022 - June 2022**

- Coordinated and scheduled meetings with Applicants to assure compliance with laws and policies of the Stafford Act, CFR 44, as well as FEMA's public assistance program.
- Validated eligibility of completed work against approved project components and developed Final Reconciliation

### CDM Smith - CCPRS

#### *Planner/PA Compliance and Quality Assurance*

**September 2012 - November 2022**

#### *FEMA PA Program Closeout Specialist (February -November 2021)*

- Managed relations between FEMA, State Agencies, various Local Government Agencies, and Private Non-profit Applicants to facilitate the needs of the PA Program by analyzing costs and program compliance against corresponding scope of works (SOW).
- Completed federal project / applicant close outs for federally declared disaster events by reviewing the details of written approved grants, contracts, invoices, payment logs, timesheets, purchase orders, procurement, and other documentation to help resolve cost inconsistencies.
- Conducted QA reviews of grants to ensure accuracy, compliance, and proper supporting documentation obtained.

### FEMA

#### *PA Resource Specialist*

**September 2017- January 2018: Hurricane Harvey**

- In charge of tracking and accounting for 115 Public Assistance (PA) Employees check-in/ check-out process; onboarding; program development & training needs; assess staff coverage capacity; develop & implement staff accountability plan; and comprehensive staff roster.
- Created and maintained the PA Organizational Chart, PA All Hands Email distribution list, and PA Call-down Roster; Initiated the set-up of staff and roles in Grants Manager; Tracked all PA Meeting Schedules and shared with essential personnel; Route rotation request for approval through appropriate chain of command and track on the staff roster.

### TAC- FEMA PA

#### *Project Specialist*

**October 2016 - Missouri Floods**

- Determined eligibility of applicants and projects for assistance based upon reviews of submitted data for consideration, drafted determination memorandums for ineligible work

### DCMC Partners

#### *Grants Manager/ Closeout Specialist*

**September 2020 - February 2021**

- Coordinated and scheduled meetings with local government applicants to

## CONTACT



Tallahassee, FL



(832) 607-1348



**courtney.shorter@  
ebsleers.com**

## EDUCATION

- Master of Business Administration- Executive MBA  
Texas Woman's University-  
Denton, TX
- Bachelor of General Studies-  
Business Administration,  
Communications, Sociology  
Louisiana State University-  
Baton Rouge, LA

## HIGHLIGHTS

- CERTIFIED SCRUM MASTER
- Ft. Bend Habitat for Humanity
- EXXON MOBIL/UNITED WAY:  
VOLUNTEER
- HOUSTON/DALLAS FOOD  
BANK: VOLUNTEER
- VOLUNTEERS OF AMERICA  
APRIL FOOLS CLEAN UP
- UNITED WAY
- BIG BROTHER BIG SISTER
- HIGHLY ANALYTICAL
- INNOVATIVE
- HIGHLY ORGANIZED
- CUSTOMER SERVICE
- STRATEGIC PLANNER
- COMMUNITY OUTREACH
- COMPETITIVE NATURED
- TEAM PLAYER





# Courtney M. Shorter, BS, MBA, CSM

## Senior Management/Research Analyst

### RELEVANT PROJECT EXPERIENCE

assure compliance with laws and policies of the Stafford Act, CFR 44, as well as FEMA's public assistance program.

- Validated eligibility of completed work against approved project components and developed Final Reconciliation Reports to confirm applicants' claimed project costs against approved and obligated FEMA funds.

#### **PWC (FEMA HQ GMM)**

##### *Junior Level Analyst - Experienced Associate (Public Sector)*

**January- October 2017**

- Worked closely with federal senior leadership and the PMO team to plan for and execute high-priority, federal grant programs and projects, including project management and coordination support.
- Supported senior level working groups and meetings, including meeting minute capture, action item tracking, coordination, logistics, and materials preparation.

#### **DPS - Texas Division of Emergency Management**

##### *Project Specialist / Assistant Recovery Officer (Closeout)*

**August 2015- March 2016**

- Provided guidance, oversight, and general assistance to Applicants in preparing documentation, invoices, and information to request reimbursement from the federally funded Public Assistance Grant.
- Monitored the progress of each assigned Applicant to ensure that all federal and state grant requirements were met and that project worksheets were closed in a timely manner.

#### **PB Disaster Services**

##### *FEMA Quality Control Inspector/ General Inspector in JFO'S- Independent Consultant*

**May 2012- October 2015**

- Worked in the Individual Assistance (IA) program to provide housing aid to disaster victims explaining FEMA provided documents and answering basic questions regarding the FEMA process.
- Conducted inspections, prepare/review inspection documents for submission to FEMA, review inspection documents of any project denials and prepare documents for resubmission, as necessary.

#### **Innovative Emergency Management, Inc.**

##### *Hazard Mitigation Planner/ Technical Writer- Independent Consultant*

**August 2013- January 2014 (Hurricane Sandy)**

- Assisted in producing and publicizing written materials, support and update the supporting documentation (Functional and Technical) for the 2014 New York State Hazard Mitigation Plan.
- Identified impacts to state-owned facilities resulting from disasters during 2011-2013.
- Managed 35 developmental meetings to encourage the participation of stakeholders in the planning process and collected information to ensure that the 2014 Plan would be current and comprehensive.

#### **Homeland Security - FEMA**

##### *IMAT National Cadre / Individual Assistance Specialist - Reservist*

**December 2009-2013 (Ike, Irene, Sandy)**

- Traveled to disaster areas to register disaster victims in need of FEMA assistance.
- Located and processed applications for temporary housing (travel trailers, apartments, mobile homes) for displaced applicants.

## CONTACT



Tallahassee, FL



(832) 607-1348



**courtney.shorter@  
ebsleasers.com**

- PROBLEM SOLVING
- MICROSOFT OFFICE SUITE
- ADOBE ACROBAT
- DEVELOP/IMPLEMENT PROCESSES
- Coordinated and scheduled meetings with Applicants to assure compliance with laws and policies of the Stafford Act, CFR 44, as well as FEMA's public assistance program.
- Validated eligibility of completed work against approved project components and developed Final Reconciliation Reports to confirm applicants' claimed project costs against approved and obligated FEMA CARES funds.
- Conducted documentation reviews that included Streamline Applications, bidding procedures, contracts, invoices, proof of payments and other project documentation needed to analyze each Applicant's compliance with the Stafford Act in accordance with the public assistance, disaster recovery programs.



# JEFF STEVENS, CEM, MEP

## VICE PRESIDENT, EMERGENCY MANAGEMENT

Jeff serves as iParametrics' Vice President of Emergency Management. In this role, he works closely with our clients to improve their resilience and enhance their recovery efforts, Jeff is hands-on leader known for his dogged advocacy on behalf of the communities we serve. He constantly identifies opportunities to ensure that our clients are leveraging all possible avenues to enhance their preparedness or build back better after a disaster. Jeff has experience in higher education from his time at New York University and also in healthcare leadership from his time serving on the H1N1 pandemic team in Rhode Island. Jeff is a Certified Emergency Manager and FEMA Master Exercise Practitioner. He holds numerous Incident Management Team certifications and is also a volunteer firefighter. Jeff has 15 years of experience.

### EDUCATION

- MA, International Relations, Salve Regina University
- BA, Administration of Justice, Salve Regina University

### CERTIFICATIONS

- Certified Emergency Manager
- Master Exercise Practitioner
- FEMA Type III All-Hazard IMT

- **Weld Hazard Mitigation Plan, Weld, Colorado.** Led the team that reviewed and updated the County's Hazard Mitigation Plan. iParametrics developed a suitability model on Esri ArcGIS Pro to identify areas of highest risk to Weld County. The model transformed the hazard-specific layers to a common hazard scale and weighted the hazard types relative to one another.
- **COVID-19 Pandemic Response, Finney County, Kansas.** Jeff is leading a team of disaster response specialists to apply for \$1.8 million in new state grants and launching four grant programs for the County.
- **Hurricane Michael Recovery, Town of Sneads, Florida.** Project Manager, responsible for leading reviews of the Town's critical infrastructure, coordinating FEMA Public Assistance Grant responsibilities, and identifying CDBG-DR and EDA funding.
- **Metro Oregon Emergency Management, Portland, Oregon.** Jeff is leading a team that is providing emergency management services for the agency.
- **Crisis Management Plan and COVID-19 Pandemic Response, Mecklenburg County, North Carolina.** Jeff is currently leading a team assisting Mecklenburg County with documenting and applying for FEMA reimbursements related to the COVID-19 pandemic. Previously, Jeff and his team created a Crisis Management Plan for the County and provided training to almost 6,000 employees, both online and in person.
- **AWIA Assessment, City of Bend, Oregon.** Jeff is providing emergency management services to assist and support the creation of a new ERP for the water system serving over 62,000.
- **New Jersey Central East Healthcare Coalition 5-Year Strategy, New Jersey.** Program Manager for the development of a 5-year strategy which was adopted by all regional healthcare facilities amid the prospect of shrinking Hospital Preparedness Program grant funds.
- **DR-4214 Massachusetts Winter Storms.** Program Manager. Supported 600+ applicants, 1200+ project worksheets and \$100M in funds.



# SHANTI SMITH-COPELAND, FPEM, CEM

## DIRECTOR, EMERGENCY MANAGEMENT

Shanti Smith-Copeland serves as the Director of Emergency Management for iParametrics. She is a decisive, results-oriented executive with 16 years of innovative crisis and emergency management leadership. These skills have been honed through positions including Deputy Bureau Chief of Preparedness for the State of Florida, as well as a local emergency manager. Her experience includes Disaster Preparedness, Response, Recovery, and Grant Management Support on behalf of the State Emergency Response Team, as well as Florida Cities and Counties after Hurricanes Dennis, Katrina, Rita, Wilma, Hermine, Matthew, Irma, Michael, Dorian, and the COVID-19 pandemic. Additionally, her experience in 34 federally declared disasters across FEMA Regions 1, 2, 4, 6 and 7 from 2005-2020 has allowed her to provide operational support to field operations for Disaster Recovery, Debris Management, Mass Care Coordination, EOC Staffing of ICS Positions including Plans Chief, Logistics Chief and Liaison Officer as well as Incident Management Team support up to and including Type 3 Incident Commander.

### EDUCATION

- Graduate Certificate, Emergency Management; Florida State University
- M.S., Sports Administration; Florida State University
- B.S., Marine Science; Jacksonville University

### CERTIFICATIONS

- Cohort 7, FEMA National Emergency Management Executive Academy
- MPM, Ñ Master's Program Managers Certificate, AAPM
- CIPM, Ñ International Program Managers Certificate, AAPM
- Certified Emergency Manager (CEM), International Association of Emergency Managers
- Florida Professional Emergency Manager (FPFM)
- GS 449, Incident Command Train-the-Trainer Certificate
- Homeland Security Exercise and Evaluation Program Certified
- Continuity of Operations, Train the Trainer, FEMA

### EXPERIENCE

- **Rebuild Florida Voluntary Home Buy Out Grant Application, CDBG-CV, and other Grants Management/Staff Augmentation: Clay County, FL.** Project Manager. Responsible for managing the Grant Application process for the Florida CDBG-DR Voluntary Home Buy Out program and for recipient qualifications for Clay County.
- **Rebuild Florida Voluntary Home Buy Out Grant Application, HMPG Grant Applications: Bonita Springs, FL.** Project Manager. Supported the City of Bonita Springs through the CDBG-DR Grant Applications and recipient qualifications. Qualified 42 homeowners and the City received the full \$5 million grant award.
- **Florida State Emergency Response Team Support, COVID-19 Response.** Supporting Mass Care Coordinator for the first 90 days of activation for the COVID-19 response. Developed multiple models depicting the

anticipated need for increase feeding across the state due to shut down induced unemployment. Developed guidance for post-disaster Non-Congregate Shelter in the COVID Environment. Delivered guidance for the management of an impact shelter in the COVID environment. Guidance for development of a Multi-Agency Shelter Transition Team (MAST) Shelter Support Team in the COVID Environment

- **Super Storm Sandy Disaster Recovery, Boroughs of Lavallette, Sea Bright, and Jersey Shore.** Disaster Recovery Project Coordinator. Contract management, debris operations, and Category B Project Formulation.
- **Hurricane Hermine and Matthew, Savannah, GA.** Disaster Recovery Project Coordinator for Witt O'Brien. Contract execution and management, debris operations support, and Category B Project Formulation.



# ALEX BOSWELL

## WRITER

### EDUCATION

- MS, Forest Resources and Conservation, University of Florida
- BS, Forest Resources, emphasis in Wildlife, University of Georgia
- BA, Journalism, emphasis in Digital and Broadcast Journalism, University of Georgia

### CERTIFICATIONS

- Florida Certified Contract Manager

Alex Boswell serves as a Project Manager for iParametrics. In her current role, Alex is working on various planning and grant management projects. Alex is currently working with the Georgia Mountain Regional Commission on a Resiliency Planning project that consists of helping the area to plan for the next natural disaster or pandemic to impact the area. Alex started her career in Emergency Management in the Florida Division of Emergency Management as a Project Manager for the Mitigation Bureau. In this role, she oversaw the Watershed Planning Initiative for the state. Alex has also served as the Chief of Staff for Florida's first Chief Resilience Officer. This role required that she meet with stakeholders to discuss climate change projects going on around the state. Alex has also worked at the Special Projects Coordinator for Florida's COVID-19 response working on everything from testing logistics to mass feedings across the state.

### EXPERIENCE

- **Georgia Mountain Regional Commission Resiliency Plan, Planning Project Management.** Working to assist the region with plan update as well as creating a new resiliency plan for the area. Also working on creating toolkits for various businesses for post-disaster planning.
- **ARPA Grant Management, Sanilac County Michigan** Associate Project Manager. Responsible for creating Grant Management Application and Process for the County for various departments to request ARPA funds for various project.
- **ReBuild Florida Hurricane Irma Construction Management,** Construction Case Manager for Excel Contractors. Completed file management for the Rebuild Florida project. Ensured all files were accurate and complete for permitting and close out information. Worked with homeowners to ensure all questions were answered and made sure their homes were safe and secure for them to live in after construction. Reached out to homeowners weekly to discuss issues and resolved them with other team members.
- **Clay County Voluntary Home Buy Out Grant,** Case Manager. Responsible for managing several case files for the Clay County Voluntary Home Buyout Program. Worked to perform income verification and duplication of benefits analysis for applicants within the program. Managed the Voluntary Home Buyout Budget for and ensured all reports were completed.
- **COVID-19, State of Florida Response,** Special Projects Coordinator. Worked with other partners to manage the flow of donations from various companies to different partner agencies. Worked the logistics for COVID-19 test kits. Wrote the state-wide plan for drive-through testing sites.
- **Florida Office of Resilience, State of Florida,** Chief of Staff. Arranged and participated in meetings regarding resilience projects occurring across the state with various governmental, private, and non-profit agencies from Florida and other states. Traveled alongside the Chief Resilience Officer across the state to learn about climate change projects.





# PAT WHITE, CFM

## PLANNER

Patricia White is a veteran of emergency management with over 18 years of experience. She worked most of her career in the Volusia County Emergency Management Office as their Local Mitigation Strategy Coordinator. She also worked on the county's grant administration and coordination for their Hazard Mitigation Assistance Program, and Flood Mitigation Assistance Program. After leaving the Volusia County Emergency Management Office, Patricia began working on various projects within the private sector including developing Hazard Mitigation Grant Applications and CDBG-DR grant development for a variety of entities.

### EDUCATION

- BS, Organizational Management, Warner University

### CERTIFICATIONS

- Certified Floodplain Manager

### EXPERIENCE

- **Clay County Voluntary Home Buy Out Grant**, Case Manager. Responsible for managing several case files for the Clay County Voluntary Home Buyout Program. Worked to perform income verification and duplication of benefits analysis for applicants within the program.
- **Volusia County Emergency Management**, Grants Specialist. Worked as the Local Mitigation Strategy Coordinator and was responsible for the annual and 5-year plan updates. Coordinated quarterly working group meetings. Administer Hazard Mitigation Assistance Program. Coordinated the county's HMGP awards with FDEM from 8 separate disasters totaling over \$40 million. Assisted in gathering information and answering technical question in the development of applications for the county and all eligible jurisdictions. Assisted in the development of the

Flood Mitigation Assistance Program Applicants and administered numerous for elevation, acquisition, and demo-rebuild projects. Worked as the ESF 15 Liaison for Voluntary Agencies including Volunteer Florida and AmeriCorps Members. Worked during County EOC activations for 8 full activations and 64 total career activations.

# JASON GWALTNEY

## SENIOR PLANNER

Jason Gwaltney has over 16 years' experience in emergency management and business continuity planning, specializing in the development of strategic, operational, and tactical plans for local and state governments, utilities, multijurisdictional planning regions, and private businesses. Additionally, he has served in local and state Emergency Operations Centers helping organizations respond to several real incidents (i.e., earthquake, tsunami, pandemic, winter storm, and civil unrest).

### EDUCATION

- MPA, University of San Francisco, 2007
- BS, Interdisciplinary Sciences, University of West Florida, 2001

### CERTIFICATIONS

- Certified business Continuity Professional (DRI)

### EXPERIENCE

- **Project Lead, South Carolina Department of Health and Environmental Control, Respiratory Pandemic Response Plan, Columbia SC.** Mr. Gwaltney is currently providing support to the Department of Health and Environmental Control, leading a strategic planning effort to develop South Carolina Respiratory Pandemic Response Plan and update the COVID-19 Response Plan. The project includes a plan and policy review, core planning team meetings, workshops, workgroups, and the development of supporting appendices and annexes.
- **Lead Planner, City of San José of Emergency Management, Emergency Action Plans, San José, CA.** Mr. Gwaltney is currently assisting the Office of Emergency Management, leading the development of four (4) incident-specific Emergency Action Plans (EAP) – flood, earthquake, wildfire, and inclement weather. Each EAP provides a list of actions each position with the City EOC should consider in response to these incidents.
- **Lead Planner, South Carolina Emergency Management Division, COVID-19 Vaccine Planning, Columbia, SC.** Mr. Gwaltney provided support to the Emergency Management Division, leading the development of several COVID-19 response plans, including the COVID-19 Vaccination Plan, Homebound Vaccination Plan, Homeless Vaccination Plan, Congregate Living and Underserved Populations Vaccination Plan, Incarcerated Vaccination Plan, and the Native Americans Vaccination Plan.
- **Lead Planner, City of Healdsburg, Emergency Operations Plan Update, Healdsburg, CA.** Mr. Gwaltney assisted the City of Healdsburg in the revision their Emergency Operations Plan (EOP). The project included facilitating a strategic planning process, plan and policy review, revision of the EOP, development of an EOC Operations Guide, and the development of three (3) Emergency Action Plans (EAP) for wildfire, flood, and evacuation and re-entry. Mr. Gwaltney delivered an EOP to the City that was praised and approved by City Council.



# ROYCE WOODRUFF, D.SC.

## DIRECTOR OF RECOVERY

Dr. Royce Woodruff is a seasoned emergency management professional with over 15 years of experience. He has responded to a variety of different natural disasters throughout his career. Royce is a former Hazard Mitigation Grant Program Specialist for the Federal Emergency Management Agency. In this role, he deployed to several disasters throughout the southeastern US. He also worked as a Senior Emergency Management Specialist under a contract with the Louisiana's Governor's Office of Homeland Security and Emergency Preparedness for Hurricanes Katrina, Rita, Ike, and Gustav. For this role, he coordinated a state-wide campaign to educate local government, businesses, and the general public about the various federal program available to them due to Hurricane Katrina. In recent years, he has assisted with other natural disasters including the April 2014 Floods in the Florida panhandle, the 2015 Winter Storm Juno in Massachusetts, and the Flagler County Response to Hurricane Matthew.

### EDUCATION

- Doctorate, Emergency Management, Jacksonville State University, 2018
- Masters in Public Administration, Emergency Management, Jacksonville State University, 2004
- BS, Sociology, Jacksonville State University, 1994

### CERTIFICATIONS

- Sports Security Management Certificate Program

### EXPERIENCE

- **Grants Subject Matter Expert, San Juan Puerto Rico.** Lead and train a group of Subject Matter Experts in Public Assistance and 406 Hazard Mitigation, attend leadership meetings about project management, development, decision making, and problem resolution, assist in various business units within the Disaster Management group with project development, conducted training sessions on hazard mitigation in Public Assistance (406) and the Hazard Mitigation Grant Program (404)
- **Manager, Disaster Resilience and Recovery, Morrisville, NC.** Successfully obtained multi-million-dollar clients for the firm, manage a staff of Public Assistance and Hazard Mitigation professionals company-wide, provide subject matter expertise for clients regarding disaster resilience and recovery, oversaw numerous projects as a prime and sub-consultant,
- **Senior Recovery Specialist, Flagler County, Bunnell, FL.** Assisted with the response to Hurricane Matthew, provided guidance and leadership to county management through the Public Assistance Grant Process, provided technical assistance to the applicant, developed project worksheets on behalf of the applicant, developed BCAs on client projects to determine the cost-effectiveness.
- **Senior Disaster Recovery Specialist, Massachusetts Emergency Management Agency, Framington, MA.** Serviced Massachusetts for the 2015 Winter Storm Juno, Ensured PW was closeout ready, i.e. proofs of payment, checks, invoices, receipts, provided technical assistance to MEMA on Project Worksheets, reviews, i.e. insurance and hazard mitigation., provided technical assistance to local towns and state agencies.



# ERICA HUPKA, MA, MEP, KCEM

## DIRECTOR OF TRAINING AND EXERCISES

Erica is an expert emergency management trainer, strategic planner, facilitator, and exercise coordinator with a focus on community resilience. Over her fourteen year career, Erica has worked in the government, healthcare, and higher education industries. Erica has experience in writing institution-wide policies, plans, and procedures, and is skilled in the ability to identify areas of opportunity and strategic planning. Throughout her career, she has set the standard for exceptional preparedness products and innovative solutions across differing organizations and industries. Erica is a FEMA-certified Master Exercise Practitioner and is a Certified Emergency Manager.

### EDUCATION

- BA, Biochemistry, University of Kansas
- MA, Homeland Security, Center for Homeland Defense and Security, Naval Postgraduate School

### CERTIFICATIONS

- Certified Master Exercise Practitioner
- Kansas Certified Emergency Manager

### EXPERIENCE

- **The University of Kansas Health System.** Assistant Director of Business Continuity. Rewrote the Health System's Emergency Operations Plan and reinitiated the Business Continuity Program in addition to designing the Hospital Incident Command System for use during the COVID-19 pandemic and beyond. Lead strategic planning for the Environmental Health and Safety Department, created a new Threat Assessment Team activation and protocol, and initiated FEMA Category B application.
- **The University of Kansas Medical Center.** Manager of Campus Resiliency and Emergency Management. Established the business continuity program, assisted with the completion of the Information Resources Continuity of Operations Plan, and wrote the Emergency Operations Plan for the University Medical Center. Lead strategic planning for KUMC Public Safety Division, including the development of the wildly important goal (WIG) and the broad lead-measure categories to achieve the goal. Created an active shooter preparedness program including Active Shooter Response Plans specific to each individual department and unit.

Planned, developed, and executed a variety of exercises, including Code Pink Exercises, Cybersecurity Exercises, Severe Weather Exercises, and a multi-jurisdictional Full Scale Active Shooter Exercise.

- **National Center for Biomedical Research and Training (NCBRT),** Instructor and Course Developer. Developed the civilian active shooter preparedness module for the NCBRT Active Threats on Campuses: Protective Measures and Response course (PER-374 and PER-374-I) and instructed the Active Threats on Campuses: Protective Measures and Response courses nationally.
- **The Blue Cell, LLC.** Large Projects Exercise Lead. Planned, developed, and executed exercises across the United States. This included multiple annual Johnson County Emergency Operations Center full-scale exercises, a tabletop exercise for the North Central Florida Healthcare Coalition, and Shawnee County's Operation Pegasus tabletop and full-scale exercise.



# Robert King

## LEAD INSTRUCTOR

RLKing Training, LLC

### Professional Qualifications

Robert King has extensive emergency services experience as well as instructional experience. He has experience developing city/county-wide resiliency and readiness plans in hazardous environments.

### Relevant Experience

#### RLK TRAINING, LLC

Consultant and instructor. Services include providing cities and counties with emergency management "best practices", EOC design and staffing, and exercises and after-action reviews of both exercises and incidents. Instructional capabilities in NIMS courses, All-Hazards curriculum, "G" series curriculum and basic incident command courses.

#### STATE OF FLORIDA DIVISION OF EMERGENCY MANAGEMENT

Instructor for state/federal courses for 10-years in areas of incident command, emergency management curriculum and EOC operations; presenter at Governor's Hurricane Conference eight years.

#### HINNANT SOLUTIONS

Instructor in all-hazards incident management curriculum, national incident management system courses, and leadership curriculum; presenter at Florida Emergency Preparedness Association annual meeting for five years; developed client specific training and table-top and functional exercises.

#### DEPARTMENT OF HOMELAND SECURITY / FEMA

Certified instructor for incident command curriculum since 2006 and All-Hazards position-specific courses since 2009; HSEEP trainer too, presented this curriculum throughout the State of Florida both as a contractor and as representative of the Division of Emergency Management.

#### STATE OF NEW YORK

Certified by State Fire Academy and Dept. of Municipal Police as incident command and hazardous materials instructor: instructed police, fire and emergency medical agencies throughout the state for five years.

#### MONROE COMMUNITY COLLEGE

Involved as instructor/facilitator with the TEAM Command and as adjunct faculty within the Fire Protection Technology programs (FPT): responsibilities included course development and revision in hazardous materials, incident management and fire protection disciplines; instructor/lecturer in Hazardous Materials, Incident Command, Incident Management System, Command Post Operations, Disaster Management, and Fire Brigade courses.

#### ROCHESTER FIRE DEPARTMENT

Recruit Training: Involved in all aspects of recruit training program. Developed and incorporated new classroom materials including lesson plans, test and performance evaluations. Delivered training to more than 160 fire recruits. Hazardous Materials Training Officer: Responsible for all aspects of training for the 40-person hazardous materials team. Developed and implemented department wide hazardous materials training and exercise program. Special Operations: instructed FD and surrounding jurisdictions in hazardous materials, confined space and rope rescue operations. Introduced unified command training to City emergency response personnel. Director of Training and Support Services: Deputy Chief's position responsible for all training for fire department, including State training compliance, department and OSHA143

### Education

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Associate of Liberal Arts, 1994

### Highlights

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More than 40 years of emergency services experience and 30 years of instructional experience

### Professional Associations

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Member, Florida Fire Chiefs Association

Member, Central Florida Fire Chiefs Association

Member, Florida Emergency Preparedness Association

Member, International Association of Fire Chiefs

mandated training, curriculum development and update, instructor qualification/training, and city-wide emergency management exercises. He conducted emergency management, hazardous materials and leadership training to city/county supervisors and directors.

#### **CONSULTANT**

Served in Osceola County's Emergency Operations Center (EOC) Hurricane Irma (2017) served as Deputy EOC Manager for nine-days, involved in strategic planning and coordinated the evacuation of over 300 people from an imminent flooding threat; Hurricane Matthew (2016) - served in Osceola County's EOC as staff to the EOC Manager, provided direction and assistance for four-days, conducted the debrief and developed the After-Action Report and Improvement Plan for this storm.

#### **FIRE CHIEF, CITY OF KISSIMMEE**

Chief executive officer for department of 104 employees with yearly budget of \$12 million, providing fire, EMS, and specialized rescue response to a population of over 60,000; duties included emergency management, contract negotiations, fire station design and construction, and response to major incidents.

#### **INCIDENT MANAGER, CITY OF KISSIMMEE**

Incident commander during three hurricanes that impacted the city in 2004 and several tropical storms from 2005 to 2012; deployed to Mississippi as part of Florida's Katrina response as an incident commander in Hancock County, MS. 2005; member of federally recognized Regional Domestic Security Task Force (RDSTF) Type-III Incident Management Team, participation in full-scale and functional exercises as incident commander and liaison 2008-present.

#### **EXECUTIVE DEPUTY CHIEF, ROCHESTER FIRE DEPARTMENT**

Second in command of department with administrative and supervisory responsibility for 550 uniformed and civilian employees; direct day-to-day activities with the Suppression Division, Emergency Management Bureau, Training and Support Services Division, Health and Safety Bureau, and the Hose and Supply Depot; developed and responsible for \$36 million annual operating budget and \$3 million capital budget; responded to all multiple-alarm fires and major incidents as the incident commander.

#### **INCIDENT COMMANDER, CITY OF ROCHESTER**

Incident commander for 2003 ice storm impacting over 300,000 city residents; incident commander for freight train derailment and fire 2001; operations section chief for blizzard in 1995; incident commander for numerous Type 4 incidents.

## Timothy Kitchens

### ANALYST / ADJUNCT INSTRUCTOR

RLKing Training, LLC

#### Professional Qualifications

Timothy Kitchen has over nine years of emergency preparedness and planning, including specialized emergency preparedness training and planning services.

#### Relevant Experience

##### **PARTNER/ASSOCIATE, ADVANCED PLANNING CONSULTANTS, LLC, 2015 – PRESENT**

- ▶ Emergency Preparedness Planning, Development, and Review
- ▶ Standard/Complex HSEEP Compliant Exercise Planning and Conduct
- ▶ Specialized Emergency Preparedness Planning Services

##### **EMERGENCY PREPAREDNESS MANAGER, EAST CENTRAL FLORIDA REGIONAL PLANNING COUNCIL, ORLANDO, FLORIDA, 2012 – 2015**

- ▶ Supervise all Emergency Preparedness Activities
- ▶ Emergency Planning, Development, and Review
- ▶ Plan and Conduct of HSEEP Compliant Exercises
- ▶ Staff to the District VI Local Emergency Planning Committee
- ▶ Region 5 Regional Domestic Security Task Force Planner
- ▶ Urban Area Security Initiative Emergency Management Project Manager

##### **EMERGENCY PREPAREDNESS PLANNER, EAST CENTRAL FLORIDA REGIONAL PLANNING COUNCIL, ORLANDO, FLORIDA, 2011 – 2012**

- ▶ Emergency Planning, Development, and Review
- ▶ Plan and Conduct of HSEEP Compliant Exercises
- ▶ Staff Support to District VI Local Emergency Planning Committee
- ▶ Region 5 Regional Domestic Security Task Force Support
- ▶ Urban Area Security Initiative Emergency Management Project Support

##### **VOLUNTEER STAFF, BREVARD COUNTY EMERGENCY MANAGEMENT, BREVARD COUNTY, FLORIDA, 2010 – 2011**

- ▶ Mitigation and Preparedness Planning Support
- ▶ Via Radio Project
- ▶ Comprehensive Emergency Management Plan Review
- ▶ ALF Emergency Plans & Special Needs Registry

##### **VOLUNTEER, RED CROSS OF NORTH CENTRAL FLORIDA EMERGENCY SERVICES, 2009**

- ▶ Review/Update the Chapters Disaster Response Plan
- ▶ Updated the Chapters Continuity of Operations Plan (COOP)
- ▶ Recreated/Updated the Chapters Disaster Action Team (DAT) Manual
- ▶ Updated the Chapters Shelter Information
- ▶ Provided several casework functions and responded to numerous incidents

#### Education

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Bachelor of Science, Fire & Emergency Management, 2009

#### Highlights

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Over nine years of experience in emergency preparedness and planning

#### Training

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FEMA Emergency Management Institute:

Master Exercise Practitioner

ICS-300 Intermediate ICS for Expanding Incidents

ICS-400 Advanced ICS for Command and General Staff

Professional Development Series (PDS)

40+ Additional Certificates available upon request

## James (Judd) Wright

### ASSISTANT PLANNER / GRANT MANAGER

RLKing Training, LLC

### Professional Qualifications

Mr. Wright is the president of Blue Skies Professional Services, a firm that specializes in planning, training, and exercises for the Emergency Management and Department Health fields.

### Relevant Experience

#### **EMERGENCY MANAGEMENT DIRECTOR FOR SUMTER COUNTY (EMPLOYED BY SUMTER COUNTY SHERIFF'S OFFICE) 2007 - 2011**

Responsible for managerial planning, operations and administrative work in coordinating and promoting a countywide comprehensive emergency management program. Organize and plans for emergency preparedness, response and recovery operations for all natural, manmade and technological hazards that affect the county. Hazardous Material Response and Clean up coordinator. SWAT EMT (Backup) RDSTF Member, LEPC Member, Critical Facility/Key Resources Committee Member.

#### **DEPUTY CHIEF OF OPERATIONS, SUMTER COUNTY FIRE RESCUE, 2005 - 2007**

Responsible for internal accident investigations, disciplinary investigations. Managed fleet of all Fire Rescue vehicles, planned and managed new construction projects. Served as Fire Chief's alternate for Local Emergency Planning Council. Chairperson of Lake Sumter Fire Chief's Association Operations Committee, EMS interagency Committee, Sumter County Communications Committee. Response to major incidents within the County as Incident Commander.

#### **CITY OF LEESBURG, TEMPORARY DIVISION CHIEF OF TRAINING AND ADMINISTRATION, 2004**

Researched material and pricing for equipment, training and apparatus for Aircraft Rescue Firefighting and Urban Search and Rescue program Attended meetings on behalf of the Fire Chief such as County Emergency Operations, Anti-Terrorism Taskforce and several Fire Chief's Associations. Served as liaison to Lake County Emergency Management during 2004 hurricanes.

#### **CITY OF EUSTIS FIRE DEPARTMENT, FIRE CHIEF, 2002 - 2004**

Oversaw, managed, planned and implemented all phases of fire service operations including administration, prevention, public education, fire suppression, fire investigations and served as Emergency Management Coordinator for the City of Eustis.

#### **LAKE TECHNICAL CENTER, ADJUNCT INSTRUCTOR FOR MINIMUM STANDARDS, 1999 - PRESENT**

Instructor for Fire Officer I and II and Fire Inspector I and II classes which are accredited through Lake Sumter Community College.

### Education

Masters, Public Administration, 2002

Bachelor of Science, Fire and Safety Engineering, 1993

Associate of Science, Fire Science, 1985

### Highlights

Over 37 years of experience

### Registrations/Certifications

HSEEP TTT

National Fire Academy ICS-300/400 Instructor

FEMA L-449 Instructor

Florida Professional Emergency Manager (FPED) Certification.

FEPA/FDEM Master Instructor

CERT TTT

Florida State Fire Officer II

Municipal Fire Inspector II

Fire Service Instructor Level III

Florida Emergency Medical Technician and Georgia Qualified EMT – Tactical (Swat)

Live Fire Instructor I

Fire Investigator I

L-550 COOP Train the Trainer (state of Florida Certificate)

TTT for all AHIMT Position Specific Classes



## Kevin Neary

### Instructor

#### Professional Qualifications

Mr. Neary is the 1<sup>st</sup> Deputy Director of Schoharie County Office of Emergency Services. He is currently an Emergency Management Consultant, as well as Adjunct Instructor for Emergency Management Institute. He was a Program Manager for Northeast Regional Office, JLWA, and Chief of Operations, NY State Emergency Management Office (retired). He served as a Consultant for Homeland Security, Public Safety, and Emergency Preparedness and Director of Schoharie County Emergency Management Office. He also served NYS Governor's Transition Team on Homeland Security, Nov. 2005.

#### Relevant Experience

##### EMERGENCY MANAGEMENT CONSULTANT, PRESENT

Owner/principal of an emergency management/homeland security consulting services firm. Provided consultant services to a variety of clients on homeland security, public safety, and emergency preparedness issues. Clients included Port Authority of New York and New Jersey, EnMagine HazMat for Health Care, and the National Emergency Management Institute. Sub-contractor of services to L3 Communications – Titan Group having worked on Phase II of the National Plan Review Mr. Neary currently serves as an adjunct instructor with the National Emergency Training Center's Emergency Management Institute's where he's a part of an instructional team for the Integrated Emergency Management Course, Basic Academy, Advanced Academy, Disaster Recovery, School Emergency Planning, and is a nationally recognized NIMS/ICS instructor.

##### 1<sup>ST</sup> DEPUTY DIRECTOR, SCHOHARIE COUNTY OFFICE OF EMERGENCY SERVICES, 2012 - PRESENT

Hired as the Interim Director of Office of Emergency Management following Hurricane Irene and Tropical Storm Lee, which devastated Schoharie County. Responsible for reorganizing emergency services in Schoharie County. Established a new Office of Emergency Services that combined the offices of the Fire Coordinator, Emergency Medical Services, Emergency Management, and Safety Department under one office. This consolidation resulted in a more effective and efficient operation by maximizing grant funding and ensuring the county is always at a high level of readiness. During Hurricane Sandy, Mr. Neary worked with New York City's Emergency Management Office where he assisted in managing their EOC.

##### PROGRAM MANAGER, NORTHEAST REGION, JAMES LEE WITT ASSOCIATES, 2007 - 2010

Responsible for oversight of day-to-day operations and project management for emergency management and homeland public safety consulting services for public and private sector entities. Project manager for the evaluation and review of Virgin Island Emergency Management Agency (VITEMA) programs, Maryland Office of Emergency Management., Erie County, NY OES Planning, Town of Brookhaven Roadway Evacuation Study. Designed and conducted numerous full-scale, functional and tabletop all-hazards exercises for state and local governments as well as the private sector. Secured a DHS EOC Grant (\$1M) for VITEMA and assisted in the design of a state-of-the-art Emergency Operations Center in the St. Thomas, Virgin Islands.

#### Firm

RLKingTraining

#### Highlights

42 years of experience

Schoharie County Emergency Management Office Emergency Preparedness Advisory Committee.

Emergency Management consultant and speaker for numerous federal, state, and private agencies including the Federal Emergency Management Agency, National Emergency Training Center (EMI), U.S.

Department of Transportation, NYC Contingency Planning Exchange,

Guest speaker / presenter / instructor for other states and territories, including: IAEM, NEMA, Kansas, Massachusetts, Michigan, Minnesota, New Jersey, Ohio, Tennessee, Utah, Vermont, Virginia, Puerto Rico, U.S. Virgin Islands, Mohawk Council of the Saint Regis Tribe, and the District of Columbia.

Topics focused on Comprehensive Emergency Management, Incident Command System, Teamwork, Terrorism, World Trade Center Disasters, Business Continuity Planning, School Emergency Planning, and Instructor for Professional Development Training Courses.

## **NEW YORK STATE EMERGENCY OFFICE, 1982 - 2004**

### **Chief of Operations, Albany, 2001 - 2004**

Responsible for the day-to-day oversight of all SEMO Field Operations at the five SEMO Regional Offices located throughout the state. In addition to these program responsibilities, coordinated all daily emergency management program activities with other state agencies, local government, and the private sector to ensure that New York State was at its highest level of readiness and prepared to respond to and recover from any disaster or emergency. The Chief of Operations also oversaw the State Emergency Operations Center, which served as the focal point for the coordination of all state agency activities during all emergencies. Emergency assignments during state disaster activation have included over 25 Presidential disaster declarations including serving as operations officer and SEMO Field Liaison for Hurricane Gloria, Wild land Fires, World Trade Center 1993, Floods of 1996, TWA 800, the 1998 Ice Storms, West Nile Virus in NYC, World Trade Center 2001, and numerous other emergencies and disasters.

### **State Training Officer, 1982 - 2001**

Responsible for the management and administration of all training/exercise programs for the New York State Emergency Management Office. Responsibilities included the supervision of training/exercise staff and all adjunct instructors in support of more than 250 training programs our office conducted annually for over 10,000 students statewide. Managed SEMO's Community Exercise Program, Hazardous Materials Planning and Training Grant, SARA Title III Program, and other related training programs.

## **DIRECTOR, SCHOHARIE COUNTY EMERGENCY MANAGEMENT OFFICE, 1976 – 1978 & 1980 - 1982**

Managed and administered all county emergency preparedness activities including the coordination of planning, training, and exercise programs designed to improve the local capability to prepare for, respond to, and recover from emergencies that could occur in their communities. Responsible for the county emergency communication system as well as all public safety and emergency management programs.

# Nigel Baker

## Instructor

### Professional Qualifications

Mr. Baker has served as Division Chief, and Chief of Operations/Emergency Management, Homeland Security & Communications for the Palm Beach County Fire Rescue as well as Planning Section Chief for the Florida Forest Service and Incident Commander for Southeast Florida Region 7. He was a District Chief for two battalions before that, and has extensive instructional experience.

### Relevant Experience

#### **DIVISION CHIEF, EMERGENCY MANAGEMENT, HOMELAND SECURITY & COMMUNICATIONS, PALM BEACH COUNTY FIRE RESCUE, 2013 - 2018**

Served as PBCFR representative to all Emergency Management agencies within Palm Beach County. Responsible for fire rescue emergency management & Incident Action Plans, as well as the development of the Palm Beach County All Hazards Incident Management Team (PBC AHIMT aka SE FL Region 7 AHIMT). Coordination & development of National Incident Management System (NIMS) position specific training for PBCFR. PBCFR representative to the Palm Beach County Sheriff's Office (PBSO) Regional Fusion Center.

#### **DIVISION CHIEF, OPERATIONS DIVISION, HOMELAND SECURITY & COMMUNICATIONS, PALM BEACH COUNTY FIRE RESCUE, 2012 - 2013**

Extensive dealings with personnel issues, operational elements, internal affairs investigations, station assignments, collective bargaining concerns, & liaison with other fire rescue organizations within Palm Beach County. Responsible for >1200 firefighters and having 7 Battalion Chiefs; 4 Fire Operations Officers, & a Staffing Officer as direct reports, assist in the management and development of >300 million dollar operational budget, 49 stations, 1800 sq/mi. Management of all Operational issues including training, budget and finance, agency & union contracts. Also, served on department staffing committee, apparatus committee, chairperson of department awards banquets.

#### **DISTRICT CHIEF, BATTALION 2, HOMELAND SECURITY & COMMUNICATIONS, PALM BEACH COUNTY FIRE RESCUE, 2005 - 2012**

Oversight of 36 million dollar budget, 9 fire stations & 220 personnel; Served as the liaison & local fire chief for the Royal Palm Beach Acreage, the Village of Wellington, the Village of Royal Palm Beach, the Town of Loxahatchee Groves & Indian Trails Water Improvement District. Managed all aspects of Battalion 2 including training, finance & personnel & assisted in the building & design of new fire stations.

### Firm

RLKingTraining

### Education

Masters, Public Administration

Bachelors of Science, Fire & Emergency Services Management

Associate Science, Fire Science Management

Associate Science, Emergency Medical Services Management

### Highlights

Instructional Experience:

Palm Beach State College - 15 years Command; Control; NIMS/ICS/USFA All Hazards Position

Specific; Florida State Fire College course curriculum

Palm Beach County School Board- 5 years School Hazard and Safety training

South Technical Education Academy- 5 years Fire & Emergency Medical Services training RLKing Training- 3years NIMS/ICS/USFA All Hazards Position Specific

Blue Skies Professional Services- 3years NIMS/ICS/USFA All Hazards Position Specific Complex Coordinated Terrorist Attack – 3 years coordination of Palm Beach County participants at Emergency Management Institute (EMI)

Countering Violent Extremism- 3 years coordination of Palm Beach County community

partners & participating agencies Radiological Reception Center coordination of Palm Beach County participating agencies & All Hazards Incident Management Resources

Florida Hurricane, Disaster, & Emergency Management

Evaluator, Trainer, & Observer 149

**DISTRICT CHIEF, BATTALION 4, HOMELAND SECURITY & COMMUNICATIONS, PALM BEACH COUNTY FIRE RESCUE, 2005 - 2012**

Oversight of 21 million dollar budget, 6 fire stations & 130 operational personnel; Served as liaison and local fire chief 5 cities, the Coalition of Boynton West Residential Associations (COBWRA) >100k residents, the Alliance of Delray Residence Association >75k residents, King's Point, as well as 10 Community Emergency Response Teams (CERT). Managed all aspects of Battalion 4 including training, finance & personnel and assisted in the building and design of new fire stations.

**BATTALION CHIEF, COMMUNICATIONS CENTER, FIRE OPERATIONS OFFICE, STAFFING OFFICE & PUBLIC INFORMATION OFFICER, PALM BEACH COUNTY FIRE RESCUE, 1996 - 2000**

A member of the team responsible for management & development of PBC Communications Center with over 60 personnel including an Alarm Office Manager a Training Specialist, a Quality Improvement Coordinator, 4 Fire Operations Captains & 4 Dispatch Supervisors. Assisted the Deputy Chief of Operations in the staffing & placement of more than 750 assigned personnel.



## James (Judd) Wright

### Project Coordinator/Lead Instructor

### Professional Qualifications

Mr. Wright is the president of Blue Skies Professional Services, a firm that specializes in planning, training, and exercises for the Emergency Management and Department Health fields.

### Relevant Experience

#### **EMERGENCY MANAGEMENT DIRECTOR FOR SUMTER COUNTY (EMPLOYED BY SUMTER COUNTY SHERIFF'S OFFICE) 2007 - 2011**

Responsible for managerial planning, operations and administrative work in coordinating and promoting a countywide comprehensive emergency management program. Organize and plans for emergency preparedness, response and recovery operations for all natural, manmade and technological hazards that affect the county. Hazardous Material Response and Clean up coordinator. SWAT EMT (Backup) RDSTF Member, LEPC Member, Critical Facility/Key Resources Committee Member

#### **DEPUTY CHIEF OF OPERATIONS, SUMTER COUNTY FIRE RESCUE, 2005 - 2007**

Responsible for internal accident investigations, disciplinary investigations. Managed fleet of all Fire Rescue vehicles, planned and managed new construction projects. Served as Fire Chief's alternate for Local Emergency Planning Council. Chairperson of Lake Sumter Fire Chief's Association Operations Committee, EMS interagency Committee, Sumter County Communications Committee. Response to major incidents within the County as Incident Commander.

#### **CITY OF LEESBURG, TEMPORARY DIVISION CHIEF OF TRAINING AND ADMINISTRATION, 2004**

Researched material and pricing for equipment, training and apparatus for Aircraft Rescue Firefighting and Urban Search and Rescue program Attended meetings on behalf of the Fire Chief such as County Emergency Operations, Anti-Terrorism Taskforce and several Fire Chief's Associations. Served as liaison to Lake County Emergency Management during 2004 hurricanes.

#### **CITY OF EUSTIS FIRE DEPARTMENT, FIRE CHIEF, 2002 - 2004**

Oversaw, managed, planned and implemented all phases of fire service operations including administration, prevention, public education, fire suppression, fire investigations and served as Emergency Management Coordinator for the City of Eustis.

#### **LAKE TECHNICAL CENTER, ADJUNCT INSTRUCTOR FOR MINIMUM STANDARDS, 1999 - PRESENT**

Instructor for Fire Officer I and II and Fire Inspector I and II classes which are accredited through Lake Sumter Community College.

### Firm

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RLKingTraining

### Education

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Masters, Public Administration,  
2002

Bachelor of Science, Fire and  
Safety Engineering, 1993

Associate of Science, Fire Science,  
1985

### Highlights

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Over 37 years of experience

### Registrations/ Certifications

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HSEEP TTT

National Fire Academy ICS-  
300/400 Instructor

FEMA L-449 Instructor

Florida Professional Emergency  
Manager (FP EM) Certification.

FEPA/FDEM Master Instructor

CERT TTT

Florida State Fire Officer II

Municipal Fire Inspector II

Fire Service Instructor Level III

Florida Emergency Medical  
Technician and Georgia Qualified  
EMT – Tactical (Swat)

Live Fire Instructor I

Fire Investigator I

L-550 COOP Train the Trainer  
(state of Florida Certificate)

TTT for all AHIMT Position  
Specific Classes

# Keith Holman

## Instructor

### Professional Qualifications

Mr. Holman has over 38 years of experience in Emergency Management and Instruction.

### Relevant Experience

#### CONSULTANT PROVIDING EMERGENCY MANAGEMENT SERVICES, 2011 - PRESENT

Since 2012 Mr. Holman has contracted with several companies including; Witt O'Brien's, Calvin Giordano, Hinnant Solutions, PODS Inc., NTB and Martin Memorial Hospital. These projects have included supporting many exercises and providing numerous ICS classes.

Classes taught include ICS 100, 200, 300, 400 and many position specifics classes such as; Operations Section Chief, Logistics Section Chief, Administration/Finance Section Chief, Liaison Officer as well as many unit leader classes.

Additionally, he provided many emergency management classes to the British Overseas Territories in the Caribbean such as Incident Command Classes, Exercise Evaluation, and Plan Review for the Government of Trinidad and Tobago and private companies in Trinidad. He has updated the Martin Memorial Hospital Emergency Response plan and exercised its content.

#### DIRECTOR OF EMERGENCY MANAGEMENT, MARTIN COUNTY, FLORIDA, 1980 - 2012

During his career as Director, Martin County received eight Presidential Disaster Declarations due to weather events. Of note is the hurricane eye impact of two hurricanes within three weeks during the 2004 hurricane season, Frances and Jeanne and again by hurricane Wilma in 2005. For several days, 100 percent of the Martin County was without power, to provide for the public he established several PODs to distribute MREs, water, and ice. The Florida Division of Forestry, Florida Department of Emergency Management and Federal Emergency Management Agency assisted completing this task.

Due to the excellent teamwork of all county agencies, he was awarded the 2004 Florida Emergency Preparedness Manager of the Year presented by the Governor and the Cabinet of the state of Florida selected by Florida Emergency Preparedness Association (FEPA) and Florida Fire Chiefs Association. During the 2005 National Hurricane Conference held in New Orleans he was awarded the Distinguished Service Award for the fine job of Martin County staff and for outstanding leadership in response to hurricanes Frances and Jeanne.

### Firm

RLKingTraining

### Education

Bachelors of Professional Studies, 1990

### Highlights

Provide instruction to all Martin County emergency management operation and functional staff, all county staff with emergency assignments and CERT classes to general public, 1980-2012

Team Instruct ICS 100,200,300 and 400 classes domestically and internationally

Provided emergency management services domestically and internationally

### Training

Liaison Officer Train the Trainer, 2010

Operations Section Chief Train the Trainer,2011

Logistics Section Chief Train the Trainer, 2011

Finance and Administration Section Chief Train the Trainer, 2011

Incident command System L-449, 2007

Radiological Emergency Preparedness (REP) Planning, 2009, (40 HR.)

Radiological Emergency Preparedness Exercise Evaluator, 2008, (40 hr.)

An Introduction to Exercises, 2008

Incident Command System (ICS) Curricula Train-the Trainer (TIT), 2008

Homeland Security Exercise and Evaluation program (HSEEP) Training Course, 2008

Introduction to Incident Management IS 100, 2007

National Incident Management System IS 700, 2005

# James Davie Bjostad

## Instructor

### Professional Qualifications

Mr. Bjostad has served in a security capacity for over 38 years while a member of the US Coast Guard, National Geospatial Intelligence Agency and Chief of Emergency Management for the Lee County Board of County Commissioners.

### Relevant Experience

#### **CHIEF OF EMERGENCY MANAGEMENT, DEPARTMENT OF PUBLIC SAFETY/DIVISION OF EMERGENCY MANAGEMENT, LEE COUNTY BOARD OF COUNTY COMMISSIONERS, FORT MYERS, FLORIDA, 2014 - 2018**

- ▶ Served as Chief of Emergency Management for Lee County, responsible for coordinating and planning the countywide preparations for, and responses to, all hazards and threats to the citizens and visitors of the Fort Myers – Cape Coral metropolitan area.
- ▶ Built and maintained a team of Emergency Management professionals through leadership, management, training, and exercises.
- ▶ Through collaboration and engagement, developed strong relationships with key partners in the public and private sectors at the local, state and federal levels.

#### **DEPUTY GEOSPATIAL INFORMATION EXECUTIVE, NATIONAL GEOSPATIAL INTELLIGENCE AGENCY, SPRINGFIELD, VIRGINIA, 2009 - 2014**

- ▶ Served as the deputy to the NGA Geospatial Information Executive in his key role as the Senior Agency Official for Geospatial Information (SAOGI), representing the Department of Defense at the federal level on all geospatial information policies and activities in coordination with all non-DOD and Intelligence Community federal Departments and Agencies.
- ▶ Represented DOD on the Federal Geographic Data Committee (FGDC) Coordination Group in support of the SAOGI's activities as a member of the FGDC Steering and Executive Committees.
- ▶ Led the FGDC project team that developed the Geospatial Platform, a collaborative on-line tool for broadly sharing federal GIS data throughout the public and private sectors.

#### **MILITARY ASSISTANT TO THE DEPUTY DIRECTOR OF NATIONAL INTELLIGENCE (DDNI), OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE, UNITED STATES COAST GUARD, WASHINGTON, DC, 2007 - 2009**

- ▶ Served as the deputy to the NGA Geospatial Information Executive in his key role as the Senior Agency Official for Geospatial Information (SAOGI), representing the Department of Defense at the federal level on all
- ▶ Key advisor to a deputy Cabinet officer, responsible for executing the direction of the Director of National Intelligence (DNI).
- ▶ Coordinated the scheduling and conduct of events and meetings of high-ranking national and international intelligence, military, and elected officials, ensuring all details, protocol, and foreign dignitary issues were addressed.
- ▶ Responsible for all incoming hard copy and electronic documents and materials, including the President's Daily Briefing, prioritizing by importance, relevance and time criticality for the attention of the DDNI and DNI.

### Firm

RLKingTraining

### Education

Bachelors in Journalism

Masters in Strategic Intelligence

Masters in National Security and Strategic Studies

Post Masters National Security Fellowship, JFK School, Harvard

### Highlights

38 years of experience

### Training

FEMA ICS Courses

MIT Seminar XXI Program Certificate

Executive Leadership Program Certificate, DHS Center for Homeland Defense and Security

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