



SEPTEMBER 2023

PROPOSAL FOR

EMERGENCY PLANNING, DISASTER RECOVERY AND MITIGATION GRANT PROGRAM SERVICES

RFP-EM2023-001

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TITLE PAGE

SECTION 1. TITLE PAGE

*Proposal in Response to RFP NO. RFP-EM2023-001 for:
Emergency Planning, Disaster Recovery, and Mitigation Grant Program
Services*

Submitted to:

Franklin County, FL - Clerk of Courts

ATTN: Michelle Maxwell

Franklin County Emergency Management

33 Market Street, Suite 203, Apalachicola, FL 32320

Prime Vendor:

Full Legal Name: AC Disaster Consulting, LLC

Physical and Mailing Address: 1800 Glenarm Pl Ste 300, Denver, CO 80202

Email: acarrier@acdisaster.com

Contact for Proposal Correspondence:

Alyssa Carrier, CEO and Founder

Phone: (940) 367-8094

Email: acarrier@acdisaster.com

Submittal Deadline:

September 18, 2023 @ 4:00 PM



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INTRODUCTORY LETTER

SECTION 3. INTRODUCTORY LETTER

September 18, 2023

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

Subject: PROPOSAL FOR RFP-EM2023-001, EMERGENCY PLANNING, DISASTER RECOVERY, AND MITIGATION GRANT PROGRAM SERVICES

Dear Michelle Maxwell and Members of the Selection Committee:

AC Disaster Consulting, LLC (ACDC) is a full-spectrum, woman-owned emergency management firm that was founded in 2018 and is certified as an SBA Woman Owned Small Business (WOSB). The ACDC Team will provide highly qualified, versatile, and responsive support services and resources to Franklin County (County) under the recently advertised Emergency Planning, Disaster Recovery, and Mitigation Grant Program Services contract. We have assembled a skilled team of subject-matter experts with a local presence and familiarity with the State of Florida and its communities, and we are excited to present our qualifications and approach in this proposal.

Within this proposal, the County will find a detailed account of our team's qualifications and experience as well as other supporting documentation highlighting our capabilities to provide the services requested in the RFP. *Our team has supported the Florida Department of Emergency Management (FDEM), Florida Department of Transportation (FDOT), and multiple county and municipal government entities throughout the State of Florida (State) with recovery grant administration services.*

The ACDC project team offers *subject matter experts (SMEs) in grant administration and management for FEMA's Public Assistance (PA) and Hazard Mitigation Grant Program (HMGP) programs* as well as other Federal funding sources such as Natural Resources Conservation Service (NRCS) Emergency Watershed Protection (EWP) Program, U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR), National Fish and Wildlife Foundation (NFWF), Natural Resources Conservation Service (NRCS), U.S. Department of Commerce's Economic Development Administration (EDA), etc. *In the past five years, ACDC has provided the management and oversight of more than \$5B in recovery dollars across the nation.* Our experience working with local, state, and Federal agencies gives our team an *insightful perspective into the delivery of individual and concurrent grant programs*, allowing our team to implement best practices that have been meticulously reviewed and improved upon as well a thorough *understanding of when and how recovery programs can complement each other for a more efficient overall recovery effort.*

introductory letter

ACDC offers a responsive team with nationally recognized experience and first-hand knowledge of Florida's infrastructure.

Our team has *diverse experience across the country* with nationally recognized experience that has served states and local jurisdictions on projects ranging from planning and recovery, mitigation, program management and financial strategy, through audit and closeout. With *over 250 staff members in Florida*, the ACDC Team has a vested interest in serving their communities.

Our team has *strong roots and diverse experience in Florida*, with nationally recognized experience that has served the state - as well as dozens of agencies across the state - on projects ranging from planning and recovery, mitigation, program management and financial strategy, through audit and closeout. With *over 25 Florida-based staff members in two dozen office locations*, our project team and support staff have a vested interest in serving their communities. Our proposed Project Executive is a Florida resident who weathered Hurricanes Ian, Michael, Sally, Irma, Matthew, Hermine, Opal, Isaias, and Ivan and has established multi-level partnerships with Florida governments, stakeholders, and communities through response, recovery, and grant administration services. *He is also currently on a State-led mission within and around the State of Florida to provide technical assistance to those communities most impacted by Hurricanes Ian and Idalia, providing guidance on best practices related to response and the transition to recovery.*

Our team brings a whole community approach, compassionate guidance, and decades of hands-on experience to all our projects. We have strategically partnered with CohnReznick, a valuable and trusted partner of ACDC with a heavy Florida presence, relevant experience, and qualifications that augment our capable team. Our firms have a demonstrated history of successful program management for clients nationwide. We bring a *whole community approach, compassionate guidance, and decades of hands-on experience* to all our projects. We are *innovative and results-oriented*, and we focus on *actionable solutions* in complex situations. Our solution framework includes an immersion in the many nuances of grant programs and an ability to *successfully navigate each program's unique requirements*. We bring an unwavering record of accomplishment with *successful project closeout and client satisfaction*, as evidenced by our many repeat clients in the emergency management and grant management realms.

We look forward to the opportunity to support the County's critical recovery efforts, and are committed to providing the most qualified, responsive team for the County.

Sincerely,



AC Disaster Consulting
Alyssa R. Carrier
Founder + Chief Executive Officer

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QUALIFICATIONS & EXPERIENCE

SECTION 4. QUALIFICATIONS AND EXPERIENCE

History, Qualifications, and Relevant Experience of the Firm



AC Disaster Consulting (ACDC) is a full-spectrum emergency management firm providing planning, response, recovery, and mitigation services to the public and private sectors before, during, and after a natural disaster or catastrophic event. As a woman-owned and led firm, we take pride in the diversity of our team. Each member brings a unique skill set, background, and perspective, which allows us to create a dynamic team of experts for our clients. Founded in 2018, we are proudly certified as an SBA Woman Owned Small Business (WOSB) and have actively provided disaster recovery services across the nation since inception.

ACDC is a leading provider of emergency management services including planning, response, recovery, mitigation, and program management. ACDC's experienced professionals have been a part of the fabric and culture of emergency management for nearly 20 years, proudly supporting programs for some of the most challenging natural disasters and catastrophic events under their mission of staying competent, caring, and connected.

ACDC works with Federal, state, and local government agencies, as well as businesses and non-profit organizations, both large and small, to ensure they are aware of all possible hazards facing their communities and to ensure they have the proper resources and protocols in place to minimize potential risks, mitigate potential losses, respond to disaster events, and efficiently navigate the recovery process.

ACDC is a leading provider of grant management services including planning, response, recovery, mitigation, and program management. ACDC has grown substantially in the last five years, currently more than 110 employees, with widely distributed projects and subject-matter experts for both public and private clients. ACDC has assembled an experienced and capable team of experts in preparation for this contract. This team provides professional services in FEMA, HUD, HMGP, and CDBG-DR programs; disaster response and recovery; grant administration; project and program management; planning; policy development; compliance and monitoring; document management; and closeout.

24 Florida locations.

The ACDC team has strong roots and diverse disaster recovery experience in the State of Florida.



Project Team

The ACDC team has an established history and proven track record of supporting clients across the United States with disaster recovery and program management services. We have provided our clients with comprehensive emergency management services utilizing in-depth knowledge of Federal, state, and local ordinances, statutes, laws, and regulations. ***Our team is comprised of subject-matter experts that provide technical assistance for disaster recovery programs including FEMA Public Assistance, HMGP, HMA, HUD, CDBG-DR, etc.*** Additionally, our proposed team includes staff for all aspects of engineering, technical support, field operations, and office administration.

ACDC's experienced professionals have been a part of the fabric and culture of public assistance and grant management for nearly 20 years, proudly supporting programs for some of the most challenging natural disasters and catastrophic events under their mission of staying competent, caring, and connected. We are proposing leadership and key staff that have extensive experience working in the disaster debris realm as well as in all facets of public assistance, directly representing numerous state and local governments.



Nationally recognized experience and first-hand knowledge of Florida's infrastructure.



Our team's insight is guided by best practices, lessons learned and nationwide disaster recovery experience



Deep bench of qualified staff and extensive cadre ensure that proper resources will be allocated in a timely manner

AN EXPERIENCED Project Team



Cameron Morris, CFM
Executive Oversight



- 14 years of experience in engineering, environmental, and disaster consulting.
- ACDC's VP, Recovery + Resilience, leading Oregon's wildfire recovery and Florida's Hurricane Ian Recovery.
- Project Manager for City of Mexico Beach Recovery (Hurricane Michael)



Lucas Pagan
Project Manager - Recovery

- Project Management, emergency management, disaster recovery, grant management, FEMA Public Assistance, HMGP, CDBG-DR.
- 14 years of experience drafting, reviewing and performing closeout of thousands of PA and Hazard Mitigation projects
- Serving as Program Manager for the State of Oregon's \$1.77B recovery (6 DR's)



Molly Bargmann
Senior Grants Specialist

- Emergency Management, FEMA Public Assistance, Individual Assistance, Hazard Mitigation, Strategic Planning, Recovery Policy, Incident Command, Workshop Planning, Group Facilitation, Grant Monitoring, Grant Implementation, Financial Management, Contract/Grant Tracking, Contract/Grant Compliance.



Kathleen Silva
Emergency Management Specialist

- 10 years of Emergency Management experience including extensive work for local and state governments in
- Community response and strategic planning professional
- Diverse background in emergency planning, prevention, mitigation, response, and recovery, project management, socioeconomic planning, and public information and warning communication.



Alex Lutterbach, PE
Engineer



- Professional Engineer (FL)
- Certified Stormwater Management Inspector
- Experience in grant management, FEMA Public Assistance & HMGP, land development, permitting, debris management, damage assessment, GIS.
- Currently serves as technical advisor on the FEMA Office of Response and Recovery



Michael Cruise, JD
Sr. Appeals Officer / Legal Counsel

- Licensed attorney
- Federal policies, procedures, regulations, and compliance requirements; risk analysis; emergency management; disaster recovery; FEMA Public Assistance and HMGP; CDBG-DR; QA/QC.
- Serves as legal support for FDEM for COVID, Hurricane Michael grant management,

We are committing experienced core team members; however, our team has the capability to staff surge operations, pulling from vast resources within the industry, in any time frame set by the County. ***Our experienced core management staff are able to be on-site within 24 hours of activation and bring the ability and experience to ramp up quickly.***

Below we have identified the roles for this project and detailed the anticipated tasks that these personnel will perform. Our key staff for this project were selected and aligned to each identified role based upon extensive backgrounds and overlapping qualifications in the required SOW. We've built a team that is best suited to staff this contract, with the unique benefit of having **FLORIDA** knowledge and experience, supported by cadres of resources throughout the U.S.

All our proposed personnel are full-time employees of their respective firms. ***NOTE: ACDC acknowledges that any personnel identified in the proposal shall not be removed or changed without written consent from the County's representative for the project.***

Table 1. Description of Roles	
Role	Role Description
<i>* Designates positions that have been added by our team for well-rounded staff options.</i>	
Project Manager	Primary responsibility for all aspects of the project including resources allocation and management, quality of all services and deliverables, and seamless integration with the County's staff.
Project Executive*	Develops strategic project goals and monitors program and project performance. Leads the project team through all phases of the project, from initiation through closure.
Sr. Appeals Officer or Legal Counsel	Formulate appeals, cite policy and regulations, formal interpretation of Stafford Act based upon potential Determination Memos from FEMA.
Engineer or Environmental Scientist	Provide technical support for grant development activities and assist with mitigation activities development.
Sr. Grant Specialist	Manages the grant application process, including identification, documentation, compliance with grant requirements, and managing FEMA's Grants Portal process. Supporting the team with Subject Matter Expertise relevant to their respective grant program
Grant Specialist	Supports the grant application process, including identification, documentation, compliance with grant requirements, and managing FEMA's Grants Portal process.
Insurance Specialist	Provides services to the Federal Emergency's Management Agency's (FEMA) Public Assistance (PA) program in support of disaster-related operations in accordance with the Stafford Act. Reviews commercial property insurance documentation, including final settlement information, and identifying additional information needed, determines the amount of actual or estimated insurance proceeds for the work, ensures that there is no duplication of benefits in grant funding that is provided by insurance coverage, determines future insurance requirements for the damaged facility, and determines any National Flood Insurance Program (NFIP) requirements.

Table 1. Description of Roles

Role	Role Description
Field Rep / Technical Associate	Provide programmatic and technical assistance, perform program reviews, and project analysis as required. Serves as project or technical monitor for task orders and Interagency Agreements. May evaluate and estimate types and quantities of disaster-generated debris and manage debris monitors and/or haulers for compliance as directed.
EM Specialist*	Coordinates disaster response or crisis management activities, provide disaster preparedness training, and prepare/develop emergency plans and procedures during and after an emergency.
Administrative / Clerical	Answers phone calls and emails. Performs data entry and filing tasks for accounts payable, purchase orders, equipment inventory, and confidential employee or departmental files. Receives, records, and distributes packages and mail. Compiles budget data and maintains financial records as requested.

Subconsultants

ACDC has **strategically partnered with CohnReznick** to bring added value to the County and to elevate our disaster recovery solutions offering. This includes supplementing our team's programmatic knowledge and staffing resources and experience, particularly within the State of Florida.

CohnReznick LLP: Services: Grant Support Services



Founded in 1919, CohnReznick LLP (CohnReznick) is one of the top accounting, tax, and advisory firms in the U.S. With diverse industry expertise and more than 4,500 employees in 29 offices firm-wide (including 300 partners and principals), CohnReznick combines the deep resources of a

national firm with the hands-on, agile approach that today's dynamic business environment demands.

In addition to providing services to more than 5,000 commercial clients (for-profit and non-profit), CohnReznick is a national leader providing support to Federal, state, and local government agencies. Our Government and Public Sector Advisory practice provides support to Federal, state, and local governments on an annual basis.

CohnReznick's Government and Public Sector professionals are highly experienced and specially trained in the audit, operations, processes, regulations, and reporting requirements of public entities - and committed to going beyond compliance to reduce risk, improve program performance, transparency and accountability while driving efficiencies that can and should be repurposed for mission essential needs.

We deliver cost-effective strategies through five primary solutions: (1) government audit and accounting; (2) compliance, monitoring, and oversight; (3) grant management and administration; (4) program and project management; and 5) technology and data.

With more than 15 years of experience, we have earned the respect of federal, state, and local clients by managing billion-dollar programs as well as assisting by managing, overseeing, monitoring, and administering expedient, robust, and compliant grant programs. It is our intention to closely align with our clients' vision and use our proven ability, knowledge, and data-driven tools to ensure programs succeed throughout the entire lifecycle. We have an impressive track record in several industries including community and economic development, emergency management, housing, and infrastructure.



At CohnReznick, Community Development Block Grant (CDBG) program monitoring is one of the core services of our dedicated Government Public Sector Advisory Services practice.

We combine this agency experience with our industry-leading functional expertise. For projects large and small, we know what an efficiently managed program should look like, and we will deliver continuous efficiencies that will help disaster recovery efforts for years to come.

Importantly, CohnReznick is not a firm that merely dabbles in supporting Federal, state, and local clients. CohnReznick has a dedicated Government and Public Sector Advisory practice, through which we have been trusted to oversee the distribution of more than \$66 billion in federal funds. We have received accolades for our efforts to speed relief to those in need while ensuring statutory compliance and diligently protecting the integrity of the program and those of participating Federal, state, and local agencies.

We offer our clients the highest level of CDBG grant management services required per the engagement, and we are flexible and devoted to delivering more than initially requested due to evolving needs.

CohnReznick has held a role in some of the most high-profile CDBG engagements, having, for example, overseen more than \$20 billion in federal grant funds in the aftermaths of Hurricanes Michael, Katrina, Rita, Harvey, Dolly, Gustav, Ike, and Sandy.

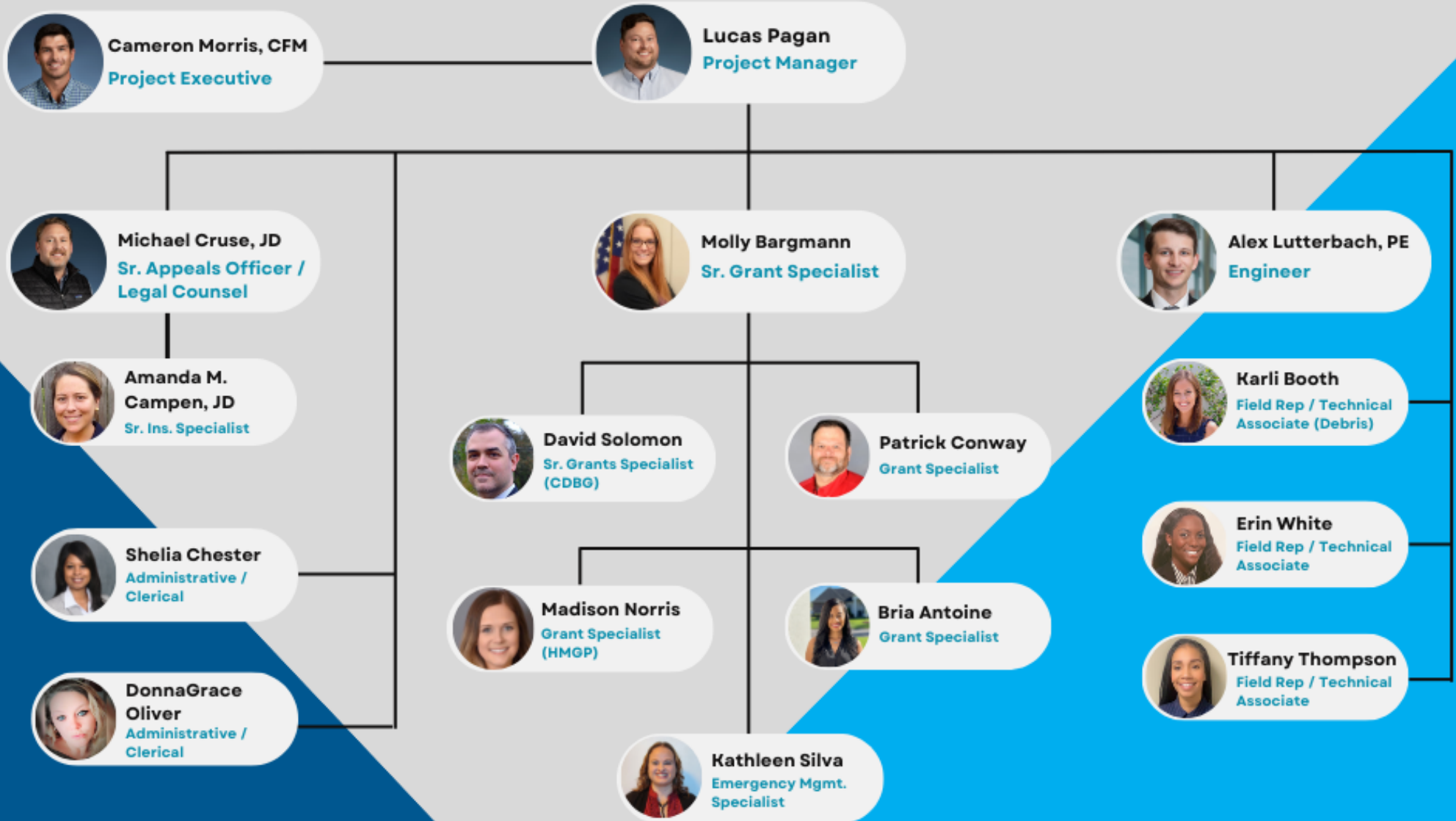
Our previous experience has been subjected to intense public scrutiny. Our programs and deliverables have been inspected by public officials, political appointees, State Attorneys General, Inspectors General, and the general public. Without fail, the CDBG programs and deliverables we have supported have withstood this intense amount of scrutiny time and time again. Our reports have not only withstood

intense scrutiny; they have been commended as excellent reporting examples within the Inspectors General community.

On the following page, we have included an Organizational Chart for our project team. Please note that detailed resumes are included in Appendix A.

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ORGANIZATIONAL CHART



Florida-Specific Experience and Specialized Expertise of Team Members

Florida-Specific Experience

ACDC staffs more than two dozen Florida residents who have weathered Hurricanes Idalia, Nicole, Ian, Michael, Sally, Irma, Matthew, Hermine, Opal, Isaias, and Ivan and have established multi-level partnerships with Florida governments, stakeholders, and communities through response, recovery, and grant administration services. Our proposed project team includes eight Florida-based staff (four from each firm) who are available to perform normal day-to-day business with the County as well as be on site quickly during times of emergency or disaster.

Our team has strong roots and diverse experience in Florida (see our map of Florida experience in the following pages), with nationally recognized recovery and program management experience. We propose experienced staff who have weathered Florida's severe weather for nearly two decades, and have established multi-level partnerships with Florida governments, stakeholders, and communities through planning, response, and recovery activities at every level – as Program Managers, Contract Managers, Recovery Advisors, Outreach and Public Information Specialists, etc.

ACDC staff are currently on a State-led mission within and around the Florida Panhandle Florida region to provide technical assistance to those communities most impacted by Hurricane Idalia, including providing guidance on best practices related to response and the transition to recovery. In addition:

- From 2020 through 2022, **ACDC assisted the State of Florida (FDEM) in a staff augmentation capacity during COVID-19 recovery efforts** and provided emergency management expertise in contingency planning, logistics & resource management, co-response planning and cost recovery functions at the State Emergency Operations Center (SEOC).
- We are assisting the **City of Blountstown with PA projects from Hurricane Michael** as well as **Wakulla County to provide regulatory coordination between both State and Federal partners** to ensure the County's piers and parks were obligated for Federal PA funding.
- In **Pasco County, we provided disaster recovery and hazard mitigation consulting services** following Hurricane Hermine and Hurricane Irma.
- ACDC staff were also on site following the **Surfside Building Collapse in Surfside**, partnering with Local, State, and Federal agencies as well as technology providers, specifically around mitigation and recovery funding using verified time tracking.
- ACDC has been responding to Hurricane Ian since pre landfall. **As a trusted partner of the FDEM, ACDC staff have most recently been deployed for Hurricane Ian response and recovery efforts as SEOC support staff**, and have been providing grant administration and PA, as well as serving as the Debris Task Force for several Florida jurisdictions such Fort Myers, Lee County, Sarasota, Hardee, and DeSoto Counties, private entities, and other public sector clients.

ACDC has been activated for *dozens of major disaster declarations* and has assisted dozens of local and state government clients with the navigation of federal disaster recovery programs. Through this experience alongside our staff's extensive prior knowledge and experience in how to conduct damage assessments, develop PWs, navigate FEMA's EMMIE, VAYGo, Grants Portal systems and FDEM's FloridaPA.org, respond to Requests for Information, and perform reconciliation and closeout, our team possesses the expertise to ensure projects are running through the queues and into obligation status quickly.

ACDC staff have consistently delivered successful and value-engineered alternative procedure projects, resulting in millions of excess funds applied as hazard mitigation to other local projects. We understand the challenges associated with 428 fixed cost offers/capped projects and exercise our extensive technical experience and knowledge of best practices to keep total project costs below the fixed cost/capped projects and in compliance with FEMA's environmental and historic preservation requirements. Our proven programmatic expertise is backed by well-honed recruitment and training programs; field-tested quality assurance, logistics, and operations management processes; and extremely low turnover, particularly among our management teams.

ACDC Staff Subject Matter Experts have also secured and managed hundreds of millions in funding under a diverse portfolio of competitive Federal and State grant programs including:

State of Florida Funding Experience:

- State Revolving Fund – Clean Water (CWSRF)
- State Revolving Fund – Drinking Water (DWSRF)
- Transportation Alternatives Program (TAP)
- FDOT Beautification Grant
- Recreational Trails Program (RTP)
- Florida Boating and Improvement Grant
- FDEP Florida Resilient Coastlines Program
- FFWCC Invasive Species Plant Management Program
- TRIUMPH Gulf Coast (State-wide)
- State Water Quality Assistance Grant
- FDEP's Beach Management Funding Assistance Program
- FFWCC Southeast Aquatic Resources Partnership Program
- Legislative Requests

Federal Funding Experience:

- Community Development Block Grant (CDBG-DR)
- Hazard Mitigation Grant Program (HMGP)
- Building Resilient Infrastructure and Communities (BRIC)
- FEMA Public Assistance (PA)
- American Rescue Plan Act (ARPA)
- State and Local Fiscal Recovery Funds (SLFRF)
- CARES Act Funding

- RESTORE Act
- NFWF Emergency Coastal Resilience Fund
- USDA-NRCS Emergency Watershed Protection Program
- USFWS Partners for Fish and Wildlife Program
- Flood Mitigation Assistance (FMA)

Appeals and Audits

We understand the importance of promptly and correctly processed payment requests. Keeping the stream of funding moving is what enables applicants to continue making progress towards recovery. The ACDC team is adept at ensuring compliance with Local, State, and Federal regulations and ordinances. Our team understands the importance of ensuring funds are obtained for reimbursement quickly while protecting from risk by making certain all Federal rules and regulations are followed. We will serve as a resource by:

- Processing reimbursements and reviewing supporting documents for programmatic compliance.
- Reviewing procurement and purchasing practices to ensure eligibility for contracted services and equipment.
- Reviewing applicant cost documentation to ensure consistency with eligible scope of work and cost principles.
- Performing in-depth duplication of benefits analysis.
- Making recommendations on cost eligibility interim disbursements and reconciling final costs for payment.
- Providing technical support regarding policy, procedures, and regulations.

In addition to traditional Federal auditing, the ACDC team has been actively utilizing the Validate-as-you-go (VAYGo) program. In support of Oregon OEM, we have responded to requests from the VAYGo audit teams on select expedited projects, where we:

- Deliver field notes from project development/reviews.
- Coordinate with sub-recipients to gather documents supporting project payments.
- Validate documentation received for accuracy and work within project SOW.
- Formulate responses to RFIs from the VAYGo team.

FEMA implemented the VAYGo pilot program to test PA and certain other disaster grant expenditures for Hurricanes Harvey, Irma, and Maria in response to appropriations act provisions and OMB guidance that agencies implement additional measures to identify and address improper payments for disaster programs expending more than \$10M in any one fiscal year.

ACDC staff, directly, have a deep breadth of understanding with respect to ensuring grant funding is awarded, managed properly and in compliance with agreed upon terms and conditions, and is closed out both accurately and in a timely manner. The ACDC team, collectively, has decades of experience supporting recipients with sub-recipient closeout. Utilizing our fundamental approach, coupled with strong experienced staff, will allow our team to utilize all available regulations and guidance to ensure that the County is closeout ready and audit proof.

Documented Successful Project Appeals for PA & HMGP Applications

The ACDC team is extremely familiar with the Appeal process, specifically the timelines associated with appeals as set forth in the Stafford Act- Section 423 and 44 C.F.R. § 206.206 – PA Appeals. FEMA has implemented new/updated guidance as of January 1, 2022, of which ACDC is familiar with and ready to execute on behalf of the County. We are well-versed and experienced on common appeals issues such as:

- Denial of RPA.
- Denial of Scope of Work.
- Refusal of Costs.
- Time Extension Denials.
- Closeout De-obligations.

In many cases, eligibility issues arise from a lack of mutual understanding. ACDC strives to address this issue prior to an appeal through detailed documentation and communication. However, if an appeal is required, ACDC believes and advocates for clear, open lines of communication which often resolve misconceptions and provide a path forward. When eligibility issues cannot be worked out, FEMA will issue a formal eligibility determination memo (DM), setting forth an applicant's appeal rights, with an accompanying memorandum that explains the basis for the denial.

FEMA allows for appeals when projects are deemed ineligible, and a Determination Memo is issued. FEMA, however, only considers written appeals accompanied by detailed information for reconsideration. If an appeal is required, our appeals SME will assist the County throughout the appeals process by assembling documentation and handling the process within the deadlines established by FEMA. Our team will work with the County to address each eligibility issue and basis for denial as provided in the DM.

FEMA provides Applicants with two opportunities to request FEMA reconsider a determination. The first appeal is to the FEMA Regional Administrator, and if the Applicant disagrees with the first appeal determination, a second appeal may be submitted to FEMA's Assistant Administrator of the Recovery Directorate at FEMA Headquarters.

ACDC is keenly aware of appeal deadlines and will ensure responses are provided within deadlines established under Federal regulations. These regulations provide an eligible subrecipient 60 days from receipt of notification of a PA eligibility determination to appeal. The first appeal must be sent to the County, which has 60 days to review and forward it, along with a written recommendation, to the appropriate FEMA RA. ACDC will ensure each appeal contains documented justification supporting the applicant's position, specifies the amount in dispute, and cites relevant statutes, regulations, and policies with which the applicant believes FEMA's action was inconsistent.

In the event the first appeal is denied, the second level appeal will be sent to the County within 60 days of receiving the first appeal. The County will then have 60 days from receipt of the second appeal to review it and forward it with a recommendation to FEMA. Just as with the first appeal, the recipient can express support for or disagreement with the applicant's position in the appeal. Again, ACDC will ensure there is sufficient documentation and support as to why the original determination is inconsistent with law or policy, specify the amount in dispute, and cite authorities with which it believes FEMA's determination and first level appeal decision was inconsistent.

SUCCESSFUL EXAMPLE 1

One example of successful project negotiation throughout the PA process is our work in Mexico Beach post-Hurricane Michael. As previously described under project experience, the City of Mexico Beach was

issued a Determination Memo (DM) for relocation of the City's emergency services facilities. The ACDC team was aggressive in advocating on behalf of the City to relocate their emergency facilities utilizing FEMA's policy 44 CFR, Part 9.6 and performed an analysis of the 8-step process for submittal to FEMA for review. After additional discussions and review of the documentation provided by the ACDC team, FEMA rescinded the DM prior to the appeal process and the City intends to proceed with relocation of emergency facilities.



DM Rescinded by FEMA

ACDC's analysis of FEMA's 8-Step PA process helped avoid an appeal process and helped the City proceed with their relocation projects

SUCCESSFUL EXAMPLE 2

One example of successful project negotiation throughout PA process is our Technical Assistance work on behalf of FDEM to assist subrecipients impacted by Hurricane Michael. During this contract, ACDC assisted The United Methodist

Church of Port St. Joe (UMC-PSJ) avoid the appeal process prior to issuance of a DM. UMC-PSJ experienced significant flooding during Hurricane Michael and the church was struggling with a FEMA 428 estimate from the CRC that Stated the church only qualified for \$6M in repairs in lieu of replacement. To cover all the damages and elevate the building above the floodplain, the church knew that repairs alone would not be sufficient. To determine if the estimate from the CRC was accurate, ACDC assisted in analyzing the costs and assisted the Church in challenging the low FEMA estimate and to prove that the structures were qualified for replacement, not just repair.

\$9M Increase Estimate

Found 300+ omissions which resulted in more applicable funding for client



The ACDC team analyzed each line item in the FEMA estimate as compared to the DDD and identified the following:

- 312 damage line items in the DDD that were omitted in FEMA's cost estimate/scope.
- 53 damage line items in the DDD that had incorrect quantities in FEMA's cost estimate/scope.
- 200 damage line items included in FEMA's repair costs but were omitted in the replacement cost estimate (skewing the 50% Rule toward repair instead of replacement of the building).

Additional research showed a repeated effort by the sub-recipient to identify issues that were not addressed by the FEMA Program Delivery Manager (PDMG) allowing for the project to be pushed back to the CRC for review and corrections. This resulted in a revised estimate of \$15M, a \$9M increase, allowing the church to be replaced.

Mitigating Audit Risk

ACDC understands the importance of protecting County's financial interests by mitigating potential audit or noncompliance findings. Our experienced team will share best practices to avoid audit, common audit triggers, and how to prepare for a smooth and painless audit in the future. Our staff will assist the County

in developing and maintaining comprehensive and audit-proof document management and long-term retention systems.

Specialized Expertise of Team Members

With dozens of clients across the United States, ACDC has a proven record of accomplishment of providing comprehensive disaster recovery services and familiarity with Federal, state, and local ordinances, statutes, laws, and regulations applicable to emergency management. Our team is knowledgeable in all areas of fiscal recovery eligibility criteria, including FEMA Guidelines, 44 CFR, 2 CF Part 200 “Super Circular,” Disaster Recovery Reform Act (DRRA), Alternative Procedures (428) for public assistance and debris removal, and FEMA Public Assistance Program & Policy Guide (PAPPG). Our team consists of experienced individuals with working knowledge of:

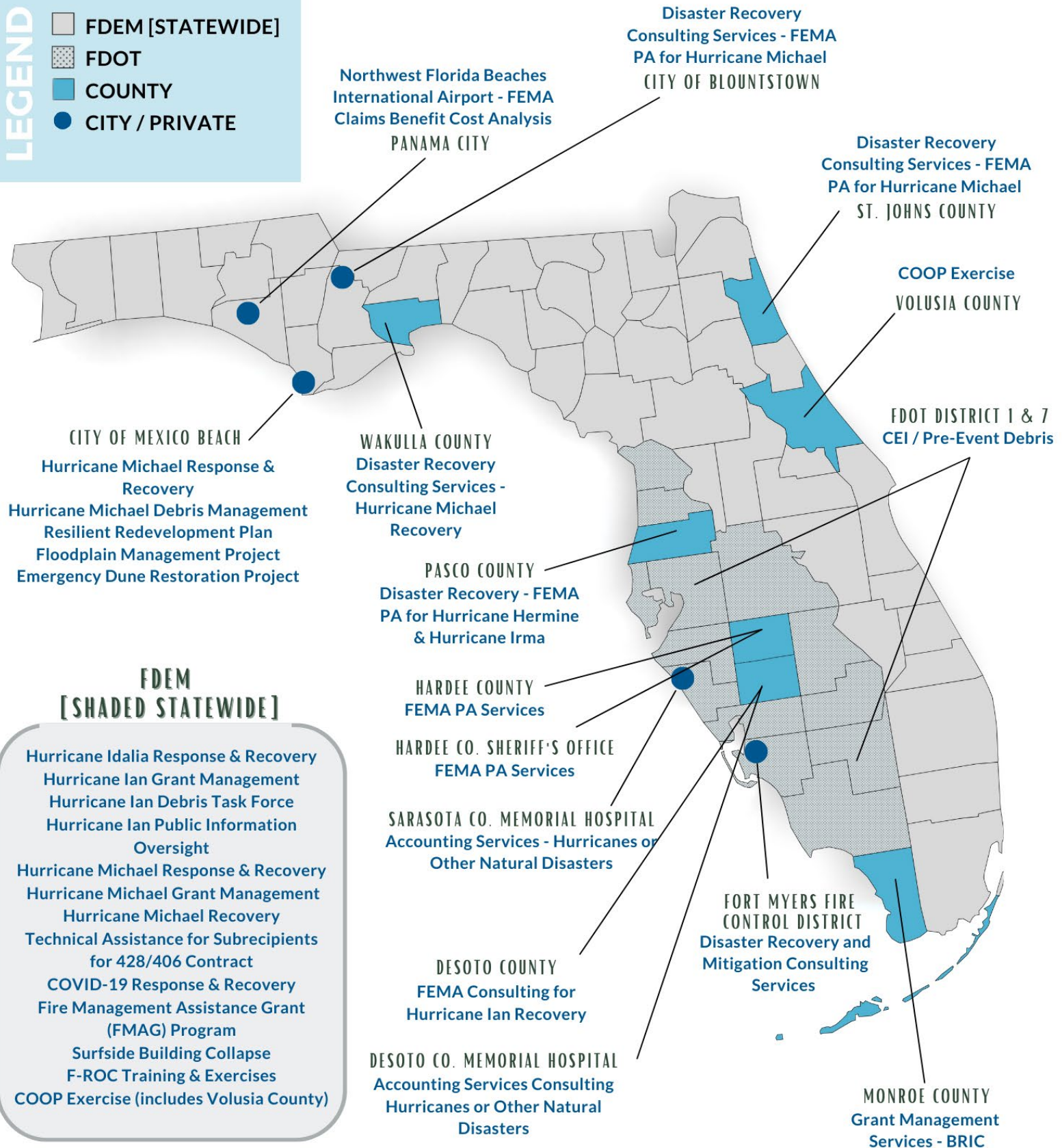
- Federal Highway Administration, (FHWA) – Emergency Relief Program
- Debris Management + Monitoring- FEMA PA Category A
- FEMA PA Category B - Emergency Protective Measures
- FEMA PA Categories C-G
- Removal and Disposal
- Environmental + Historic Compliance
- Dredging and Waterway Debris Removal
- Hazard Mitigation
- Construction Management & Oversight
- Insurance/Duplication of Benefits
- Grant Program Compliance
- Project Worksheets / Documentation
- Scope of Work Development
- Cost Estimating
- Appeals and Audits
- Aerial Damage Assessments
- Fire Management
- Community Resiliency + Sustainability
- Application of Consensus Based Codes and Standards/Local Codes and Standards

ACDC staff has extensive experience supporting Florida municipalities through the grant management process, from pre-award and project formulation to project obligation and, ultimately, closeout. ACDC will implement our proven best business practices, technical knowledge, and policy strategies to maximize the allocation of eligible FEMA funds, and to ultimately, ensure a successful, organized recovery process for the State and its communities.

Florida Experience

LEGEND

- FDEM [STATEWIDE]
- FDOT
- COUNTY
- CITY / PRIVATE



Similar Contracts / Client References

To further demonstrate experience and success in conducting similar work, we have provided similar contracts that best illustrate our team's qualification for the scope of services indicated in this RFP on the following pages. ***These projects are detailed with all relevant information and include project references in Table 2.***

The remainder of this page is left blank intentionally.

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
City of Mexico Beach, Florida	FEMA Public Assistance, Response, and Recovery Debris Management	<p>After being 80% destroyed and losing all infrastructure following the Category 5 Hurricane Michael, ACDC managed over \$400 million in FEMA, EDA and NRCS funds. Additionally, ACDC supported the City as the ESF-5 Emergency Management Coordinator and Liaison to the Bay County EOC from Day 1 after Hurricane Michael hit the region.</p> <p>ACDC's team has assisted the City of Mexico Beach throughout the PA recovery process since Hurricane Michael. Our team arrived onsite within 36 hours post-landfall and immediately began assisting the City to secure funding for debris management. Within approximately 14 days, ACDC's team of experts successfully secured \$2.9 million in debris costs with one of the fastest project worksheets ever approved in the State of Florida. Team ACDC continues to assist the City throughout recovery. To date, our team has developed scope of work and cost estimates for project formulation of \$100M in PA PWs and currently, the City has been obligated \$80M in total funding. Team</p>	Al Cathey City of Mexico Beach Mayor 201 Paradise Path Mexico Beach, Florida 32456 A.cathey@mexicobeachgov.com 850-227-8623	Oct 2018 - Present
Mexico Beach, Florida	"Other Funding – Grant Services" HMGP + CDBG-DR + NRCS + NFWF 2019 Emergency Coastal Resiliency Fund + Florida Resilient Coastal Fund	<p>HMGP: ACDC team assisted the City identify, develop conceptual project scopes, and prepare five HMGP applications to address future risk of storm surge within specific vulnerable regions of the City. These projects total over \$31M in funding (four of the five projects have been approved/awarded and one project is still under environmental review by FEMA). The projects include mitigation and resiliency measures to address coastal flooding including a flood gate, hardened critical facilities (police and fire), jetty improvements, regional stormwater detention, and elevated emergency bypass pumps for master lift stations.</p> <p>CDBG-DR: In order to leverage funding and maximize likelihood of funding, ACDC assisted the City apply for two matching projects under CDBG-DR including the regional stormwater detention project and hardened police/fire facilities. In addition, the ACDC team prepared three additional project applications through CDBG-DR including beach renourishment, improvements to the City Pier, and upgrades to lift stations. Overall, ACDC</p>	Al Cathey City of Mexico Beach Mayor 201 Paradise Path Mexico Beach, Florida 32456 A.cathey@mexicobeachgov.com 850-227-8623	Oct 2018-present

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
		<p>prepared approximately \$22M in CDBG-DR grant applications on behalf of Mexico Beach. Approximately half of these total funding requests will address coastal flooding within the City.</p> <p>NFWF: The ACDC team secured \$300k for Mexico Beach through NFWF's Emergency Coastal Resiliency Fund for beach dune vegetation and wetland restoration for 45 acres within the City.</p> <p>Florida Res Coastal Fund: The ACDC team assisted the City prepare a Resiliency Plan utilizing \$75K in funding through FDEP's Coast Resiliency Fund. This project included resiliency planning, prioritization of future projects, and public workshops with residents/local stakeholders to get public input in the plan development.</p> <p>NRCS: ACDC also assisted the City of Mexico Beach to secure \$3.5M in grant funds through Natural Resource Conservation Service (NRCS) to remove Hurricane Michael debris from approximately 4,500 linear feet of waterway/streams and wetlands.</p>		
State of Florida Division of Emergency Management	COVID-19 Public Assistance, Hurricane Michael, Hurricane Ian, Hurricane Idalia Response/Rec overy	<p>Due to the COVID-19 outbreak, FDEM needed staff augmentation and emergency management expertise in contingency planning, logistics & resource management, co-response planning and cost recovery functions at the State Emergency Operations Center (SEOC).</p> <p>Under this contract, ACDC staff have been deployed for Hurricane Ian response and recovery efforts as SEOC support staff as well as providing supporting roles for several Florida jurisdictions, including DeSoto County, Hardee County, Pasco County, and Clay County.</p>	<p>Kevin Guthrie Director (850) 294-7629 kevin.guthrie@em.myflorida.com 2555 Shumard Oak Blvd. Tallahassee, FL 32399</p>	Mar 2020 - Present
State of Florida Division of Emergency Management	Technical Assistance for Subrecipients - 428/406 contract	<p>Due to State/Federal push to implement and maximize the benefits of FEMA's 428 Alternative Procedures pilot policy under DR-4399 and to ensure subrecipients maximized application of 406 Mitigation funding available, FDEM needed staff augmentation and technical assistance</p>	<p>Kevin Guthrie Director (850) 294-7629 kevin.guthrie@em.myflorida.com 2555 Shumard Oak Blvd.</p>	Sept 2020 - Aug 2021

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
		<p>expertise to provide outreach to subrecipients under Hurricane Michael. Our Team's Hurricane Michael recovery efforts for Florida included:</p> <ul style="list-style-type: none"> • Outreach to 169 subrecipients to identify potential mitigation activities within each developed FEMA project. • This effort required deep understanding of infrastructure and utility systems to identify vulnerabilities and areas for risk reduction through application of mitigation measures. • ACDC Team's performed detailed analysis of FEMA's cost estimates to identify missing scope and costs to ensure estimates were all-inclusive and reflected the work to be performed. ACDC identified \$9 Million in eligible cost omissions in one FEMA estimate alone which were then added by FEMA into the overall project obligated costs for the subrecipient. • ACDC provided project management assistance including project tracking, reimbursement requests/requests for advance assistance under the 428 program, project amendments, and project extensions. • ACDC's Team outreach in this effort resolved a total of 129 Fixed Cost Offers under the 428 Program (and resulted in approximately \$12M in additional funding to subrecipients through FEMA's 406 Mitigation Program and 428 Alternate Procedures Program. 	Tallahassee, FL 32399	
State of Florida Department of Transportation	FEMA PA Advisory Services	<p>ACDC was engaged by Florida's Department of Transportation (FDOT) Emergency Management Office to support and provided comprehensive grant management services for public assistance grant programs in response to Hurricane Michael and Hurricane Irma. Our scope of work included the following:</p> <ul style="list-style-type: none"> • Gathering, compiling, reviewing, and verifying that expenses incurred were a result of DR 4337 and DR 4399 and were appropriately supported • Documenting project inconsistencies and reporting on amounts that appear to be ineligible and/or unsupported for reimbursement under FEMA's public assistance program • Assisting with the preparation of project worksheets (PWs) 	Irene Cabral Emergency Coordination Officer 605 Suwannee St. Tallahassee, FL 32399 (850) 414-5336	May 2019 – Mar 2020

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
		<ul style="list-style-type: none"> Aiding with PW closeouts Internally managing project timelines and submissions utilizing the project management software Jira <p>With a goal to ensure a timely submission of project worksheets and gathering the appropriate details needed for submission, FDOT, with the assistance from Indelible was successfully able to clear the backlog of approximately 45 PWs for a total of \$586 million in reimbursable Category A and B Emergency Work Projects.</p>		
Wakulla County, Florida	FEMA Public Assistance Recovery	Under this contract, ACDC provided regulatory coordination between both State and Federal partners to ensure the County's piers and parks were obligated for Federal Public Assistance funding. They also acquired regulatory authorizations from both FDEP, USACE, USFWS, and NMFS for the County's piers and parks to be rebuilt. Additionally, ACDC has provided 406/428 support including the use of excess funds towards hazard mitigation on the rebuild of public piers. Our staff have been integral in revisiting previous, FEMA inaccurate mitigation agreements as well as submitting amendments for changes in scope/costs for several projects obligated incorrectly by FEMA.	Nannette Watts Director, Administration 3093 Crawfordville Hwy. Crawfordville, FL 32327 850-745-7715 nwatts@mywakulla.com	Nov 2020 - present
Hardee County, Florida	FEMA Public Assistance Services	ACDC has been engaged with Hardee County since Ian made landfall. Since that time, the team has been coordinating with various department heads to develop a damage inventory list for the FEMA PA program ahead of the Recovery Scoping Meetings. Additionally, we are working with appropriate leads to establish mitigation opportunities for both the 406 and 404 programs. As the recovery process progresses, we are providing guidance and program management for all funding opportunities. As a fiscally challenged County, ACDC has assisted Hardee County submit a waiver for non-Federal cost share to the State and assisted the County with the Community Disaster Loan application process.	Lawrence McNaul, CPM, MPA Hardee County Manager Hardee County BoCC 412 W Orange St. RM 103 Wauchula, FL 33873 (863) 773-9430 lawrence.mcnaul@hardeecounty.net	10/2022 – Present

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
DeSoto County, FL	Emergency Management Services	ACDC has been engaged with DeSoto County since Ian made landfall. Since that time, the team has been coordinating with various department heads to develop a damage inventory list for the FEMA PA program ahead of the Recovery Scoping Meetings. Additionally, we are working with appropriate leads to establish mitigation opportunities for both the 406 and 404 programs. As the recovery process progresses, we are providing guidance and program management for all funding opportunities.	Mandy Hines County Administrator 201 East Oak Street, Suite 201 Arcadia, FL 34266 (863) 993-4800 m.hines@desotobocc.com	10/2022 – Present
DeSoto County Memorial Health	Public Assistance Cost Recovery Services (Hurricane Ian)	ACDC is assisting the DeSoto hospital system with all of their PA recovery services including Cat A, B, C, E for damages to their facilities and emergency protection measures pre, during, and post-Ian. ACDC is also assisting them with analyzing opportunities for future mitigation through the 406 Program.	Vincent A. Sica, CEO DeSoto Memorial Hospital 900 N. Robert Ave. Arcadia, FL 34266 (863) 494-8403 vsica@dmh.org	October 2022 – Present

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
Sarasota Memorial Health	FEMA Cost Recovery (COVID-19) ----- FEMA Cost Recovery (Hurricane Ian)	<p>ACDC performed cost recovery assistance for \$65M in eligible expenses under COVID-19, including a single project worksheet totaling \$30M in additional applicable expenses.</p> <p>ACDC is assisting the health system with all of their PA recovery services including Cat A, B, C, E for damages to their facilities and emergency protection measures pre, during, and post-Ian. ACDC is also assisting them with analyzing opportunities for future mitigation through the 406 Program.</p>	Bobby Pettit Controller 1700 S. Tamiami Trail Sarasota, FL 34239 (941) 917-1709 Bobby-Pettit@smh.com	
Pasco County, Florida	Hurricane Hermine and Hurricane Irma Recovery ----- COVID-19 Cost Recovery	<p>AC Disaster Consulting provided disaster recovery and hazard mitigation consulting services. Following Hurricane Hermine in 2016, our team assisted Pasco County in reviewing all FEMA project worksheets to ensure all eligible costs were documented and captured by FEMA and FDEM. Just a few days before Hurricane Irma hit the West Coast of Florida, Pasco County, Florida activated our team to the County's EOC. Our team was embedded with the County Finance Section and Emergency Management Staff. This allowed us to quickly identify any tracking or documentation issues which expedited the County's reimbursement. Our team worked directly with the County Administrator to review and change County financial policies in order to allow the maximum reimbursement from FEMA during a federal declaration.</p> <p>Before Hurricane Irma struck Florida, Pasco County again activated our team to the County's Emergency Operations Center to ensure every eligible dollar spent was captured.</p> <ul style="list-style-type: none"> Assisted Pasco County in evaluating and capturing all eligible reimbursement costs for Hurricanes Hermine and Irma. 	Mr. Patrick Ballinger Grants Coordinator Pasco County 8731 Citizens Drive New Port Richey, FL 34654 (727) 847-2411 ext. 8457 pballinger@pascocountyfl.net	08/2020 – 04/2023

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
		<ul style="list-style-type: none"> • Provided preliminary disaster assessment assistance, training, and expertise in order to assess and evaluate the scope of the disaster damage. • Assisted with the retrieval and organization of project expenditures to ensure compliance with documentation requirements and resolution of project worksheet-related problems for the eligibility reviews. • Facilitated the formulation of project worksheets, data analysis, expense validation and cost estimate reconciliations. • Evaluated opportunities and requirements to provide technical assistance, quality assurance and assist local jurisdictions and state agencies in maximizing reimbursement potential. <p>Our team has also been supporting Pasco County with their FEMA Cost Recovery for COVID-19 Expenses. The County has an estimated \$3.4 million in expenses related to COVID-19 which our team has organized into projects for FEMA submission. We have supported the County with all documentation and gathering project documentation, working alongside FEMA through requests for information and discussing project eligibility.</p>		
St. Johns County, Florida	Disaster Recovery Consulting Services	ACDC provides technical and professional services for disaster recovery and mitigation management, fiscal and administrative services, consulting, representation, assistance and support, and monitoring of the County's recovery efforts. Currently, we are providing these services to the County in the wake of Hurricane Ian.	Joseph Giammanco, Ph.D. Director of Emergency Management St. Johns County BOCC 100 EOC Drive St. Augustine, FL 32092 jgiammanco@sjcfl.us (904) 824-5550	06/2022 - Present

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
Oregon Office Of Emergency Management	FEMA Public Assistance, Debris Management, Program Management	ACDC has been actively involved in the last 6 major declared disasters for the State of Oregon (Winter Storms & Flooding, Wildfires and COVID-19) totaling an expected \$1.77B in recovery. Our team has been embedded with the Oregon Office of Emergency Management (OR OEM), the Oregon Department of Transportation (ODOT), and State of Oregon as Program Managers overseeing wildfire debris cleanup, COVID recovery, and other disaster recovery from prior winter storms and flooding in 2019 and 2020. The ACDC Team is currently coordinating FEMA financial recovery consulting services from COVID-19, with over 330 applicants throughout the State including counties, cities, hospitals, State Agencies, school districts and non-profits.	Julie Slevin, Recovery Section Manager Oregon Emergency Management P.O. Box 14370 Salem, OR 97309 P: (503) 378-2235 julie.slevin@oem.oregon.gov	Apr 2020 - Current
Surfside Condominium Collapse, Florida / Kentucky Tornadoes	Response Services	On June 24, 2021, at approximately 1:25 a.m. EDT, Champlain Towers South, a 12-story beachfront condominium with a penthouse and an underground garage in the Miami suburb of Surfside, Florida, United States, partially collapsed. ACDC staff were on site to provide IMT Support for finance, logistics and planning.	Kevin Guthrie Director, Florida Division of EM (850) 294-7629 kevin.guthrie@em.myflorida.com 2555 Shumard Oak Blvd. Tallahassee, FL 32399	Jun 2021 – Jul 2021
Oregon Department of Emergency Management	After Action Reviews - 2020 Labor Day Wildfire Recovery	ACDC is in the process of completing 10 After-Action evaluations which cover the following operations/areas. <ul style="list-style-type: none"> Each State Recovery Function operations to include all Coordinating, Primary, Supporting Agencies as listed in the current plan and all Federal Coordinating Agencies. In addition, any other state or Federal agencies or non-governmental organizations that were active members of the Inter-agency Strategic Recovery Team. Equity and Inclusion of disaster recovery operations State interaction with local and tribal jurisdictions ESF 16, Volunteers and Donations, Long Term Recovery Groups, Voluntary Agency Liaison. Each evaluation involves data collection, analysis of observations including gaps or contributing factors, and the identification of strengths, areas for improvement, corrective actions, and recommendations. Based on the	Julie Slevin, Recovery Section Manager Oregon Emergency Management P.O. Box 14370 Salem, OR 97309 P: (503) 378-2235 julie.slevin@oem.oregon.gov	Dec 2022 - Present

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
		evaluations an After-Action Report (AAR) for each operation/area, ACDC provides a thorough corrective action plan based on SMART objectives for OEM to use as a guide to develop and update disaster recovery plans.		
Oregon Health Authority	After Action Report and Improvement Plan	<p>This project includes the development of a robust After-Action Report and Improvement Plan at the completion of the COVID-19 Omicron Variant Surge deployment. Our team analyzed the coordination efforts by all branches and sections of the Unified Incident Management Team between the Oregon Health Authority (OHA) and the Oregon Department of Human Services (ODHS), as well as other City agencies related to the distribution and management of medical staffing resources across Oregon healthcare facilities in an effort to increase hospital, long-term care, adult foster homes and behavioral health facilities' capacity, as well as expand capacity for vaccine, testing and therapeutics.</p> <p>The analysis includes a full review of the Unified Command, overall response and coordination, and examination of including equity at the forefront of all decision making, amongst others. While assessing the State agencies' successes and opportunities for improvement, based on feedback and extensive discussions, major activities also included Executive and Event summaries and a detailed timeline of events. All analyses incorporated methodologies and core capabilities adapted from FEMA. Thorough descriptions of considerations and suggested improvement plans were documented after assessing each area of opportunity identified and all participatory feedback from over 15 hotwash sessions were documented.</p>	<p>Eric Gebbie Interim Director of Emergency Operations Oregon Health Authority Public Health Division Health Security, Preparedness and Response Program P: 503-358-7621 eric.n.gebbie@dhsosha.state.or.us</p>	Jan 2022 – Dec 2022
Boulder County, Colorado	Marshall Wildfires Debris Management	<p>The Marshall Fire and Straight-Line Winds was first reported to 911 on 30 December 2021 and resulted in 1,101 structures burned throughout 3 municipalities - Louisville, Superior, and unincorporated Boulder.</p> <p>Throughout the month of January 2022, ACDC staffed the Disaster Assistance Center in Lafayette, and assisted residents with completing the Right of Entry form required to participate in the Wildfire Debris Cleanup</p>	<p>Darla Arians, Division Manager & Section Chief for ESF20 Debris Management 1901 63rd St · Boulder, CO 80301 P: (720) 564-2223 d.arians@bouldercounty.org</p>	Jan 2022 - Present

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
		<p>project or to elect to opt-out of the program. Staff were available to answer questions and provided residents with information regarding the program.</p> <p>Additionally, working in coordination with Boulder County, the State of Colorado, Town of Superior, and Town of Louisville, we have facilitated the process of obtaining Right of Entry forms from impacted residents. These Right of Entry permits grant access to the County and its contractor(s) to conduct debris cleanup. The ACDC staff serve as liaisons between the impacted regions and the County and Towns to ensure effective and timely communication to residents. Our team utilizes a data management tracking system to manage the Right of Entry permits received, completing Quality Assurance and Quality Checks on all forms to ensure accuracy in the information provided. This information is then passed to the County and its representatives to be used to map out the areas that were ready for the first phase of the cleanup mission.</p> <p>ACDC also created and staffed a call center to take phone calls from property owners who sustained damages from the wildfire. Staff were equipped to receive calls from residents to assist them in enrolling in the county's debris removal program, provide guidance on how to complete an online questionnaire describing the debris and specifics of their property, and to answer questions ranging from insurance to anticipated timing of work on their property. The call center is also structured to make calls out to property owners to reaffirm the status of the right-of-entry (ROE) authorization and to notify them as work orders are issued for debris removal.</p>		
Montgomery County, Texas / Monroe County, Florida	"Other Funding – Grant Services" BRIC	<ul style="list-style-type: none"> Montgomery County, TX: Grant writing assistance for FEMA's annual BRIC grant for six identified projects (\$125M). These applications proposed mitigation activities throughout a network of creeks and streams for overall stormwater and floodplain management. The County has experienced multiple disasters over the last decade resulting in significant flooding and overwhelming natural drainage ways and causing accelerated erosion and debris build-up throughout 	<p>Montgomery County, TX: Morgan Lumbley 501 North Thompson, Suite 405, Conroe, Texas 77301 P: (936) 523-3915</p> <p>Monroe County, TX:</p>	Oct 2021 – Dec 2021

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
		<p>these channels. The proposed mitigation activities included debris removal within the floodways, streambank restoration, and erosion control measures which would reduce the impacts from future flooding events. In addition, two of these projects address elevating/lengthening two critical bridges within the County to harden these up to the 500-year flood event.</p> <ul style="list-style-type: none"> Monroe County, FL: Grant writing assistance for FEMA’s annual BRIC grant for two separate road elevation projects totaling \$21M. The applications proposed mitigation activities in two communities impacted by repetitive flooding due to storm surges, hurricanes, and severe storms. The mitigation measures proposed included road and bridge elevation and improvements to stormwater regional detention facilities to reduce impacts from future flooding events. The benefiting communities often faced frequent inundation of residential access roads, trapping residents and losing access to medical services, food, safety, and emergency services. 	<p>Amy Barnes CDR Maguire P: (786) 235.8534</p>	
Omaha Public Power District (OPPD) Ice Jam After Action Report + Improvement Plan	Recovery/Planning	<p>This project includes the development of a robust After-Action Report and Final Improvement Plan, with assessments of the agencies’ successes and opportunities for improvement, based on feedback and extensive discussions. All analyses incorporate methodologies and core capabilities adapted from FEMA and include the following major activities:</p> <ul style="list-style-type: none"> Phase 1: Information Gathering, Policy Review, And Data Collection/Research/Interviews with External Partners/Stakeholders Phase 2: Develop and Finalize After-Action Report and Ice Jam Resource Playbook Phase 3: Develop and Facilitate Workshop with Internal/External Stakeholders Phase 4: Finalize Project Reports/ Develop and Finalize Improvement Plan 	<p>Tonya Ngotel Manager, Emergency Preparedness Corporate Security Omaha Public Power District 444 S. 16 Street Omaha, NE 68102-2247 P: 531-226-3008 E: tngotel@oppd.com</p>	
North Carolina Emergency Management	Grant Administration	<p>CohnReznick serves as the prime contractor to the North Carolina Department of Public Safety, Division of Emergency Management (NCEM) for Grant Administration for Public Assistance and Individual Assistance</p>	<p>Todd Wright, Recovery Chief P: 919-215-1672 E: todd.wright@ncdps.gov</p>	2020 – Present

TABLE 2. REFERENCE PROJECTS

Client	Project	Project Description	Project Reference	Project Dates
		<p>programs. CohnReznick is responsible for grant administration that is efficient, effective, and compliant with federal requirements. Services provided to the state include:</p> <ul style="list-style-type: none"> • Develop and execute specific program guidance; • Ensure maximum participation from subrecipients in the state and federal disaster assistance programs; • Ensure compliance with federal, state, and local regulations; • Provide technical assistance for database administration; • Maintain relationships with federal, state, local, tribal, NGO, and private sector logistic stakeholders to collaborate recovery efforts; • Develop written guidance for distribution; • Establish tracking of grant activity; • Ensure timely administrative and fiscal process for grant awards; • Provide direct technical assistance and guidance to grant recipients on documentation requirements and resolution of project worksheet-related problems; • Maintain accounting of fiscal transactions, reports, and supporting documentation for each grant; • Provide direction and interpretation of policies and procedures; • Develop and maintain director-level weekly and monthly dashboards and reports; and • Serve as a liaison to facilitate issue resolution. <p>Outcomes of Our Support: CohnReznick is supporting 12 federally declared disasters and has accelerated the closeout of 3 legacy disasters that predated our support.</p>		
Texas Division of Emergency Management	Grant Compliance Monitoring Services	<p>CohnReznick has served TDEM for the past 9+ years and is proudly their longest-standing vendor providing grant compliance monitoring services. Led by CohnReznick professionals with expertise in federal grant management, with a focus on disaster recovery, CohnReznick is responsible for:</p> <ul style="list-style-type: none"> • Establishing consistent oversight standards; 	<p>Stephen Cottle, Unit Chief, Finance P: 512-462-6142 E: stephen.cottle@tdem.texas.gov</p>	2013 – Present

TABLE 2. REFERENCE PROJECTS


Client	Project	Project Description	Project Reference	Project Dates
		<ul style="list-style-type: none"> • Providing proactive technical assistance to subrecipients and TDEM; Processing subrecipient reimbursement requests; • Closing projects and disasters; • Providing re-occurring and ad-hoc reporting; • Advising on workflow process improvement; and • Financial management. <p>Key Experience Highlight: FMAG Support: We overcame the challenge of aging grants by assisting with the grant monitoring and closeout of 13 Fire Management Assistance Grants (FMAG). This offers our team a unique understanding of the work required to monitor projects under these grants. Through our work with TDEM, we coordinate with hundreds of counties, Texas Intrastate Fire Mutual Aid System (TIFMAS), and FEMA daily.</p> <p>Outcomes of Our Support: Subrecipients have voiced their support of CohnReznick as the preferred vendor to work with to represent them due to our customer service, efficiency, and advocacy through the Public Assistance process. Over the past nine years we:</p> <ul style="list-style-type: none"> • We have reviewed and processed reimbursement requests for over \$1.27 billion; • Provided guidance and assistance to over 4,000 subrecipients; and • Closed more than 2,300 projects across 24 disasters over the last 3 years. 		

Litigation Statement

ACDC has not, in the last five years, been a party to a lawsuit of any kind related to, in any manner, the type of services requested in this RFP.

Relevant Licenses

ACDC is licensed to do business and in good standing in the State of Florida.



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Annual Reports

Report Year	Filed Date
2021	07/06/2021
2022	01/25/2022
2023	03/18/2023

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03/18/2023 -- ANNUAL REPORT	View image in PDF format
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PROPOSED TECHNICAL APPROACH

SECTION 5. PROPOSED APPROACH

Approach to Services

The ACDC team's project management approach has been proven on past projects to be effective in meeting and exceeding client goals for completion on or ahead of schedule and within or below budget.

We credit our superior management approach to our many repeat clients who have allowed us the opportunity to perform successfully on what is oftentimes an expanded scope of work.

We will collaborate, schedule, and coordinate with County staff, management, stakeholders, vendors, and other related consultants to define the project goals and its overall mission. We believe that it is our team's extreme attention to detail that allows us to provide our clients with the highest level of quality services and support.

The ACDC team has an established history of providing both program and grant management services to clients across the United States and its protectorates. We have provided Federal, state, and local grant management consulting services directly to some of the largest, most high-profile applicants of the past decade and some of the nation's largest hurricane and flooding events. Our proven programmatic expertise is backed by well-honed recruitment and training programs; field-tested quality assurance, logistics, and operations management processes; and extremely low turnover, particularly among our management teams. We are well equipped to provide program management, grant administration and disaster recovery consulting under the FEMA Public Assistance Program (FEMA-PA) and Hazard Mitigation Grant Program (FEMA-HMGP), the U.S. Department of Housing and Urban Development (HUD), Florida Department of Emergency Management, as well as several other state and Federal funding sources for recovery assistance and support services.

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PROJECT APPROACH

ACDC's project approach to support the County's specific needs during an activation includes:



Providing focused and individualized attention of experienced disaster recovery firm.



Providing a 360-degree approach to response and recovery operations to ensure every federal reimbursement dollar available.



Controlling costs through superior operations and management methodologies, experienced personnel, and battle-tested training programs.



Providing the County with information, best practices, and lessons learned from debris and disaster recovery response operations in Florida - and in multiple states across the U.S.

Management Plan

ACDC's philosophy for a successful project starts with establishing a project execution plan at the onset of a contract. Beginning with a complete and thorough understanding of the project and the County's goals, our management approach will focus on establishing collaboration, coordination, scope, schedule, budget, and quality control protocols specific to each requested task. Our project manager will proactively monitor the project status, schedule, and budget and will communicate any identified potential changes to the County's Project Manager, as needed. Effective management of a contract with level of staffing needs, as well as collaboration between team members, the client, and other stakeholders, is one of our team's top priorities. Key elements of successful project management plan include:

- ***Establishing a Single Point of Contact:*** Regular and consistent communication between the County and the ACDC Project Manager- Lucas Pagan.

- **Project Controls:** Effective monitoring of multi-level resource allocation, schedule tracking, document control, and budget monitoring and control.
- **Effective Surge Staffing Tools:** Our team utilizes a recruiting and candidate tracking system that has Enterprise-grade hiring through customized, scalable tools. This system allows for identifying qualified staff nationwide using customized AI, and aids in more efficient yet effective bulk hiring with faster onboarding. This system also allows for real-time collaboration amongst team members and hiring managers- allowing for more qualified staff, faster, when the need arises. In addition to our standard growth hires, we utilized this system in numerous surge capacities in the past year, including emergency debris monitor hiring in multiple states, EOC surge staff hires for the Florida Division of Emergency Management (FDEM), and decentralized call center positions.
- **Data Analytics Technology and PA Reporting Tools:** Our team is proficient in business solutions, data visualization and data analytics software and database modeling and management. Our PA disaster recovery system and business intelligence tools create a robust data analysis system to assist in recording and visualizing expenditures, impacts and recovery delivery outcomes for senior management and public dashboards.
- **Regular Progress Meetings:** ACDC's Project Manager will schedule regular progress update meetings at the County's convenience where we will develop applicable meeting priorities and agendas and will conduct effective follow-up on action items necessary to meet the project goals.
- **Internal Project Management:** Facilitation of regular team coordination and communication to effectively function as an extension of the County's staff.
- **Quality Assurance/Quality Control (QA/QC):** ACDC continuously monitors each and every work product to ensure it meets the County's standards for quality. Our QA/QC measures ensures Franklin County is getting the best possible work product.

The ACDC team's management approach has been proven on past projects to be effective in meeting and exceeding client goals for completion on or ahead of schedule and within or below budget. ***We credit our superior management approach to our many repeat clients who have allowed us the opportunity to perform successfully on what is oftentimes an expanded scope of work.*** We, along with our selected partners, have been selected for our response services by government clients throughout the nation.

We will collaborate, schedule, and coordinate with County staff, management, stakeholders, vendors, and other related consultants to define the project goals and its overall mission. We believe that it is our team's extreme attention to detail that allows us to provide our clients with the highest level of quality services and support.

2 CFR 200 Compliance

The ACDC Team has become experts in the Disaster Recovery Reform Act (DRRA) of 2018 which amends the Stafford Disaster Relief and Emergency Assistance Act provisions and regulations (44CFR and 2 CFR 200), Sandy Recovery Improvements Act (SRIA) of 2013, FEMA Public Assistance Program & Policy Guide (PAPPG), and Public Assistance Alternate Procedures Pilot (PAAP) Program guidance for debris removal and permanent work. We have worked alongside FEMA Headquarters and FEMA Region IV, providing real world examples of local government challenges to create applicable policies around the DRRA.

Based on our prior experience, the ACDC team recognizes the significance of procurement when it comes to seeking reimbursement of disaster related costs. With respect to FEMA PA and 2 CFR 200 guidelines, we understand best practices for procurement and certain FEMA requirements are challenging subjects that require explicit knowledge and distinct experience. The services we can provide will be targeted with a goal to assist the County in ensuring that the procurement of contracted vendors is done in accordance with the County's procurement policies and procedures, as well as State and Federal procurement requirements, to mitigate the risk of losing funding due to noncompliance.

Project and Event Tracking

The ACDC team is proficient in business solutions, data visualization and data analytics software and database modeling and management. Our PA disaster recovery system and business intelligence tools create a robust data analysis system to assist in establishing, monitoring, and tracking all projects related to each event. Powered by Salesforce, the ACDC team will provide secure, end-to-end application that can track and monitor subrecipient PA resources through an easy-to-use, configurable, and extensible low-code platform. This system offers a powerful suite of analytics and reporting tools to help the County view and analyze subrecipient data. Salesforce Reporting Capabilities track at a minimum, the following per eligible recipient of Federal funds:

- Subrecipient Intake + Eligibility Criteria.
- Resource Tracking including Burn Rates and Forecasting.
- Staffing Levels + Timekeeping.
- Operational + Logistical Issues Tracking.
- Scheduling + Event Management.
- Timekeeping Analysis for Quality Assurance + Control.
- Data Integration Automation (to meet client requests).

Based on our prior experience, the ACDC team recognizes the significance of procurement when it comes to seeking reimbursement of disaster related costs. With respect to FEMA PA and 2 CFR 200 guidelines, we understand best practices for procurement and certain FEMA requirements are challenging subjects that require explicit knowledge and distinct experience. The services we can provide will be targeted with a goal to assist the County in ensuring that the procurement of contracted vendors is done in accordance with the County's procurement policies and procedures, as well as state and Federal procurement requirements, to mitigate the risk of losing funding due to noncompliance.

Our team has significant experience with FEMA 428, alternative procedures including potential pitfalls and challenges associated with alternative procedures project formulation. Utilizing alternate procedures have inherent risks to applicants but also presents significant benefits. Our team also has the technical expertise to assist the County in analyzing how and when best to apply alternate procedures and/or when to utilize standard project formulation. Our team will assist the County to determine how best to maximize the benefits of 428 alternate procedures policy and provide technical assistance throughout project formulation, subaward funding, and closeout for this process.

PA Program Process - Inception to Closeout

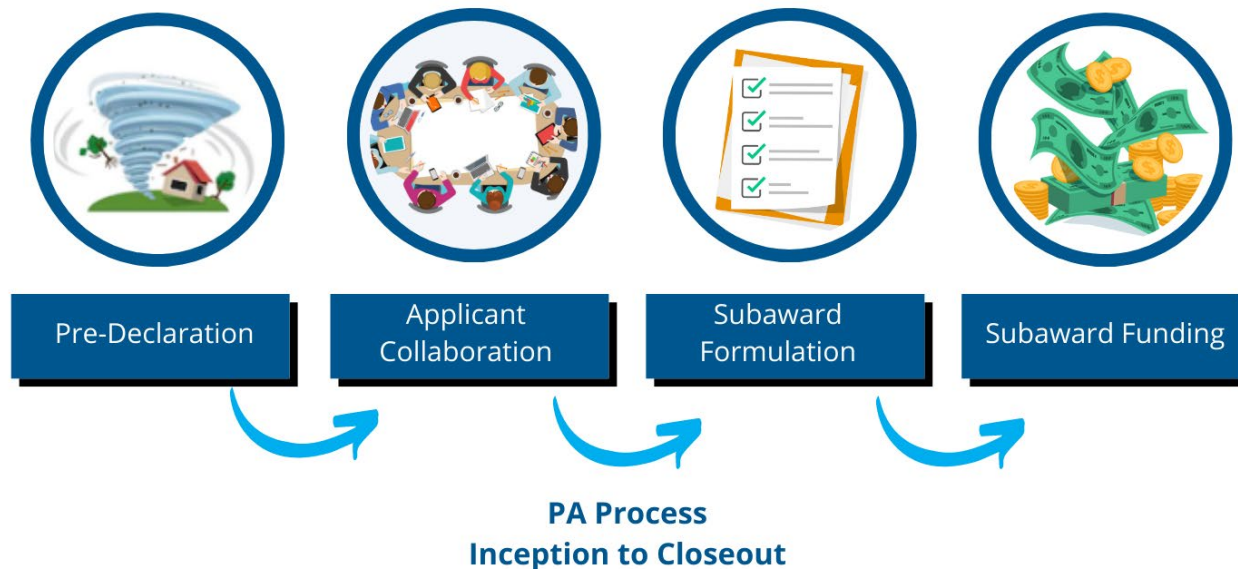
The ACDC team offers individuals with experience in support of assistance programs of FEMA and other state and Federal organizations. Our staff is embedded both at the onset and closeout of disasters, and through this experience, have developed institutional knowledge that facilitates quick turnaround for invoicing reviews, Requests for Information (RFIs), Requests for Reimbursements (RFRs), Amendments and Appeals. Our team's commitment to client satisfaction, coupled with our extensive technical experience, often results in our clients expanding our services to include grant funding and case management through the PA process and beyond into other Federal/state funding sources.

Our team consists of experienced individuals with working knowledge of:

- Permanent Work Categories C, D, E, F, and G.
- Debris Management/Monitoring.
- Removal and Disposal.
- Emergency Protective Services.
- Environmental and Historic Compliance.
- Insurance.
- Cost Estimating.
- Appeals and Audits.
- Aerial Damage Assessments.
- Fire Management.
- Community Resiliency and Sustainability.
- Mitigation.
- Application of Consensus Based Codes and Standards/Local Codes and Standards.

Our team is also proficient in business solutions, data visualization and data analytics software and database modeling and management. Our disaster recovery system and business intelligence tools create a robust data analysis system to assist the County in recording and visualizing expenditures, impacts and recovery delivery outcomes for senior management and public dashboards. ACDC can assist the County with developing project worksheets (PW) and necessary documentation to substantiate cost claims to FEMA for the Public Assistance (PA) program. The ACDC team will also work with the County to deliver a full range of disaster recovery and mitigation services as needed. ACDC staff have experience in supporting disaster assistance programs in multiple states, and fully understand the FEMA Grants Portal, back-up documentation needs, reconciliation and verification measures, and data integrity that support the PA process. The provision of timely, thorough, and accurate documentation will facilitate Project Worksheet (PW) uniformity and expedite data entry, Quality Assurance/ Quality Control (QA/QC), the obligation of funds, and eventual project closeout.

ACDC staff has extensive experience supporting local government entities through the grant management process, from pre-award and project formulation to project obligation and, ultimately, closeout. ACDC will implement our proven best business practices, technical knowledge, and policy strategies to maximize the allocation of eligible FEMA funds, and to ultimately, ensure a successful, organized recovery process for the County.



Applicant Collaboration

As directed by the County the ACDC team will work with County staff, Florida Department of Emergency Management (FDEM), and FEMA throughout the applicant collaboration process as follows:

- Assist the County prepare the Request for Public Assistance within the 30-day deadline.
- The ACDC team will also attend and represent the County at the scoping meeting to ensure the County's pressing issues, challenges and priorities are established with FDEM/FEMA early in the process.
- Attend Applicant Briefings as requested.
- Provide guidance and advice on any unique challenges or anticipated issues related to damages.

Subaward Formulation

Our vast experience allows us to implement effective processes that include accurately capturing all damages, developing sound estimates, and tracking eligible costs force account labor and equipment, as well as contracted resources. Our staff has extensive experience in the automation of damage assessments, damage estimates and financial processes through utilization of Grants Portal. The ACDC team also supplements Grants Portal in the automation of these processes by utilization of additional tools available to ensure that data is stored in real-time and readily accessible for incorporation into FEMA's platform.

Our first step in this process is to perform outreach to ensure that the County has documentation in place that will be required for subaward formulation including proof of ownership, historical damages, maintenance costs, inventory of County infrastructure including parks, sidewalks, water, sewer, roadways, bridges, stormwater systems, government buildings, schools, etc.).

Our experience working with other Florida communities, post-disaster, gives the ACDC team first-hand perspective into the challenges that face local and tribal governments including the importance of applicant engagement to establish supporting data/documentation for projects, and address limitations faced by smaller communities with regards to staff resources for grant development, including the subaward formulation of the DDD, scope, and cost estimation.

Working with the County, the ACDC team will:

- Assist the County in identifying, documenting, and compiling all damaged infrastructure systems.
- Within 60 days of the Recovery Scoping Meeting the ACDC team will assist the County in preparing and submitting a report of all damages to FEMA.
- Assist with Grants Portal training and access for County Staff.
- Perform damage inspections with FEMA and County staff to ensure proper documentation within DDDs.
- Utilize our SMEs and technical staff to ensure that Scope of Work development is complete per the DDD and incorporates all applicable local codes and standards and consensus-based codes and standards to ensure maximum eligible project obligation.
- Prepare professional cost estimates utilizing FEMA's accepted methodologies and/or local actual costs if available.
- Help complete EEs and Grants Portal submission of documentation.
- Participate in applicant meetings with County, State, and FEMA representatives.
- Perform eligibility reviews to ensure all damages, repairs and contracts/procurement meet local, state, and Federal standards and will maximize reimbursement for the County.
- Provide environmental and other engineering services as needed.
- Review projects for accuracy, completion, and eligibility issues prior to submission to the CRC.
- Upon Obligation, ensure small project payments are initiated, submit Payment of Funds Requests for any completed Large Projects, and participate in Recovery Transition Meeting with FEMA and the State.

Subaward Funding

If requested, the ACDC team will work with the County to:

- Ensure work is completed, ensuring all documentation and cost tracking is performed.
- Participate in Site Inspections, Insurance Reviews, EHP Reviews, as needed.
- Help compile quarterly reports on open projects.
- Prepare and submit time extensions for Emergency and Permanent Work projects as needed along with responses to any Requests for Information.
- If needed, prepare and submit project amendments to capture changes to Scope of Work or costs.

- Submit Payment of Funds requests as needed for large projects.
- Prepare County for compliance reviews.
- If necessary, assist the County with submission of any appeals.
- Assist the County with submission of final Closeout Certification forms, including final costs and ensuring no duplication of benefits.

Programmatic Disaster Closeouts

Project closeout is the final reconciliation and review of all documentation, project sites, and payment requests following the completion of work associated with each project. The ACDC team will work with the County on project completion, submissions of quarterly reports as well as written requests for project closeout. The ACDC team will assist the County by conducting a thorough review of all documentation for eligibility and reasonableness of costs, including the initial project costs as outlined in the grant agreement. For HMA projects that include construction, ACDC will assist with visual inspections of the project site and/or obtain photos to verify (1) the completed work claimed, (2) the project was completed according to the scope within the grant agreement, and (3) no additional changes/repairs to the facility that may have required a re-inspection or notification to the State or FEMA.

- During project closeout, the ACDC team will review the following and provide reports to the County that may include:
 - In-kind/local match labor costs if applicable (e.g., labor summary sheets, personnel policies, timesheets, temporary personnel invoices).
 - Procurement process (bid tabulation, description of contractor choice/evaluation criteria, procurement standards).
 - Contract work (e.g., summary sheets, purchase orders/contracts, invoices, progress payments).
 - Assist the County with submission of final Closeout Certification forms, including final costs and ensuring no duplication of benefits.

Team ACDC will maximize the County's reimbursement

The ACDC Team understands the challenges inherent to recovery efforts and the importance of protecting County's financial interests.

Optimizing- County Reimbursement

Overseeing Federal funds requires subject-matter expertise regarding local and Federal regulations and policy, and state compliance standards for the reimbursement of obligated funds. The ACDC Team understands the challenges inherent to recovery efforts and the importance of protecting the County's fiscal interests by mitigating potential audit or noncompliance findings by obtaining and organizing appropriate documentation. These challenges can be exacerbated by the complexity of Federal

regulations and policies, especially as they relate to procurement and contracting activities. In fact, the most common findings by the Department of Homeland Security Office of the Inspector General (DHS OIG) are by far related to noncompetitive procurement and improper contracting methods, resulting in billions of dollars in recommended de-obligations. With proper procurement and payment standards, we will limit financial risk to the County.

We are seasoned in the use of the following guidance documents:

- FEMA’s National Incident Management System practices, remaining consistent with the “nationwide template” to enable partners to work together to prevent, protect against, respond to, recover from, and mitigate the effects of incidents.
- Local/state government debris management plan/ standard operating procedures.
- Local/state government purchasing guidelines and manuals.
- Local government code of ordinances.
- Local memorandums of understanding or mutual aid agreements.
- FEMA Public Assistance Program and Policy Guide (FEMA PAPPG).
- Public Assistance Debris Monitoring Guide.
- FEMA Damage Assessment Operations Manual.
- OMB Circulars A-87 & A-133.
- Title 2 Part 200 of the Code of Federal Regulations.
- 44 CFR Part 13 – Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.

Identifying and Communicating Risks

ACDC understands that each Federal program has unique requirements that utilize different forms, documents, and reimbursement procedures. Utilizing six risk determinants, we can effortlessly incorporate all Federal program requirements, despite the individual nuances of each program, into a single structured recovery program:

1. *Comprehensive Document Management and Retention Systems and Standards.*

Our staff will assist the County in developing and maintaining comprehensive and audit-proof document management and long-term retention systems.

2. *Strategic and Forward-Thinking Project Formulation.*

Our experienced staff will design and organize projects in a manner to avoid common pitfalls, reduce confusion, and streamline future closeouts.

3. *Experienced and Capable Project Execution.*

Our skilled Project and Program Managers will ensure that programs run efficiently and with maximum reimbursement eligibility.

4. *Proactive Financial Tracking and Management.*

Our team includes innovative data and financial accounting analysts who ensure that you have no financial surprises.

5. *Mitigating Audit Risk.*

ACDC understands the importance of protecting the County's fiscal interests by mitigating potential audit or noncompliance findings. Our experienced team will share best practices to avoid audits, common audit triggers, and how to prepare for a smooth and painless audit in the future.

We are keenly aware of the distressing financial impact that a disaster has on a community. It can be challenging to remain fiscally strong as you rebuild. As such, the ACDC team makes it a priority to keep our expenses down, help identify additional funding sources, and assist with submitting immediate needs funding requests to FEMA. Our team has had great success using our expertise and relationships within the industry to get funding approved quickly, so communities can get back on their feet.

6. *Direct and Consistent Communication with the County*

Our staff will maintain direct and consistent communication with County as issues arise, ensuring that they are communicated to the County promptly. Then our staff will assist in analyzing risk factors and potential solutions to mitigate these factors to ensure the best outcomes for the County.



Field Documentation

Our vast experience allows us to develop effective Project Worksheets (PWs), accurately capturing all damages, force account labor and equipment, as well as contracted resources. One of the main functions of the ACDC team of experts is to ensure the PW is obligated with the total eligible costs included. Where this becomes most important is the interpretation of policy that may be written in a vague or ambiguous manner. Our staff has extensive experience in the process of PW development and know the precedents set around the nation. The ACDC team will serve as the critical customer service link in continuity between the subrecipients, the State, and FEMA, coordinating priorities to ensure they are addressed in a timely fashion.

Our team is proficient in business solutions, data visualization and data analytics software and database modeling and management. Our PA disaster recovery system and business intelligence tools create a robust data analysis system to assist in recording and visualizing expenditures, impacts and recovery delivery outcomes for senior management and public dashboards.

Powered by Salesforce, the ACDC team is also to provide secure, end-to-end application that can track and monitor County resources, expenses incurred, and overall invoice reconciliation through an easy-to-use, configurable, and extensible low-code platform. Trackable items include:

- Force account labor costs (e.g., labor summary sheets, personnel policies, timesheets, temporary personnel invoices).
- Force account equipment costs (e.g., equipment summary sheets, FEMA cost codes, state/local cost codes).
- Timekeeping.
- Rental equipment (e.g., summary sheets, invoices).
- Materials (e.g., summary sheets, purchase order/invoices, inventory lists).
- Contract work (e.g., summary sheets, purchase orders/contracts, invoices, progress payments).
- Procurement process (bid tabulation, description of contractor choice/evaluation criteria, procurement standards).

Management and client dashboards show data from source reports as visual components, which can be charts, gauges, tables, metrics, or custom pages, providing a snapshot of key metrics and performance indicators for the agency.

- Dashboard components are not simply nice-looking, static pictures. They are live, actionable objects. Users can click on a dashboard component to drill down to the underlying report that generated it and click on any item in that report to drill down to the source data. This helps users quickly understand the reasons behind the results.
- Dashboards are full participants in Salesforce’s enterprise social collaboration platform. For example, a manager could post a dashboard snapshot to their Chatter feed to share it with their “followers,” or to a specific Chatter group, along with comments, so that they can find answers, congratulate team members, or issue calls to action. And both dashboards and Chatter are available on mobile devices, as well as PCs.
- Reports and dashboards allow users to configure reports in the Lightning Report Builder and add to a new and/or existing dashboard with the click of one button. Dashboard settings for reports can be maintained from the chart settings of a report.

Debris Management and Reimbursement

The ACDC team has extensive experience with Category A - debris removal including debris monitoring, demolitions, FEMA Right-of-Entry (ROE) program, and the overall management of debris programs. The ACDC team offers more than 65 full-time, dedicated debris response staff supported by hundreds of additional staff, with a combined \$3B in recovery and response experience on nearly 50 disasters. These experienced core debris management staff bring the ability and experience to ramp up quickly. We offer vast FEMA reimbursement experience, including representing local and tribal governments and private

sector clients with various state and Federal funding sources and reimbursement process. We bring experience with special disaster recovery program management services that – at a minimum - include removal of vegetative debris, white goods, hazardous household waste, construction debris, private property/ROE work, waterways clean-up and reimbursement, leaning tree and hanging limb removal, hazardous material removal and segregation, vessel and vehicle recovery, asbestos abatement, data management, and hauler invoice reconciliation and contracting, and FEMA appeals assistance.

ACDC can assist the County in securing FEMA reimbursement for eligible storm-related debris removal activities including preparation of requests for reimbursements, responses to requests for information, preparation of appeals (as required) and preparation/coordination for project closeout.

If requested, ACDC can also provide case management for Private Property Debris Removal (PPDR), utilizing our Salesforce platform with call center capabilities and provide stakeholder access to real-time data, reports, and metrics (see the Information Technology and Data Management Section on Page 36). ACDC will create and staff a call center for case management for PPDR to take phone calls from affected property owners who sustained damages and require state assistance. Through the call center, staff assist residents in enrolling in the debris removal program, provide guidance in how to complete online enrollment, and answer questions (such as insurance/timing of work, etc.). The call center will also be utilized to allow property owners to check the status of their Right of Entry (ROE) including work order authorization, completion, etc.

Conceptual Cost Estimates

The ACDC team is experienced with the PA process and our technical staff understand that multiple cost estimates may be required for the development of a single project formulation for obligation. Our team includes professionals qualified under FEMA's requirements to prepare estimates in accordance with industry standards. Our team will develop conceptual costs with the following elements:

- Certification by qualified professional.
- Based on unit costs (not lump sum).
- Sufficient detail per FEMA's Standard Operating Procedure for Cost Estimation to allow validation.
- Supporting background documentation.

Our team understands how to apply the 50% Rule for determination of repair vs. replacement according to the requirements of PAPPG. Application of the 50% Rule requires that specific eligible costs be excluded for the purposes of determining repair or replacement. Our team recognizes that once the determination has been made based on the calculation, these eligible costs must be captured and built into the final estimate for obligation. This critical component is often overlooked and unaccounted for by FEMA.

Specific conceptual cost estimates that may be required through PA project formulation and can be provided by the ACDC team include the following:

- Pre-disaster cost estimate.
- Alternate procedures cost estimate.
- Cost estimate including applicable codes/standards.
- Hazard Mitigation Proposal (HMP) cost estimate.

- Repair cost estimate.
- Replacement cost estimate.
- 50% Rule cost estimates and calculation.
- Cost estimates for Benefit Cost Analysis (BCAs).

Construction Technical Assistance

An element that sets the ACDC team apart from other emergency management firms is our ability to provide cradle to grave technical services. Our professional staff are adept in construction management services including the extensive bid process required for Federal funding in the Uniform Guidance in 2 CFR 200. Our staff will assist the County to ensure bid packages address the following Federal requirements as applicable for construction contracts (in addition to the standard bid package):

- 200.112 Conflict of interest.
- 200.214 Suspension and debarment.
- 31 USC 1352 Byrd Anti-Lobbying Amendment.
- 40 USC 3145 Anti-Kickback Act.
- 40 USC 3141-3148 Davis Bacon Act.
- 40 USC 3701-3708 Contract Work Hours and Safety Standards Act.
- 42 USC 7401-7671 Clean Air Act.

In addition to the requirements for construction contracts under 2 CFR 200, there are additional considerations that must be addressed throughout the bid process for PA projects. Our staff understand these considerations and will assist the County to implement documentation throughout bidding, award, and construction implementation to minimize issues during RFRs and project closeout. The ACDC team has a deep technical bench to assist the County/County engineer for these considerations as follows:

- Design drawings/specifications are consistent with the PA Scope of Work.
- Bid Form requests unit costs (not lump sum) for each line item in the PA Scope of Work.
- General costs including mobilization, bonds & insurance, and as-builts are requested as separate line items.
- Bid Form requests unit costs for mitigation scope of work (easily distinguished from other costs).
- The selection process of winning bid is documented (Bid Tabulation and Meeting Minutes).
- Notice of Award, Notice to Proceed, and Contract are fully executed.
- All Federal, state, and local permits are in place prior to construction and all applicable terms and conditions are followed.
- All adjustments during construction to the scope of work or costs are fully documented through a Change Order process.

Requests for Information (RFI)

The ACDC Team will assist the County in preparing and submitting responses to all RFIs received throughout the project subaward funding process. By implementing Best Practices as described above regarding Federal procurement, bidding process, and project implementation (construction), our team will

ensure that if RFIs are received, the County has proper documentation in place to address these requests in compliance with the requirements of PA/Federal funding.

Permanent Work Damage Assessments, Field Assessments, Cost Estimates

Our effective management of Project Worksheets (PWs) begins with the assessment of damages and continues through close-out of the project in the Grants Portal. It is necessary to capture data correctly from the outset of a project or there may be inaccurate funding estimates; these errors may also cause repetitive scope of work revisions that could jeopardize overall funding for the project. Automation of data through Grants Portal is key to ensuring consistency. ACDC's qualified industry professionals and subject matter experts will assist in developing damage descriptions and dimensions. This includes providing ACDC staff for site visits/site inspections with FEMA and the County to ensure damages are documented accurately.

Our reporting systems allow for real-time, automated data capture of damage assessment sites, including a list of damaged structures and contents. Utilizing smart phone technology, these programs allow our team to capture key details in real-time, including precise GPS-driven locations, detailed damage descriptions and dimensions, as well as including photographs. Our team then can instantly upload data captured during site assessments, aggregate information into a secure database, and process data into user-friendly dashboards. Project files are populated, progress monitored, and key performance indicators established. We rapidly mobilize to collect perishable data and perform comprehensive damage assessments. Our information is safely stored on internal servers; the data collected from these assessments is used to establish accurate project budgets and complete projects within funding allocations.

Scope of Work and Cost Estimating

ACDC's team of highly qualified industry professionals and subject matter experts will assist in developing comprehensive Scope of Work for each project based on the approved DDD, mitigation (if applicable), local codes and standards, and consensus-based codes and standards. Our team has extensive experience in not only identifying codes and standards that apply to projects, but also properly documenting and referencing these codes/standards to ensure eligibility through FEMA technical review. This ensures that not only does the scope of work reflect actual damages as captured in the DDD but also elements and scope that are required for repair or replacement beyond pre-disaster condition. This process will maximize eligible project obligation for the County.

The ACDC Team understands that cost estimates must have sufficient documentation to demonstrate cost reasonableness. We will utilize RSMeans Cost Estimating Data as the primary source for obtaining and applying costs to damaged items. RSMeans is the cost estimating standard for government-related work in terms of pricing and is generally accepted by FEMA as providing reasonable cost estimates. Sources for

APPENDIX F: PUBLIC ASSISTANCE INFORMATION AND DOCUMENTATION CHECKLIST FOR DISASTER DAMAGE DESCRIPTION AND DIMENSIONS

This information must be entered into grants portal for each facility on the damage inventory (DI). Damage description and dimensions (DDD) must clearly separate the dimensions and description of the facility from those of the intended repairs. Dimensions and descriptions of completed work must also be reported separately. DDDs must contain the following information:

- Facility Description for Every Site** - This information is used to understand what the original facility looked like.
 - ☐ Facility type
 - ☐ Facility name
 - ☐ Facility description (purpose and use)
 - ☐ Address/location
 - ☐ GPS coordinates (include start and end for facilities or damage longer than 200 ft)
 - ☐ Year built
 - ☐ Dimensions: type, measure, and units (e.g., width 10 ft x length 40 ft x depth 5 ft)
 - ☐ Capacity/volume/quantity/number and units (e.g., two lanes, 500 yd³, 6,000 ft²)
 - ☐ Materials
 - ☐ Make/model/type
- Facility Damage Description** - Confirm damages were caused by the incident and occurred during the incident period.
 - ☐ Start and end dates of incident period
 - ☐ Date damaged
 - ☐ Description of the cause of damage
- Component Description and Damage** - Include for each damaged component to explain what the damage looked like.
 - ☐ Component type (e.g., wall and pavement)
 - ☐ Component location
 - ☐ Dimension, material, and capacity of the original component
 - ☐ Dimensions of the damage
 - ☐ Make/model/type
 - ☐ Capacity/volume/quantity/number/units
- Documentation**
 - ☐ Sketch of facility and damage
 - ☐ Photographs of whole area
 - ☐ Photographs of damage from many (three plus) angles
 - ☐ Closeup photographs of each component
 - ☐ Photographs of all rot, crumbling, cracks, or other wear.
 - ☐ Firmette

obtaining unit costs are used with documentation to support the costs. However, the ACDC team also understands that RSMeans often underestimates local costs, especially post-disaster when supply chains may be affected. Therefore, whenever actual costs are available, ACDC will prepare estimates based on actuals and ensure sufficient detail and documentation is provided for FEMA to validate these costs.

For large projects, the ACDC will utilize FEMA's Cost Estimating Format (CEF) to capture both completed work and uncompleted work costs. Our technical staff understand how to utilize the CEF spreadsheet-based program to estimate base costs and how to apply soft costs (Architectural/Engineering

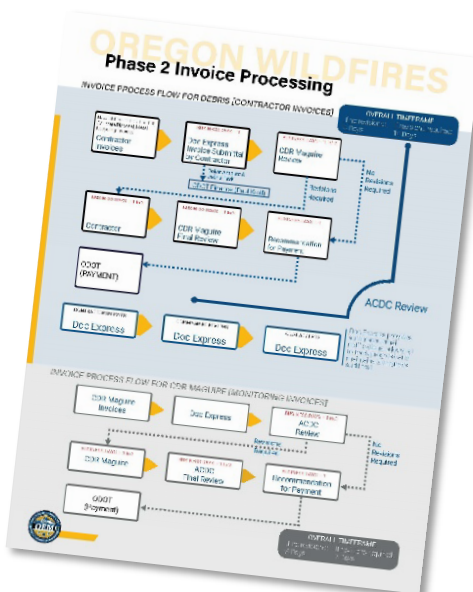
									Total
A "Base Costs" for Construction Work-In Trades									
A.1	Permanent Work (CEF Part A)								\$ -
A.2	Non-Permanent Job Specific Work (CEF Part A)								\$ -
Part A Total									\$ -
B General Requirements and General Conditions									
B.1	General Requirements	Guide Low to High	Enter % in Appropriate Column						
	Safety & Security	4%	6.0%						
	Temporary Services & Utilities	0%	1.0%						
	Quality Control	0%	1.0%						
	Submittals	0%	5.0%						
									\$ -
B.2	General Conditions (4.25%)								\$ -
Part B Total									\$ -

services, cost escalation factor, site-specific construction costs, etc.) which become part of the project total for obligation. Our team will ensure that all eligible costs are captured through this process to maximize the County's total obligation for funding. Throughout the project formulation process and as projects are executed, the ACDC team will provide ongoing support and technical assistance to ensure projects are processed in a timely manner and are compliant with FEMA policies and regulations.

Financial, Payroll, and Grant Management

ACDC has extensive experience and understands the importance of analyzing the financial impacts a disaster has on a community. Our firm has assisted state, local, and tribal governments with assessing the immediate financial and operational impacts to be better prepared for mandated reporting requirements. We have applied the Generally Accepted Accounting Principles rules and auditing standards to each clients' specific scenario to ensure they will make educated future financial projections. Our staff has assisted clients with understanding the needs for future reporting and implementing improvements that will ease the transition to reporting for disaster recovery purposes. These improvements include considering damages that have been incurred on their own property and the future implications of this damage, damage to buildings that have caused additional infrastructure damage throughout the area, appropriateness of personnel to be involved in the process or who have been impacted by the damages, impact on receivables, assets, and inventory. Educating our clients on the importance of evaluating these aspects of operations post-disaster is instrumental in ensuring they receive maximum reimbursement and are prepared for future audits. Our firm understands that developing policies and procedures that include these assessments is paramount to capture all activities that took place in the aftermath of a disaster.

These standards have been implemented for clients such as the San Antonio Office of Emergency Management in the City of San Antonio, the seventh-largest city in the U.S. and averages three disaster mutual aid responses per year. With so many disaster responses, the city needed assistance in preparing a plan to secure the maximum amount of funding. ACDC's team of subject-matter experts worked to develop policy and procedural workflows that handled all aspects of disaster finance management including procurement, documentation, grant administration, and records retention that prepared the City for future audits. We also have experience developing debris management workflows to include invoice processing across multiple departments to ensure maximum reimbursement for the Oregon Department of Transportation.



Procurement and Contract Management/Monitoring Support

Failure to follow Federal contracting requirements when procuring and selecting contractors puts applicants at risk of not receiving full reimbursement for eligible disaster costs. The ACDC team includes team members that specialize and are familiar with the procurement requirements that will be required for the County with respect to Federal awards and are found in 2 C.F.R. §§ 200.317- 327. Our team recognizes the significance of procurement when it comes to seeking reimbursement of disaster related costs and the implications of non-compliance. With respect to FEMA PA and 2 CFR 200 guidelines, we understand best practices for procurement and certain FEMA requirements are challenging subjects that require explicit knowledge and distinct experience. The services we can provide will be targeted with a goal to assist the County in ensuring that the procurement of contracted vendors is done in accordance with the County's procurement policies and procedures, as well as State and Federal procurement requirements, to mitigate the risk of losing funding due to noncompliance.

Insurance and Other Funding Support

In a Federally declared disaster, insurance is expected to be the primary source of funding for insured property, contents, equipment, and titled property. Federal funding is significant in that it may supplement existing insurance for those eligible noninsured costs and for retained losses, such as deductibles and self-insured retentions. These Federally allowable costs are subject to the County meeting FEMA's Obtain and Maintain insurance requirements set forth in the *Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act)*, 44 CFR § 206.252, and 206.253.

ACDC has extensive experience with insurance, and our team of dedicated and experienced staff will work with the County to:

- Ensure there is no duplication of benefits with FEMA's Obtain and Maintain insurance regulations while ensuring compliance with the regulations.
- Work with the FEMA insurance team on insurance reductions applied.
- Assist with maximizing funding from all available sources.
- Educate stakeholders on FEMA regulations related to receiving Federal funds.

- Identify risk management needs and solutions.
- Review insurance policies and coverage-related issues.
- Track all PWs in reference to Obtain and Maintain insurance requirements.
- Analyze damage by cause (wind versus flood, insurable versus uninsurable).
- Allocate insurance proceeds between various insured perils including (depending on policy coverages) business interruption, structural damage, and other perils covered under the insurance policy.
- Allocate proceeds of insurance policies between facilities.
- Assist with the documentation to obtain advances or settlement payments from insurance companies.

Ensuring compliance with Federal regulations related to insurance is imperative for the receipt of Federal funds. Staff who are knowledgeable in disasters and insurance-related matters, including insurance standards and coverage inclusion and exclusion language, are essential.

Alternative Procedures

Our team has significant experience with FEMA 428, alternative procedures including potential pitfalls and challenges associated with alternative procedures project formulation with FEMA Region IV. Utilizing alternate procedures has inherent risks to applicants but also presents significant benefits. Our team also has the technical expertise to assist County analyze how and when best to apply alternate procedures and/or when to utilize standard project formulation. Our team will assist the County to determine how best to maximize the benefits of 428 alternate procedures policy and provide technical assistance throughout project formulation, subaward funding, and closeout for this process.



Overview: 428 Alt Procedures vs. Standard Project Policy

SUCCESS STORY

Successfully implemented 428 for up to 30% of MB post-Michael recovery projects. ACDC Team participated in inspections, DDD development, scope and costs formulation for ALL of Mexico Beach's post-Michael Cat B and permanent work project worksheets.



This resulted in \$12M of excess funds available for application to other City projects and the incorporation of 406 mitigation into 80% of all City of Mexico Beach infrastructure projects.

Funding Duplications

With all Federal disaster recovery programs, compliance with Federal regulations, state laws, and any other guiding principles must be adhered to. Our team has extensive experience ensuring our clients follow all applicable regulations and laws. Specifically, through our role as FEMA Cost Recovery experts we advise our clients on the importance of ensuring that a duplication of benefits does not exist. Our team members have supported individual assistance home rehabilitation and rental assistance programs where duplication of benefits occurs the most. Not only have we worked with a recipient of Federal disaster funding, but we also worked directly with homeowners throughout the process of collecting documentation, validating the documentation, and completing the duplication of benefits analysis.

We can assist the County Beyond traditional PA.

We strive to ensure that multiple funding sources are exhausted for each project to minimize local match requirements and to increase likelihood of project

State and Federal Funding (Non-FEMA PA)

Our team has a deep bench of grant experience that encompasses billions of dollars in Federal grant management, including competitive Federal and state grant funded dollars secured for our clients over the past five years. ACDC personnel have extensive experience in grant management, which includes working with funding agencies to leverage multiple funding sources for a single project to minimize local matching funds. Our team is seasoned at working with agency leaders, stakeholders, and citizens to perform community outreach for projects and assist communities identify funding priorities. Our team has

worked closely with beneficiary agencies to ensure that all functions within a grant-funded program run smoothly.

ACDC has worked with a wide range of clients from small municipalities (City of Mexico Beach, population: 1,200) to large entities including States (Florida Department of Emergency Management, Oregon Department of Transportation, Oregon Emergency Management, North Dakota, etc.), providing professional services for a variety of project scales. We understand that when it comes to grant services each client is different with regards to key issues including available resources (staff commitments, in-kind labor capacity, local matching funds) and public/stakeholder support. We strive to ensure that multiple funding sources are exhausted for each project to minimize local match requirements and to increase likelihood of project funding if one grant program does not materialize. In addition, we understand the Client risks inherent with investing in grant services that may not result in return if grant funding is not awarded. ACDC takes this responsibility very seriously, and we have been successful at ensuring the administrative costs associated with our services are covered primarily by the grant funding secured, minimizing the financial burden on our clients.

Further, our team understands the long-term benefits of securing grant funding for projects that promote resiliency by mitigating damages from future disasters, ensuring long-term Client funding required for maintenance and repairs is minimized. Our team of grant managers have worked with State and Local Governments throughout the United States to successfully secure grants with resiliency and mitigation elements. We understand the complexities of applying for, administering, and managing Federal and State grants and with our decades of combined experience, we can ensure our clients are poised for success and are able to leverage and maximize these opportunities.

The ACDC team has the capability, experience, and qualifications to provide the following services to the County in pursuit of additional funding:

- Identify available grant opportunities.
- Research grant opportunities and funding mechanisms.
- Submit a written list of prospective sources.
- Advise on appropriateness of each funding opportunity.
- Local requirements of each grant opportunity (e.g., local match requirements, maintenance/reporting, resolutions, etc.).
- Advise on which funding sources to approach and how.
- Prioritize projects for funding assistance based on identified needs, project readiness, and availability of appropriate funding sources.

ACDC Staff Subject Matter Experts have also secured and managed hundreds of millions in funding under a diverse portfolio of competitive Federal and State grant programs including:

State Funding Experience	Federal Funding Experience
<ul style="list-style-type: none"> — State Revolving Fund – Clean Water (CWSRF) — State Revolving Fund – Drinking Water (DWSRF) — Transportation Alternatives Program (TAP) 	<ul style="list-style-type: none"> — Community Development Block Grant (CDBG-DR) — Hazard Mitigation Grant Program (HMGP)

<ul style="list-style-type: none"> — FDOT Beautification Grant — Recreational Trails Program (RTP) — Florida Boating and Improvement Grant — FDEP Florida Resilient Coastlines Program — FFWCC Invasive Species Plant Management Program — TRIUMPH Gulf Coast (state-wide) — State Water Quality Assistance Grant — FDEP's Beach Management Funding Assistance Program — FFWCC Southeast Aquatic Resources Partnership Program — Legislative Requests 	<ul style="list-style-type: none"> — Building Resilient Infrastructure and Communities (BRIC) — FEMA Public Assistance — American Rescue Plan Act (ARPA) — State and Local Fiscal Recovery Funds (SLFRF) — CARES Act Funding — RESTORE Act — NFWF Emergency Coastal Resilience Fund — USDA-NRCS Emergency Watershed Protection Program — USFWS Partners for Fish and Wildlife Program — Flood Mitigation Assistance (FMA)
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In order to assist the County in pursuing additional funding beyond traditional Public Assistance, our team's methodology includes the following:

Grant pre-applications and coordination:

- Grant requirements change frequently. Successfully achieving funding requires understanding of all grant requirements, elements/scoring associated with grant application reviews, and the overall intent and funding priorities of the funding agency.

Project(s) Priority and Understanding:

- Through an understanding of the County's mission, strategic priorities, programs, and stakeholders, effectively communicate the project's need, its goals, objectives, and strategies, including performance outcomes, the budget and narrative, and evaluation plan in a proposal. This may require gathering information and collecting data, through interviews and research to understand and clearly depict the entity, its organizational capacity, and the proposed project or program for which funding is sought.
- Review grant solicitation requirements and all pertinent materials provided by the funding entity (e.g., notice of funding availability, frequently asked questions, and webinars). Notify the County of any application workshops sponsored by the funding entity and participate in these workshops or webinars, if requested, to better understand the solicitation and proposal and post-award requirements.
- Interpret funding guidelines and advise the County on compliance, reporting, or other requirements that would apply if the proposal were funded. This requires general knowledge of key practices and legal issues in grants administration to assess if the County is capable of meeting grant reporting requirements.
- Manage and track the completion of all information and data gathering, writing, revisions, editing, and pre-submission tasks according to the proposal development plan to ensure timely submission.

Grant Application Development:

There are several elements required for a successful grant application and our team is experienced at producing organized applications that effectively address each.

- **Technical Understanding:** Technical understanding of the problem to be solved, multiple potential alternatives to solve the problem, and recommendation for the best solution is a vital element for properly writing scope of work for grant applications.
- **Development of Cost Estimates:** Understanding real-time construction costs and each line item that contributes to the overall scope of work is a fundamental element to grant development. A proper budget estimate must address multiple challenges: 1.) be estimated appropriately to capture all actual project costs to avoid funding shortfalls, 2.) be detailed enough to show justification for requested funding amount, 3.) include all relevant costs associated with the scope of work. Our Technical Team has direct experience in construction bidding and applies this experience to the development of project budgets.
- **Preliminary Engineering Report (PER):** ACDC technical staff have the expertise to prepare PERs as required by the grant funding to establish the problem, alternatives for comparison, and recommendation for the project solution. PERs are useful tools in grant development to provide the reviewer with multiple scenarios, costs, and background information/data to support the proposed solution.
- **Communication and Outreach:** ACDC personnel work proactively with all stakeholders, as necessary, to communicate priorities, goals, concerns, and community vision/planning as it relates to grant-funding projects. Often this is a required element of grant funding to ensure that funds are spent on projects which have public support.
- **Outcomes:** Over the past three years, the ACDC Team has applied for nearly \$4B in Federal and State grant management (including hundreds of millions in competitive grant funds) for Clients nationally for a wide variety of programs and projects and for a diverse range of funding amounts (grant amounts as small as \$4,500 to applications totaling \$40M in a single application).

Grant Management:

- **Execution:** ACDC staff can provide assistance in the execution of grant agreements and the required documentation necessary to kick off a funded project.
- **Project Implementation and Procurement:** ACDC personnel are well versed in Florida and Federal procurement requirements as they apply to professional services, construction, and materials purchases.
- **Grant Management:** Proper accounting becomes important after the grant is awarded and our team includes financial analysts, accountants, and project managers, all of whom are veterans of working with grant funded programs. We will ensure that all program and project costs are appropriately tracked, reported, and submitted for reimbursement.

Hazard Mitigation Support

Hazard Mitigation Opportunities through 406

ACDC staff have extensive experience in utilizing the PA 406 hazard mitigation program which is an often-overlooked aspect of the FEMA funding program. The ACDC team is trained to recognize and develop

hazard mitigation opportunities at all stages of project development. Hazard mitigation funding is a crucial avenue to ensure long term recovery and resiliency for communities. Our Team recognizes the importance of mitigation, and we strive to ensure that applicants and subrecipients are prepared to leverage multiple sources of Federal funding available. Our team will assist the County identify opportunities to apply mitigation based on damages and work closely with the County and FEMA to develop the required Hazard Mitigation Proposal (HMP) to secure 406 funding. The ACDC team will formulate the HMP by developing three main elements of 406 mitigation: 1.) Preliminary Engineering Reports, 2.) Benefit Cost Analysis (BCA) and 3.) Cost Estimates.

1) Preliminary Engineering Reports

Our staff have the technical expertise to perform Preliminary Engineering Reports (PERs) in support of identifying hazards and risks and the multiple potential solutions to mitigate, including full-service technical expertise in developing conceptual plans, cost estimates, BCAs, hydraulic/hydrologic studies, floodplain studies, etc. ACDC staff have also participated in public workshops and presentations to provide outreach and education for specific HMA projects throughout the application process and both inform and engage the community and stakeholders.

ACDC staff have experience preparing PERs for a diverse range of projects. In addition to our team's diverse experience with the disaster risks facing communities, what really sets the ACDC team apart in the sphere of hazard mitigation and resiliency is that our SMEs have over 30 years of combined experience working directly within project implementation including design, permitting, bidding, construction management, and construction inspections. This differentiates our team in that there is direct, practical experience in mitigation solutions that are not only effective but also feasible. This has also provided our team members with a practical understanding of realistic project costs and potential challenges and pitfalls. Our national staff experience in the preparation of preliminary engineering studies for mitigation and long-term resilience includes:

- Potable Water Systems.
- Wastewater Systems.
- Coastal Surge Protection.
- Coastal Erosion Control.
- Watershed Management.
- Streambank Stabilization.
- Regional Stormwater Masterplans.
- Riverine Crossings.
- Critical Infrastructure (including lift stations, bridges, roadways, water treatment facilities, structures).

Development of PERs requires an understanding of risks and vulnerabilities, historical damages, local available resources, public support, and the desired level of protection that is both cost-effective, able to be permitted by regulatory authorizations, and constructable. ACDC will approach PERs as follows:

- **Research:** The ACDC team will research and work with appropriate County staff to identify issues, risks, vulnerabilities, anticipated/available budget, priorities, and historical damages.
- **Design Requirements:** Once risk and vulnerabilities have been identified and defined, ACDC will work with appropriate County staff to establish applicable design requirements including: 1) the desired/required level of protection; 2) applicable Federal, state, and local Codes/Standards; and 3) relevant Federal, state, and local permitting requirements. This process step sets the parameters for analysis of potential solutions.
- **Preliminary Design:** Once the parameters for potential solutions have been established, ACDC will develop multiple preliminary design concepts to address each identified risk and vulnerability.
- **Feasibility:** Once design concepts have been developed, the ACDC team will perform a feasibility study to compare the multiple design solutions. As a component of this effort, ACDC will develop and provide cost estimates, Benefit Cost Analysis, and evaluation of permitting/constructability of each option.
- **Concept Drawings:** The ACDC team will prepare concept drawings that depict the preferred solution sufficiently for development of a full design pending funding approval.
- **Deliverable:** As the final step in development of PERs, ACDC will develop a Final Report summarizing the research performed, design requirements, preliminary design options, feasibility study, recommended approach, and concept drawings.

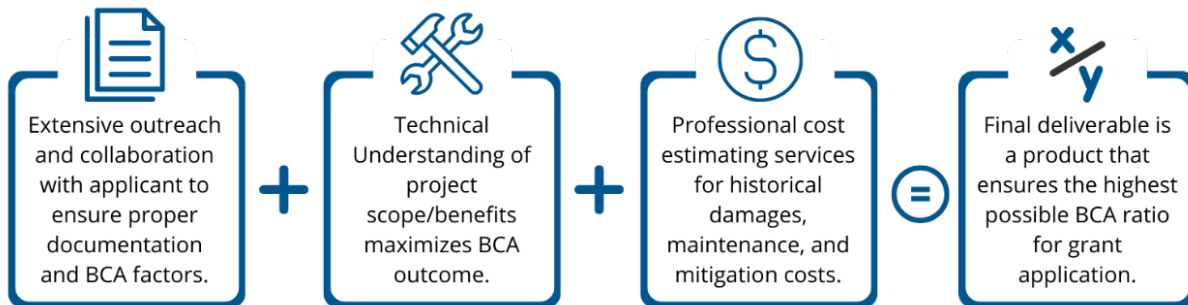
2) Benefit Cost Analysis (BCA)

ACDC staff are experienced and well versed in FEMA's BCA program guidelines, methodologies, and tools to include:

- The Office of Management and Budget's (OMB) Circular A-94 Revised "Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs.
- The Stafford Act.
- BCA Toolkit 6.0.
- FEMA Pre-calculated benefits.

Further, our team's BCA Specialists are familiar with collecting and analyzing all requisite data necessary to estimate historical damages, mitigated damages, and unmitigated damages using the most applicable damage type/module. Our staff have experience developing the following BCA factors:

- Type of event.
- Building information for each structure impacted by the project.
- Hazard risks data (return period, historical damages, etc.).
- Project useful life.
- Estimate of unmitigated future damages.
- Estimate of mitigated damages.
- Annual maintenance costs associated with maintaining the effectiveness of the components installed as part of the projects.



With respect to developing a successful BCA, the ACDC team proposes the following:

- **Research and Project Background:** Work with the County to gather relevant data and project background including damages, costs, conceptual solutions, and proposed mitigation measures.
- **Historical Damages and Mitigation Analysis:** Work with the County to document historical damages (if applicable). Work with the County to document costs (if applicable).
- **Input Data:** Perform iterative review of input data/results to confirm best outcome for the County.
- **Methodology and Assumptions Analysis:** Review and assist the County with summary of methodology and assumptions used for the BCA analysis. Assist the County with compiling all data into full application submittals.
- **Default Values and Functions Review:** Perform iterative review of default values and functions to ensure maximum benefits are captured in the BCA analysis.
- **Cost Estimate Validation:** Provide technical assistance and professional cost estimating services to analyze cost estimates and adjust as necessary to maximize BCA analysis.

3) Cost Estimating

ACDC technical staff are experienced in FEMA’s cost estimating guidelines, methodologies, and tools including:

- RSMeans to establish unit pricing.
- Cost Estimating Format (CEF).
- Actual costs.

As described above in the development of the BCA, our staff will develop cost estimates for HMP development utilizing one or all of the above methods for establishing costs for FEMA validation and review.

Hazard Mitigation Opportunities (404/HMGP, HMA, FMA, and BRIC)

In addition to 406 funding, there are multiple additional Federal funding sources under the 404 HMGP program which can take projects beyond PA and ensure long-term recovery and resiliency. Our team consists of technical Subject Matter Experts (SMEs) including planners, Certified Floodplain Managers, Professional Engineers, and cost estimators expertly versed in the requirements for development of

Hazard Mitigation grant applications. Our staff have extensive experience working directly with subrecipients to develop Hazard Mitigation grant applications including project formulation, preparation of cost estimates, Benefit Cost Analysis (trained and experienced in providing support to clients on FEMA's BCA methodology and offer staff that are IS-277a: BCA certified), grant writing, and all required HMGP grant exhibits including mapping, conceptual plans, and benefit service area maps. In addition, the ACDC team excels at assisting our clients leverage multiple state and Federal funding sources to minimize non-Federal match and increase overall funding possibilities.

Our team will work with the County to apply for *multiple mitigation grants* for the same project to maximize the likelihood of funding and leverage multiple funding sources to minimize the County's local match.

ACDC staff's specific experience with HMGP is shown in Table 3:

Table 3. HAZARD MITIGATION ASSISTANCE (HMGP) STAFF EXPERIENCE

Client	HMA Program Application Type	Project	Amount Requested	Status	Additional Grant Funds applied for?
City of Mexico Beach, FL	HMGP	Flood Control Coastal Surge Gate	\$9.1M	Approved/Funded	Yes; CDBG-DR
City of Mexico Beach, FL	HMGP	Hardened Police & Fire Facility with Emergency Shelter	\$3.6M	Under Review	Yes; CDBG-DR
City of Mexico Beach, FL	HMGP	Jetty Mitigation/Resiliency	\$7.3M	Under Review	Yes; CDBG-DR
City of Mexico Beach, FL	HMGP	Sanitary Sewer System Mitigation	\$300k	Approved/Funded	Yes; CDBG-DR
City of Mexico Beach, FL	HMGP	Regional Stormwater Detention & Wetland Restoration	\$10.3M	Under Review/Partially Funded under separate grant program (NFWF)	Yes; CDBG-DR, NFWF, State Legislative Appropriations
Montgomery County, TX	BRIC	East County Watershed Mitigation	\$34.2M	Under review	Yes; HMGP
Montgomery County, TX	BRIC	Lake Creek Watershed Mitigation	\$13.2M	Under review	Yes; HMGP
Montgomery County, TX	BRIC	Roman Forest Bridge Replacement	\$34.3	Under review	Yes; HMGP
Montgomery County, TX	BRIC	Sawdust Bridge Replacement	\$6.9M	Under review	Yes; HMGP

Table 3. HAZARD MITIGATION ASSISTANCE (HMGP) STAFF EXPERIENCE

Client	HMA Program Application Type	Project	Amount Requested	Status	Additional Grant Funds applied for?
Montgomery County, TX	BRIC	Stewart Creek Watershed and Embankment Stabilization	\$7.5M	Under review	Yes; HMGP
Montgomery County, TX	BRIC	West Creek Watershed Mitigation	\$42.3M	Under review	Yes; HMGP

Additionally, our staff have extensive experience in HMGP grant outreach and education. Throughout recovery and response missions in Florida, Oregon, Texas, Colorado, and Kentucky, the ACDC team has performed outreach and education to state and local agencies regarding funding opportunities available under the Hazard Mitigation Grant Program. To date, our team has provided technical assistance including outreach to local and tribal governments regarding hazard mitigation to approximately 790 sub-recipient applications associated with the affected 2020 Oregon wildfire areas. Further, under ACDC's contract to provide technical assistance to FDEM associated with DR-4399, our staff worked with 230 sub-recipients to establish potential opportunities available under 404 HMGP/406 Mitigation programs.

\$169 million Hazard Mitigation Grant Program

The ACDC team has prepared nearly \$170M in total HMGP funds.

ACDC's approach to development of Hazard Mitigation Grant Program (HMA) grants will include working closely with the City to understand priorities, concerns, perceived risks and vulnerabilities, and potential challenges for grant development and subsequently implementation. Specifically, our team proposes:

- **Project Formulation:** The ACDC team will meet with the County to identify potential opportunities for mitigation projects and provide technical assistance for grant development including risk assessment, level of protection current and desired, proposed solutions, and cost estimates.
- **Matching Funds:** The ACDC team will consult with the County to ensure each application has identified sources of funding for the non-Federal match for HMGP grant applications including identifying non-Federal sources of additional funding that could be leveraged for matching HMGP funds.

- **Benefit Cost Analysis:** Conduct any required benefit cost analysis for identified projects (*see detailed BCA approach, prior pages*).
- **Application Reviews:** The ACDC team will analyze and provide the County with technical advisory services for HMGP application components, including environmental compliance, duplication of benefits analysis, procurement requirements, and uniform administrative requirements. Dependent upon reviews, ACDC will identify additional needs and aid with missing materials, further development of narratives, and attachments/exhibits as needed.
- **Application Submittal:** ACDC will submit HMGP applications to FEMA and respond to any Requests for Information.

Loss Avoidance Studies (LAS)

The purpose of a LAS is to assess the economic performance of mitigation projects over a period to encourage additional funding and continued support for mitigation. Most importantly, a LAS cannot be performed until two elements have occurred: 1.) mitigation has been implemented post-event and 2.) a significant disaster event has occurred since mitigation implementation. Therefore, it may take years after a disaster and after implementation of mitigation measures for an applicant to be properly positioned to implement a LAS.

The ACDC team understands that the key to a successful LAS is data collection, which is often the greatest challenge as extensive records with the type of data required to perform LAS calculations may not have been collected or is readily available. Therefore, being able to perform additional research and exhaust other available data to form a successful study is often required. Specifically, our approach to a successful LAS is as follows:

- 1) **Data Collection:** ACDC will work with the County to collect the necessary data for analysis. This includes historical damage for events prior to mitigation implementation and damages sustained (if any) for event(s) post-mitigation. Typically, this data can be collected from reported insurance claims for communities which participate in the National Flood Insurance Program (NFIP).
- 2) **Project/Property Selection:** ACDC will work with the County to establish the project/property selection for the LAS. This process requires that several elements be considered including the type of damage event to be considered (flooding, storm surge, wind, etc.) and the corresponding type of mitigation measures to be considered (elevation, wind load measures, levee system, etc.). Measurable metrics must then be established for the analysis. For example, for flood events, a typical metric would be measured high water marks left by floodwaters. Damage reports must be collected to evaluate which properties were affected by repeated events. Once these parameters have been established, the project selection area or properties selection must be narrowed to specific areas where both the selected type of damage and the selected corresponding mitigation measures were implemented *and* where there is sufficient data from previous events to perform evaluation of damages.
- 3) **Project Effectiveness Analysis:** ACDC will then calculate the project effectiveness of mitigation measures (difference between analysis of damages/expenses that would have occurred had the property not been mitigated and the damages (if any) that occurred during event after mitigation

was implemented). The purpose of this step is to determine the losses avoided in dollars through mitigation measures included in the study.

- 4) **Loss Estimation Analysis:** ACDC will utilize data collected in Steps 1-3 to determine losses avoided for the project selection and then determine the loss avoidance ratio.
- 5) **Analysis of Value-Added Benefits of Mitigation Measures:** Once all calculations have been performed, the value-added benefits of mitigation will be analyzed and summarized. These may include multiple factors depending on the type of mitigation studied including, property value increases, neighborhood values sustained post-event, increased tax base, and overall community benefits through resiliency.
- 6) **Deliverable:** ACDC will summarize data collected, calculations, and analysis of mitigation benefits value into a Final Summary Report as a deliverable to the County.

HMA Buyout and Open Space Reporting

ACDC has experience working with HMA, BRIC, and FMA funding programs including the utilization of buyouts for flood mitigation. Within each of these programs, there is the requirement of open space reporting for mitigated properties. ACDC staff have direct experience managing buyout programs, including the 2013 Boulder City floods.

Management of HMA buyout programs requires a comprehensive approach from client intake to long term property management. Client intake requires review and processing of a slew of program participant documentation including a thorough duplication of benefits analysis. Following acquisition, an environmental analysis is carried out to inform the necessary steps in property demolition. After demolition, the land is restored to a natural, undeveloped condition for use as public land or open space as the management agency deems appropriate. Periodic reporting on the management and maintenance of the property as public land is required to ensure programmatic requirements are met.

The ACDC team will work diligently to ensure that the acceptable uses for open space under FEMA's mitigation buyout program are communicated and applied within the County. In addition, our staff will review and prepare the documentation required to show compliance with open space requirements and reporting. Specifically, our team proposes the following:

- 1) **Property Acquisition Documentation:** The ACDC team will work with the County to ensure that property acquisitions are properly documented.
- 2) **Environmental Analysis:** The ACDC team will work with the County to perform/review environmental studies as applicable to ensure that proposed uses for open space are compatible with environmental risks and requirements (if applicable).
- 3) **Documentation of Demolition:** The ACDC team will work with the County to ensure that property demolition is properly documented.
- 4) **Property Use Designation:** The ACDC team will work with the County to ensure the proposed use(s) of open space properties are defined and documented through a formal adoption process, designating the type of use in accordance with local land use codes and regulations.
- 5) **Documentation for Development of Property (if applicable):** If development of the property is part of the overall land use (such as construction of public restrooms) the ACDC team will work

with the County to ensure that all relevant documentation in association with this development is retained for reporting.

HMP Kickoff

ACDC will conduct an internal meeting to coordinate our teams to ensure all internal communication flow is efficient and our tasks are timed so that our workflow and logistics remain manageable and consistent. Immediately following, ACDC will arrange a project kickoff meeting with the local Project Coordinator and other County staff responsible for the HMP effort. This meeting will be held to explain the planning process in detail and divide the deliverables among team members based on their experience and respective disciplines. We always suggest FEMA attend these meetings so Federal feedback is included in the overall process from the start.

HMP Committee Meetings

ACDC will facilitate a series of committee meetings to ensure continuous involvement of local officials and stakeholders in the development of the plan. These meetings will provide the ACDC team with the opportunity to obtain input throughout the drafting of the plans as well as refine specific aspects of the project as needed. The meetings will also serve to engage local leaders in a manner that will encourage them to take ownership in the mitigation plan. Local involvement and support in the planning process will result in a greater likelihood that the plan will be implemented and maintained, to reduce current and future hazard vulnerabilities.

Public Participation

ACDC will work closely with the planning committee to provide opportunities for the public and stakeholders to participate and provide input throughout the duration of the planning process. This includes facilitating two public meetings held at critical stages of the project and a final meeting for the participating jurisdictions prior to their adoption of the final updated plan.

Approach Timeline

Phase 1 Planning Process (Outreach Strategy):

- Hazard Mitigation Planning Committee Meetings
 - First Meeting- Project Kickoff
 - Second Meeting- Risk Assessment Workshop
 - Third Meeting- Mitigation Strategy Workshop
 - Fourth Meeting- Draft Plan Review
- Public Participation

Phase 2 Risk Assessment (Deliverable to Risk Assessment):

- Data Collection and Analysis
- Hazard Profiles
- Asset Inventory

- Vulnerability Assessment

Phase 3 Mitigation Strategy (Preliminary Plan Draft Plan):

- Development Mitigation Goals
- Develop Mitigation Actions

Phase 4 Plan Adoption and Plan Maintenance (Final plan white paper):

- Plan Adoption
- Plan Submission
- Plan Maintenance + Updates

Emergency Management Planning

The ACDC team intends to meet, and ultimately exceed, the County's needs as outlined in the scope of work. We're keenly aware that preparedness no longer encompasses just the pre-disaster phase of emergency management. Rather, it is a continuous process incorporated throughout

a comprehensive emergency management program, geared toward ensuring efficient and effective prevention, protection, response, recovery, resilience, and mitigation capabilities before, during, and after disasters.

We at ACDC believe authentic community conversations that are inclusive of those who are historically marginalized or underserved inform our planning efforts and allow for more representative frameworks to guide emergency operations. Intentional engagement efforts that meet community members where they are in concert with continuous process improvement and enterprise-wide feedback loops we continually deliver plans, and planning processes, that make communities better prepared for whatever bad day may lie ahead.

ACDC's nationwide team of experienced emergency management and community resilience professionals have provided decades of support to state, local, and tribal government clients across the nation. Most recently, we completed a COVID-19 After-Action (AAR) for the City of Denver, CO; COVID-19 AAR for the State of Oregon and Oregon Health Authority, Wildfire AAR for the State of Oregon, and numerous improvement and process planning documents for the Florida Division of Emergency Management (FDEM) involving Mid-Incident Review, Co-Response, Non-Congregate Sheltering (NCS), Fuel Planning, etc. ACDC also recently addressed strategies in Disaster Recovery Plan Updates for Clark County, NV and the City of Henderson, NV.

Most recently, we completed a COVID-19 AAR for the City of Denver, CO; COVID-19 AAR for the State of Oregon, and numerous improvement and process planning documents for the Florida Division of Emergency Management involving COVID-19 Mid-Incident Review, Co-Response, Non-Congregate



Sheltering, Fuel Planning, etc. ACDC-VA also addressed COVID-19 related recovery strategies in Disaster Recovery Plan Updates for Clark County, NV and the City of Henderson, NV.

As part of ACDC's work with FDEM, ACDC was tasked to review the State's existing ESF 12 Fuels Plan under a COVID-19/Hurricane co-response scenario. Our staff were responsible for providing a best practice review of the existing fuels plan including job aids and training materials. As part of this scope, our team coordinated inter-agency reviews and input from stakeholders. ACDC made recommendations for improvements to the concept of operations, time-phased response checklists for ESF 12, and created pre-scripted Mission Request Form. In addition, ACDC made recommendations for improvements to the Job Aids for consistency and ease of use. Finally, we provided review comments, organization, and graphics for the state's ESF 12 training materials.

ACDC's planning and preparedness expertise includes:

- Comprehensive Emergency Management Planning (CEMP).
- Event-Specific Emergency Management Planning.
- Continuity of Operations/Continuity of Government Planning (COOP/COG).
- Emergency Support Function (ESF) & Emergency Operations Center (EOC) Planning.
- Recovery Support Function (RSF) Planning.
- Homeland Security Policy Development.
- Incident Management Planning & Response Operations Planning.
- Disaster Logistics, Supply Chain & Humanitarian Logistics Planning.
- CBRNE & Pandemic Planning.
- Risk Profile Planning & Analyses, including Threat Hazard Identification and Risk Assessments (THIRA).
- After-Action Planning & Improvement Planning.
- Strategic Planning, Process Improvement Planning & Lean Methodology Planning.

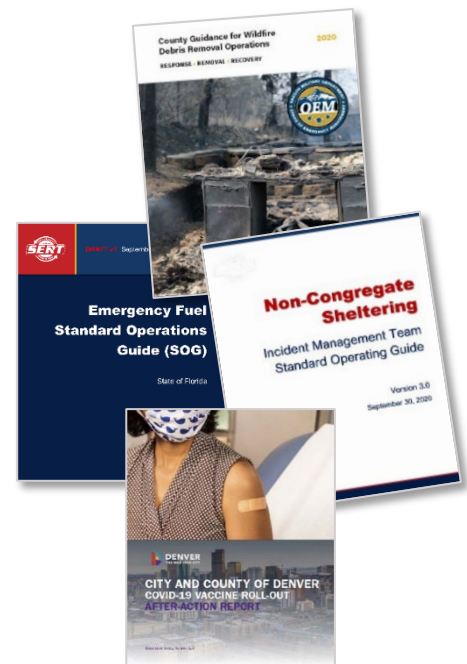
Further, our team has planning experience with a multitude of urban communities, including many projects for regional catastrophic planning, logistics planning, strategic planning, COOP plans, and COG plans. ACDC's Chief Administrative Officer previously served 13 years in the NYC government with various planning and executive positions at NYCEM. As the Logistics Planning Lead for the NY-NJ-CT-PA Regional Catastrophic Planning Team (RCPT) and the Big City Emergency Managers Group (BCEM), he represented the BCEM on the National Emergency Management Assistance Compact (EMAC) Advisory Board, the City's representative to the NY-NJ Area Maritime Security Committee (AMSC) and served as the leader of the



The ACDC team uses a unique "pre-mortem" planning construct to build mitigation strategies into the project implementation plan.

Planning Subcommittee. Additionally, he participated in resource and logistics coordination planning and community contingency outreach as part of the ReadyNY planning program, was on staff during the Hurricanes Hannah, Irene, Maria, and Super Storm Sandy, and served during the Pope's visit in 2015. This gives our team a depth of understanding of the coordination between multiple state agencies, partners, and the community and the subsequent operations in a large urban environment following large-scale planning events.

Additional team expertise centers on recent, direct strategic planning for Miami-Dade County, Fort-Lauderdale-Broward County, and San Antonio, Texas, including community outreach, citizens outreach, and coordination and alignment of agencies, performance metrics, and prioritization exercises. Staff also have direct recovery planning experience for the States of Florida, Colorado, and Oregon, along with Clark County (Las Vegas), Nevada and Henderson, Nevada.



Approach to Planning Services

A key component of the planning approach is the review of existing response plans, incident reports, and related response documentation. ACDC will review any existing emergency management plans, public health plans, relevant Emergency Operations Center (EOC) documentation, and Disaster Recovery plans. Our team will review these plans through the lens of sufficiency, preparedness, and adherence. Incident reports and other operational records will be reviewed against plans for process adherence and clarification of roles and responsibilities.

ACDC employs a strategic administrative and project management approach to planning updates and documents, beginning by developing a Project Workplan that includes a timeline of events and milestones clearly identifying expected completion dates for each task, associated deliverable, and team member assigned. The framework of these documents often focuses on identifying correlated strengths and weaknesses for improvement. We request feedback from all levels of staff to ensure we have comprehensively captured information for the project.

Our team recognizes that communication is critical for a successful project. Progress Reports are provided weekly, allowing for full visibility into the status of the project, highlighting deliverable due dates and their status, and providing details on any delays. Regular status update meetings will be held with project staff and the County, allowing the team to discuss the progress reports and to ensure sufficient coordination and communication.

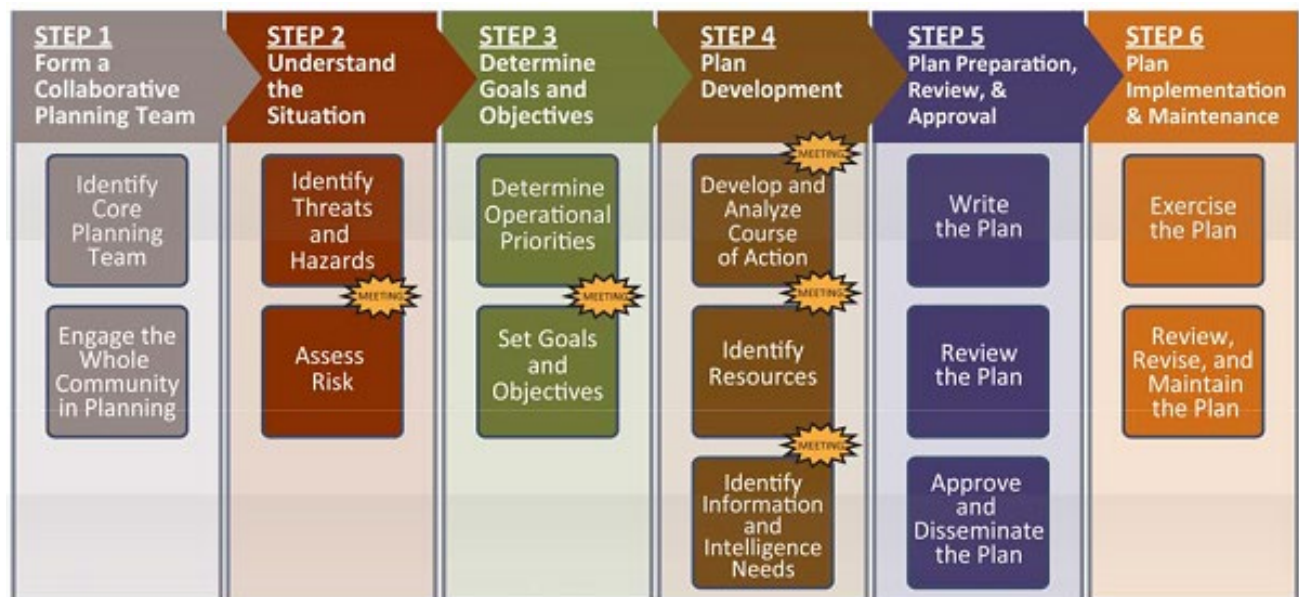
The ACDC team will launch a shared Resource Library (SharePoint) to assist with document sharing, versioning, and to temporarily house the finalized deliverables to the County through the duration of the contract. The Resource Library will ensure our team and the County are able to effectively share relevant plans, policies, incident reports, and related documents during each phase of the planning process.

ACDC believes in holistic community planning, engaging all relevant stakeholders, and developing common-sense, actionable plans that can be adopted and updated with relative ease. Our planners have

spent years utilizing FEMA’s 6-step planning process, as outlined in the Comprehensive Preparedness Guide, to gather data for plan foundations, develop preparedness plans, evaluate plan implementation metrics, and renew and update plans on schedule for our clients. This process is, quite literally, ingrained into everything that we do as emergency planners. We integrate the Whole Community Approach into each step of the process so that the County will be confident that the end product—whether that be an all-hazards plan, policy, or guidance document— represents and reflects the diversity of the County, as well as the unique needs and goals across local government.

The ACDC team’s Emergency Management and Preparedness planning work is based on a Whole Community Approach and includes:

- Preparedness Plans
- Risk Negation Strategies
- Preparedness and Response Logistics
- Continuity Planning (COOP)
- Logistics Support
- Strategic Planning Initiatives
- Policy and Protocol Development
- Provision of Training/Exercises
- All-Hazards and Response Planning
- Risk Assessments
- Gap Analyses
- Operational Field Plans
- Co-Response Non-Congregate Sheltering



Outlined above is the process that ACDC will utilize to create strategic, operational, and tactical plans and emergency coordination procedures, as well as the development of incremental planning inputs that feed into larger, more comprehensive planning efforts.

Collaborative Stakeholder Engagement - The Whole Community Approach

Using the Whole Community Approach, ACDC strives to ensure that all stakeholders have a reserved seat at the planning table. The Whole Community Approach asks that planners consider the full breadth of community diversity and impacts of planning outcomes on our community members, with consideration of the public, government, and private sector. We understand that the County operates within a complex network of stakeholder organizations - each with its own institutional goals, frameworks, and desired outcomes. Many times, these outcomes can be harmonized to enhance operational outcomes. We understand that the best way to encourage programmatic synchronicity is to appropriately engage all parties early in the process, inviting them to the planning table. In addition to folding in a diverse and equitable perspective into all planning inputs, we will engage private stakeholders to ensure that plans are not created without the proper consultation of vendors who may be responsible for the provision of equipment and goods or other planning operations. ACDC will work with state and County agencies, other government partners, Voluntary Organizations Active in Disasters (VOAD), and private sector partners to uphold the directive of the County, its mission, and those set forth by current local policies. In addition to applying a diverse lens to the planning process, we will engage private sector stakeholders to ensure adequate collaboration between the County and the suppliers of needed resources. ACDC staff will be prepared to engage the public through formal or informal public involvement channels, utilizing new technologies for virtual, crowd-sourced, and pandemic appropriate modes of consultation. In this regard,



ACDC planners will employ new tools and strategies to ‘meet people where they are.’ Our seasoned planners understand that authentic engagement of the localized community affects planning outcomes by strengthening the legitimacy and accountability of emergency planning efforts, ensure holistic planning objectives, and improve the effectiveness and efficiency of strategic plans.

Understanding the Situation

ACDC’s emergency management and response staff as well as planners can assess existing plans and emergency coordination procedures. ACDC staff have significant experience working in emergency planning and management in large urban environments.

Specifically, our previous experiences working for the states and several large, metropolitan areas have made our team uniquely qualified to advise and drive the County's planning and response efforts. It is our familiarity with the state and County's organizational frameworks, political goals, and objectives, which will allow ACDC to produce high-level outcomes for the County's strategic planning and emergency response procedures. From the uniqueness of its infrastructure, community profiles, urban geography, and topography, and understanding its culture and economics, ACDC understands that the County requires the most innovative and innovative approaches. Combining our review of existing plans and procedures and our intimate knowledge of the political, cultural, and geographical landscape, we will provide the County a robust analysis and improvement plan for incorporating efficient and effective planning and emergency response recommendations.

Integrated & Synchronized Goals and Objectives

A core component of ACDC's methodology of determining the goals and objectives is to integrate planning efforts and be synergistic in their ability to achieve multiple cross-disciplinary goals. We endeavor to leverage every plan, exercise, and training program in support of one another, and in support of multiple stakeholder objectives. ACDC incorporates the Whole Community Approach into our assessment of goals and objectives through:

- Direct communication with leadership and input from stakeholders.
- Data and trend analysis (i.e., a 20% reduction in risk is optimal).
- Intentionally synchronizing goals and objectives into those goals and objectives of 'sister' programs to leverage efforts towards multiple programs.

The County includes diverse communities, and thus, ACDC understands that all planning and preparedness efforts must serve the multitude of communities housed across the County. Similarly, all preparedness efforts must work to achieve the goals of multiple divisions and programs.

Creative & Technological Solutions for Plan Preparation, Review & Approval

ACDC uses cloud-based platforms for the collaboration of designs, data, and documents. Our systems allow all team members to share files and keep track of changes made by internal and external participants. Programs such as Bluebeam allow for quality assurance reviews and the ultimate production of quality deliverables for our clients. Plans will be supported with innovative solutions for data visualization, the creation of dashboards, the development of story maps, and other creative ways to communicate emergency management through digital storytelling.

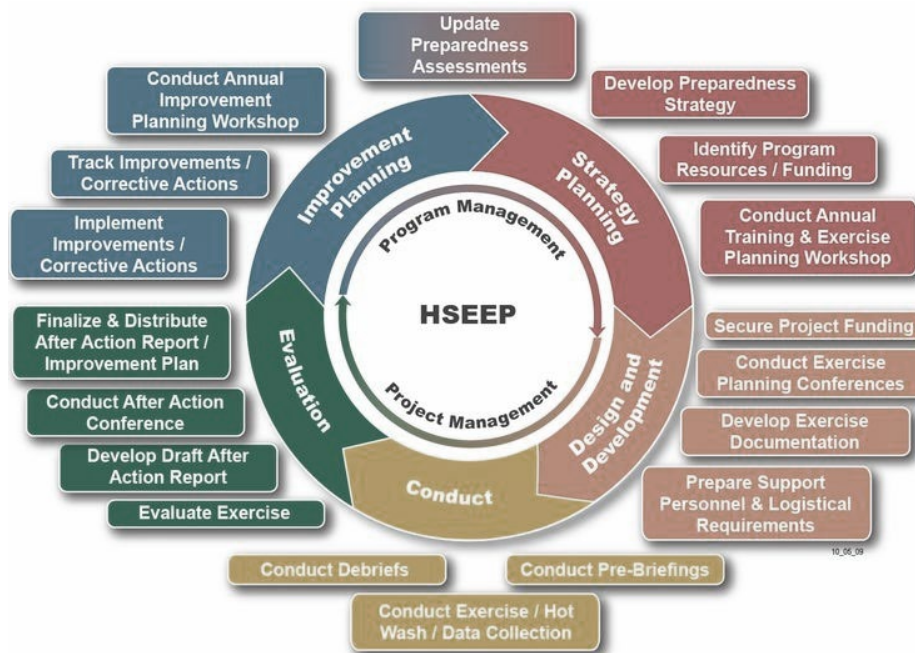
Plan Renewal & Maintenance

Plan review and renewal is an integral part of the planning process as threats and hazards continue to evolve. ACDC staff are prepared to assist the County in monitoring emergent threats and ensuring their emergency response and coordination procedures as well as emergency management plans remain up-to-date and meet the evolving needs of the County. ACDC is prepared to support the County's plan review and renewal process through planning input review and analysis including data updates, goal/objective revisions, or changes in priorities or content.

Training and Exercise

Our key staff have provided customized training for dozens of clients and thousands of participants across the nation. We also have extensive experience in developing internal training programs for new hires to ensure efficiency and consistency across the board. We have developed a functioning training resource library that has proven effective in both traditional and virtual settings. In coordination with the County, we can provide multiple workshops per year to assist the County in responding to a disaster, including training and exercises.

The ACDC team approaches client exercises with an initial assessment and evaluation process; designed to test existing plans, identify areas of strength and areas of development, resource needs, gaps in response planning and evaluate relationships with response partners. This results in a deliverable plan for ongoing improvement. Exercises are built around Homeland Security Exercise and Evaluation Program (HSEEP) specifications and can be modified to a variety of capabilities, scenarios, and strategic goals. There are several options for how an exercise can be delivered. Each is customizable to the needs and resources of the County.

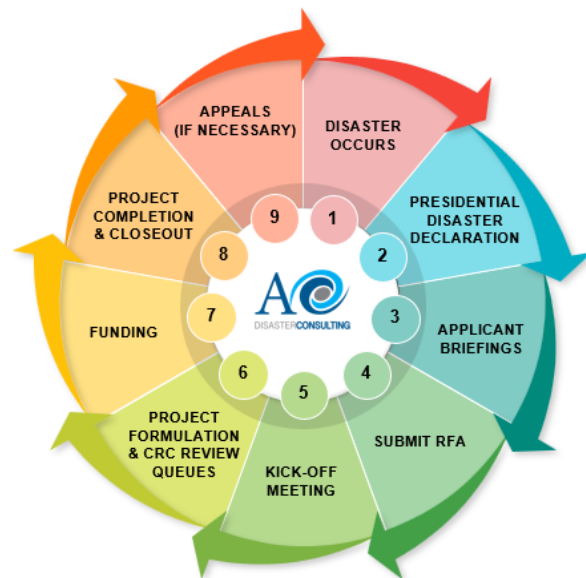


Schedules

Timelines for disaster recovery projects can shift and change based on multiple factors including, and not limited to the severity and magnitude of the event, the type of event, the specific impacts to the County, the County's preparedness posture at the time of event impact, and the priorities of the County in directing the recovery for the community.

ACDC will closely engage with the County during the time leading up to a predictable event, or immediately following a no-notice event, to determine the appropriate resources and timeline based on the unique needs and circumstances of the activation. ***Our timeline will be developed around FEMA's project lifecycle***, and we will demonstrate where our team will fit into the County's overall recovery process. Our project team is familiar with and stays abreast of FEMA recovery deadlines and will manage the project in compliance with all deadline requirements. ACDC will support the scheduling and progress reporting with project trackers that detail status changes and responsibilities of the specific project development components.

PUBLIC ASSISTANCE WORKFLOW



Quality Assurance and Accountability

ACDC employs a quality assurance/quality control (QA/QC) program that includes an independent check of all deliverables prior to client submission. Deliverables under this project will typically be prepared by a small core team of experienced staff and managers assigned for quality assurance and overseen by the ACDC Project Manager.

Our QA/QC program sets forth the minimum standards for QC to be applied on projects by all services. Included are the following essential components:

- A project execution plan (PEP) is written as the first activity for any assigned project.
- Among the required elements of the PEP is a QC plan (QCP), either embedded in the PEP or as a stand-alone document.
- A kick-off meeting is held before production work can begin. The PEP is communicated to the project team at this meeting.
- The project manager is responsible for seeing that QC is administered on his or her assignment.

SUCCESS STORY

Recently, ACDC tailored a QA/QC process specific to the needs of the Oregon Office of Emergency Management (OEM), the Oregon Department of Transportation (ODOT), and the 2020 Wildfire project



- Consistently highlighted common pitfalls for PA grant eligibility to our applicants to avoid work duplication or loss of reimbursement.
- Utilized a peer review process, with our PA colleagues or supervisors, to confirm that the information we are providing is in line with current policy and guidance.
- Developed a robust and extensive knowledge library and employed staff with experience reflective of that knowledge.
- Performed in-depth analysis into our clients' grant-affiliated legal agreements and contracts ensuring compliance with eligibility and policy.
- Created an in-depth, automated QA/QC system that reviews every project before obligation (~800 projects reviewed totaling nearly \$1 billion within 6 active DRs in Oregon).
- Developed a working timeline for PA Recipient QC Reviews that satisfied both FEMA and sub-applicant needs while providing protection for the Recipient's (OEM) interests.
- Through our PA Program Delivery, we reiterated the numerous ways to rectify cost underruns, overruns and mistakes through amendments, project versioning, and grant closeout.
- Utilized a secondary team structure to ensure the QA review was separate from the work to develop the deliverable. Ensuring a fresh set of eyes to deliver the highest quality work product.

Ability to Respond to Multiple Clients

We are customer-focused and committed to providing personalized service. We strategically select potential work by geographical regions so we can leverage our resources that live and work in Florida, which ensures we always have adequate resources and personnel to provide dedicated client assistance. We offer the ability to operate remotely from areas of disaster when necessary and are flexible with staffing arrangements.

As soon as we receive the written notice to proceed our Team can activate within 12 hours and will be on site within 24 hours. ACDC will deploy our team and provide on-site or remote staffing to effectively support and manage any and all aspects of this contract. We will call upon our extensive background and expertise in Federal Grant Management and Florida experience to engage stakeholders, streamline recovery operations and maximize reimbursements. ACDC's team has the ability and the experience to scale staffing resources as needed, utilizing a recruiting and candidate tracking system that has Enterprise-grade hiring through customized, scalable tools. This system allows for identifying qualified staff using customized AI, and aids in more efficient yet effective bulk hiring with faster onboarding. This system also allows for real-time collaboration amongst team members and hiring managers - allowing for more qualified staff, faster, when the need arises. In addition to our standard growth hires, we have utilized this system in numerous surge capacities, including EOC surge staffing for Hurricane Ian, Michael, Harvey, and Irma; emergency debris monitor hiring in multiple states; and COVID-19 mobile vaccination PODS.

The ACDC team can work embedded with the County in County Offices, remotely at any of our numerous Florida locations, or we can secure office space close to the County; whichever is preferable.

Availability and Workload of the Project Team

Given ACDC's financial capability, team resources, robust work force, and our commitment to a steady, but manageable backlog, we have excellent projected availability for our staff for the duration of this contract. We do not overcommit ourselves or our team members. Resource allocations are carefully tracked and meticulously managed.

ACDC will dedicate the required time to the County following any disaster event as required by the specific needs outlined in the activation task order for the duration of this contract term. We understand that the projected/estimated hours are subject to change based on multiple factors, and ACDC is able to scale our team to dedicate the appropriate resources and time to meet the County's specific needs. Our Project Manager, Lucas Pagan, will work closely with the County to determine and allocate the appropriate number of hours for the project team discussed in Section 4 of this proposal.

The ACDC Team has a **large Florida presence**, and the local staff necessary to provide a high level of immediate availability to this project. ACDC has over 110 staff members throughout the United States, with 28 employees located in Florida, 4 of which are dedicated to this project. CohnReznick brings another 232 Florida staff members to this talented team, including 4 team members dedicated to this contract.

Prompt and Timely Attention

ACDC is proud of our reputation for prioritizing the needs and satisfaction of our clients. We have a policy of never overcommitting our staff, so that we can provide prompt and timely attention as a standard of service. We understand that every entity has unique needs and requirements, and we're committed to ensuring we have thoughtfully aligned the resources needed to achieve project goals. We know that the County's time is valuable, so our interactions are focused on efficiency and responsiveness.

Our staff can be available for remote meetings within 24 hours or less, and within 48 hours for on-site meetings, assuming that post-event travel and site conditions are allowable.

Preparing for Recovery in Advance

ACDC is committed to helping our clients ensure they are as prepared as possible to respond and recover from emergency incidents / disaster events. We will work closely with County staff to assess current processes and procedures in place and to identify ways to improve the County's preparedness posture.

To prepare a county for proactive disaster recovery planning under the F-ROC and Disaster Recovery Assistance (DRA) frameworks, the initial step would be to conduct a comprehensive Gap Analysis. This analysis aims to evaluate the County's existing disaster recovery plans and identify areas that require improvement. Following this, a focus on Policy and Procedure Development is essential. The county should ensure that labor policies are FEMA-compliant, develop an Emergency Financial Plan as per F.S. 252.391, and establish written maintenance schedules for facilities.

The next phase involves meticulous Documentation and Record-Keeping. A Debris Management Plan should be created or updated and reviewed by FDEM. Additionally, an accounting system that tracks FEMA funds on a project-by-project basis should be implemented. Staff Training is another crucial aspect. Dedicated staff members should be assigned to manage FEMA Public Assistance (PA) grants, and they should undergo training sessions to familiarize themselves with F-ROC pillars, scoring mechanisms, and the DRA questionnaire.

Vendor and Equipment Management also play a vital role. Establishing a Master Service Agreement (MSA) with a responsible vendor can assist in administering FEMA PA grants more effectively. Procedures for equipment inventory should be well-documented. To ensure the effectiveness of these measures, a Mock DRA should be completed to identify any remaining gaps or areas for improvement. Finally, an Annual Review of all plans, policies, and procedures should be conducted to keep them up to date.

This approach aims to make the county more resilient and better prepared for disaster recovery by aligning its planning and operations with F-ROC and DRA guidelines. It encompasses a range of activities, from policy formulation and documentation to staff training and continuous improvement.

Project Portal / Information Technology and Data Management

ACDC's operating systems are secure, reliable, and accessible and all project team members are proficient in the targeted, cloud-based applications that will be used throughout the duration of this contract. Our

The following technology solutions are proposed to be used for this project:

- [illegible]

- ACDC utilizes cloud computing, offering a global network of application servers where data is secure and accessible anytime from anywhere. Cloud computing supports the storage of large datasets and offers

data processing and visualization on demand with high-speed access to data and services. There is no need to maintain in-house servers and data are backed up regularly. It offers a data-centric solution.

All of the above solutions meet strict security standards and follow best practices to protect data, documents, and users from cyber threats. Some of these best practices include:

- Enabling multi-factor authentication for extra protection against phishing attacks.
- Enabling audit logs to provide a chronological record of all activities in our systems.
- Enforcing strong password practices.
- Protecting all project PCs with anti-virus software that is updated regularly.
- Backing up all data daily on cloud-based hosting service.
- Enabling firewalls to protect external access to systems.
- Mandating staff cyber awareness training quarterly.

Public Adjusting

ACDC will take the lead in overseeing all aspects of public adjusting services and the inspection process, ensuring strict compliance with program policies and guidelines. This comprehensive management involves a multi-faceted approach:

1. *Coordination with the County:* ACDC will work closely with County officials to identify and allocate inspection needs based on urgency and impact, streamlining the process for quicker resolutions.
2. *Data Processing:* Our team will collect, analyze, and interpret inspection data, employing advanced analytics to identify trends, potential bottlenecks, and areas for improvement.
3. *Quality Control:* ACDC will conduct rigorous quality checks to ensure that all inspections meet the highest standards of accuracy and compliance, thereby minimizing risks and liabilities.
4. *Application Review:* Beyond inspections, ACDC will meticulously review each application to determine the applicability of insurance funds and/or grant reimbursements. This involves a thorough analysis of policy clauses, grant eligibility criteria, and other financial instruments to maximize funding sources.
5. *Compliance Assurance:* Our team will continuously monitor and update the County on the status of inspections and fund allocations, ensuring transparency and accountability throughout the program's lifecycle.

SECTION 6. PROPOSED FEE SCHEDULE

The below Proposed Fee Schedule includes all costs that ACDC anticipates incurring during the performance of these services. The hourly rates include all applicable travel, overhead, profit and other related costs.

As discussed previously regarding project timeline, the scope of work for disaster recovery projects can shift and change based on multiple factors. ACDC will closely engage with the County during at the time to determine the appropriate resources and effort level for actual work based on the unique needs and circumstances of the activation. This will all be considered with what the anticipated Management Cost limit will be (5% of the obligated projects) and how to accomplish the necessary work for the maximum reimbursement amount.

TABLE 4. PROPOSED FEE SCHEDULE

Proposed Fee Schedule					
Position Title	Rate	Average Days/Month	Hours/Day	No. of positions	Cost/Mo.
Project Manager	\$180.00	22	8	1	\$31,680.00
Sr. Appeals Officer or Legal Counsel	\$145.00	0.5	8	1	\$580.00
Engineer or Environmental Scientist	\$135.00	0.5	8	1	\$540.00
Sr. Grant Specialist	\$165.00	22	8	3	\$87,120.00
Grant Specialist or Insurance Specialist	\$135.00	22	8	4	\$95,040.00
Field Representative or Technical Associate	\$130.00	5	8	3	\$15,600.00
Administrative/Clerical Work	\$60.00	5	8	2	\$4,800.00
Emergency Management Specialist	\$145.00	7.5	8	1	\$8,700.00
Project Executive	\$225.00	0.1	8	1	\$180.00
			8		\$0.00
Month Estimated Total	\$950.00				\$235,360.00

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.

TABLE 5. Proposed Team Members by Role

Name	LCAT
Cameron Morris, CFM (ACDC)	Project Executive
Lucas Pagan (ACDC)	Project Manager
Michael Cruise, JD (ACDC)	Sr. Appeals Officer / Legal Counsel
Alex Lutterbach, PE (ACDC)	Engineer / Environmental Scientist
Molly Bargmann (ACDC) David Solomon (<i>CDBG</i>) (CohnReznick) Amanda M. Campen, JD (<i>Ins.</i>) (CohnReznick)	Sr. Grant Specialist / Sr. Insurance Specialist
Patrick Conway (ACDC) Bria Antoine (ACDC) Madison Norris (<i>HMGP</i>) (CohnReznick) Alexa Diego (ACDC)	Grant Specialist / Insurance Specialist
Karli Booth (<i>Debris</i>) (ACDC) Erin White (CohnReznick) Tiffany Thompson (CohnReznick)	Field Rep / Technical Associate
Shelia Chester (ACDC) Donna Grace Oliver (ACDC)	Administrative / Clerical
Kathleen Silva (ACDC)	Emergency Management Specialist

Recovering Fees from FEMA

The FEMA Public Assistance recovery activities we perform are eligible for reimbursement under FEMA's Category Z: Management Costs Projects. In the event that County required ACDC to perform work that will not be reimbursable, the ACDC Team will notify the County and work to establish an estimated cost for the additional services. ACDC tracks and invoices throughout the process in compliance with FEMA's reimbursement requirements for Category Z.

Utilizing Pre-Award Costs in the HMA Application Process

Additionally, within Hazard Mitigation Assistance (HMA) grant programs- as the application period commences, but before the official date of the Federal award or its final approval, any costs that arise are termed as pre-award costs. These costs, if they are directly associated with the creation of the application or sub-application, could be recovered. For instance, expenses related to the formulation of a Benefit-Cost Analysis (BCA), the collection of Environmental and Historic Preservation (EHP) data, or the drafting of design specifications are eligible. As long as funds are available within the grant program, these pre-award costs can be financed.

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ADDITIONAL DATA

SECTION 7. ADDITIONAL DATA

Required Forms

Please find executed copies of the forms listed below on the following pages:

- Respondent's Certification
- Public Entity Crimes
- Americans with Disabilities Act (ADA) Disability Nondiscrimination Statement
- Business Entity Affidavit (Vendor/Bidder Disclosure)
- Drug-Free Workplace Compliance Form
- No Lobbying Affidavit
- Vendor Certification Regarding Scrutinized Companies Lists
- Certification For Contracts, Grants, Loans, And Cooperative Agreements
- E-Verify Compliance Form
- Information Sheet for Transactions and Conveyances Corporate Identification
- Contact for Contract Administration

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: # _____ # _____ # _____ # _____ # _____ # _____ # _____ None

AC Disaster Consulting, LLC

NAME OF BUSINESS

Alyssa Carrier

SIGNATURE

Alyssa Carrier, CEO and Founder

NAME & TITLE, TYPED OR PRINTED

MAILING ADDRESS

1800 Glenarm Place, Ste 300, Denver, CO 80202

CITY, STATE, ZIP CODE

acarrier@acdisaster.com

E-MAIL ADDRESS

(940) 367-8094

TELEPHONE NUMBER

STATE OF Florida

COUNTY OF Indian River

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 14th (date) by Alyssa Carrier (name of officer or agent, title of officer or agent) of AC Disaster Consulting, LLC (name of corporation acknowledging), a Texas (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]



JULIE I. GLENN
Commission # HH 136201
Expires June 1, 2025
Bonded Thru Budget Notary Services

Julie I. Glenn
Notary Public
Julie I. Glenn

Name typed, printed or stamped

My Commission Expires: June 30, 2023

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:

Alyssa Carrier

(print individual's name and title)

for: AC Disaster Consulting, LLC

(print name of entity submitting sworn statement)

whose business address is: 1800 Glenarm Place, Ste 300, Denver, CO 80202

and (if applicable) its Federal Employer Identification Number (FEIN) is: 83-2157077

*(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement:
N/A - ____ - ____).*

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.

Alyssa Carrier
Signature

STATE OF Florida
COUNTY OF Indian River

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/14/2023 (date) by Alyssa Carrier (name of officer or agent, title of officer or agent) of AC Disaster Consulting, LLC (name of corporation acknowledging), a Texas (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]



JULIE I. GLENN
Commission # HH 136201
Expires June 1, 2025
Bonded Thru Budget Notary Services

Julie I. Glenn
Notary Public
Julie I. Glenn
Name typed, printed or stamped
My Commission Expires: June 30, 2023

Attachment 'F'

**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:

Alyssa Carrier, CEO and Owner

(print individual's name and title)

for: AC Disaster Consulting, LLC

(print name of entity submitting sworn statement)

whose business address is: 1800 Glenarm Place, Ste 300, Denver, CO 80202

and (if applicable) its Federal Employer Identification Number (FEIN) is: 83-2157077

(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.

Alyssa Carrier

Signature

STATE OF Florida

COUNTY OF Indian River

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/14/2023 (date) by Alyssa Carrier, CEO and Owner (name of officer or agent, title of officer or agent) of AC Disaster Consulting, LLC (name of corporation acknowledging), a Texas (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]

Julie I. Glenn

Notary Public

Julie I. Glenn

Name typed, printed or stamped

My Commission Expires: June 30, 2023



JULIE I. GLENN
Commission # HH 136201
Expires June 1, 2025
Bonded Thru Budget Notary Services

Attachment 'F'

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

I, Alyssa Carrier, CEO and Owner, 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:

83-2157077

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

AC Disaster Consulting, LLC

Name of Entity, Individual, Partners or Corporation

1800 Glenarm Place, Ste 300, Denver, CO 80202

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>
<u>Alyssa Carrier, CEO and Owner</u>	<u>1800 Glenarm Place, Ste 300, Denver, CO 80202</u>	<u>100</u> %
		%
		%

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:

None

Alyssa Carrier
Signature of Affiant

September 14, 2023
Date

STATE OF Florida
COUNTY OF Indian River

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/14/2023 (date) by Alyssa Carrier, CEO and Owner (name of officer or agent, title of officer or agent) of AC Disaster Consulting, LLC (name of corporation acknowledging), a Texas (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]

Julie I. Glenn
Notary Public
Julie I. Glenn
Name typed, printed or stamped
My Commission Expires: June 30, 2023



JULIE I. GLENN
Commission # HH 136201
Expires June 1, 2025
Bonded Thru Budget Notary Services

Attachment 'F'

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 AC Disaster Consulting, 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: Alyssa Carrier Date September 14, 2023

Print or Type Name/Title Alyssa Carrier, CEO and Owner

STATE OF Florida
 COUNTY OF Indian River

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/14/2023 (date) by Alyssa Carrier, CEO and Owner (name of officer or agent, title of officer or agent) of AC Disaster Consulting, LLC (name of corporation acknowledging), a Texas (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]



JULIE I. GLENN
 Commission # HH 136201
 Expires June 1, 2025
 Bonded Thru Budget Notary Services

Julie I. Glenn
 Notary Public
 Julie I. Glenn
 Name typed, printed or stamped
 My Commission Expires: June 30, 2023

NO LOBBYING AFFIDAVIT

STATE OF FLORIDA
COUNTY OF Indian River

This 14th day of September, 20 23,

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

AC Disaster Consulting, LLC (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.

Alyssa Carrier
Affiant

Alyssa Carrier, CEO and Owner
Print / Type Name & Title

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/14/2023 (date) by Alyssa Carrier, CEO and Owner (name of officer or agent, title of officer or agent) of AC Disaster Consulting, LLC (name of corporation acknowledging), a Texas (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.

My commission expires: June 30, 2023

Julie I. Glenn
Notary Signature

Julie I. Glenn



JULIE I. GLENN
Commission # HH 136201
Expires June 1, 2025
Bonded Thru Budget Notary Services

VENDOR CERTIFICATION
REGARDING SCRUTINIZED
COMPANIES LISTS

Respondent Vendor Name: AC Disaster Consulting, LLC

Vendor FEIN: 83-2157077

Vendor's Authorized Representative Name and Title: Alyssa Carrier, CEO and Owner

Address: 1800 Glenarm Place

City: Denver State: CO Zip: 80202

Phone Number: (940) 367-8094

Email Address: acarrier@acdisaster.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: Alyssa Carrier

who is authorized to sign on behalf of the above referenced company.

Authorized Signature Print Name and Title: Alyssa Carrier, CEO and Owner

Date: September 14, 2023

STATE OF Florida
COUNTY OF Indian River

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/14/2023 (date) by Alyssa Carrier, CEO and Owner (name of officer or agent, title of officer or agent) of AC Disaster Consulting, LLC (name of corporation acknowledging), a Texas (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]



JULIE I. GLENN
Commission # HH 136201
Expires June 1, 2025
Bonded Thru Budget Notary Services

Julie I. Glenn
Notary Public
Julie I. Glenn

Name typed, printed or stamped

My Commission Expires: June 30, 2023

CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS
(for agreements exceeding \$100,000)

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

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form- LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

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.

Alyssa Carrier
AFFIANT

AC Disaster Consulting, LLC
Typed Name of AFFIANT / AFFIANT Title

September 14, 2023
Date

STATE OF Florida
COUNTY OF Indian River

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/14/2023 (date) by Alyssa Carrier, CEO and Owner (name of officer or agent, title of officer or agent) of AC Disaster Consulting, LLC (name of corporation acknowledging), a Texas (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]



JULIE I. GLENN
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Julie I. Glenn
Notary Public
Julie I. Glenn
Name typed, printed or stamped
My Commission Expires: June 30, 2023

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: AC Disaster Consulting, LLC

Authorized Signature: Alyssa Carrier

Print Name: Alyssa Carrier

Title: CEO and Owner

Date: September 14, 2023

Phone: (940) 367-8094

Email: acarrier@acdisaster.com

STATE OF Florida
COUNTY OF Indian River

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/14/2023 (date) by Alyssa Carrier, CEO and Owner (name of officer or agent, title of officer or agent) of AC Disaster Consulting, LLC (name of corporation acknowledging), a Texas (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]



JULIE I. GLENN
Commission # HH 136201
Expires June 1, 2025
Bonded Thru Budget Notary Services

Julie I. Glenn
Notary Public
Julie I. Glenn
Name typed, printed or stamped
My Commission Expires: June 30, 2023



REQUEST FOR PROPOSAL FOR EMERGENCY PLANNING, DISASTER RECOVERY & 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 (Circle One) or NO

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

Texas
AC DISASTER CONSULTING LLC

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: M19000004356

Does it use a registered fictitious name? YES or NO

Name of Officers:

President: N/A
Vice President: N/A
Director: N/A
Other: CEO and Owner, Alyssa Carrier

Secretary: N/A
Treasurer: N/A
Director: N/A
Other: N/A

Name of Corporation (As used in Florida): AC DISASTER CONSULTING LLC
(Spelled exactly as it is registered with the State or Federal Government)

Corporate Address:

Post Office Box: N/A
City, State, Zip: _____
Street Address: 1800 Glenarm Place, Ste 300
City, State, Zip: Denver, CO 80202

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

Federal Identification Number: 83-2157077
(For all instruments to be recorded, taxpayer's identification is needed)

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

Alyssa Carrier

(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:

CEO and Founder



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: Jonathan Jenkins

TITLE: Chief Administrative Officer

COMPANY NAME: AC Disaster Consulting, LLC

ADDRESS: 1800 Glenarm Place, Ste 300

CITY: Denver

STATE: CO **ZIP:** 80202

TELEPHONE NUMBER: (646) 675-4413

FAX NUMBER: None

EMAIL: jjenkins@acdisaster.com

SIGNATURE: Jonathan M. Jenkins

Proof of Insurance

Please find a copy of our current certificate of insurance below.

ACORD™ CERTIFICATE OF LIABILITY INSURANCE						DATE (MM/DD/YYYY) 09/12/2023	
PRODUCER Protectors Insurance and Financial Services, LLC 4615 Southwest Freeway, Suite 805 Houston, TX 77027			Phone: (713)660-8899			THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
INSURED AC Disaster Consulting, LLC 1800 Glenarm Pl Ste 300 Denver, CO 80202			INSURERS AFFORDING COVERAGE			NAIC #	
			INSURER A: Twin City Fire Insurance			29459	
			INSURER B: Gemini Insurance Company				
			INSURER C: Lloyds of London				
			INSURER D: Hanover Insurance Company				
			INSURER E:				
COVERAGES							
THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR ADDL LTR INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS		
A	GENERAL LIABILITY	61SBMBF9943	09/30/2023	09/30/2024	EACH OCCURRENCE	\$ 1,000,000	
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY				DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000	
	<input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR				MED EXP (Any one person)	\$ 10,000	
					PERSONAL & ADV INJURY	\$ 1,000,000	
	GEN'L AGGREGATE LIMIT APPLIES PER:				GENERAL AGGREGATE	\$ 2,000,000	
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC				PRODUCTS - COM/PO/ AGG	\$ 2,000,000	
A	AUTOMOBILE LIABILITY	61SBMBF9943	09/30/2023	09/30/2024	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000	
	<input checked="" type="checkbox"/> ANY AUTO				BODILY INJURY (Per person)	\$	
	<input type="checkbox"/> ALL OWNED AUTOS				BODILY INJURY (Per accident)	\$	
	<input checked="" type="checkbox"/> SCHEDULED AUTOS				PROPERTY DAMAGE (Per accident)	\$	
	<input checked="" type="checkbox"/> HIRED AUTOS						
	<input checked="" type="checkbox"/> NON-OWNED AUTOS						
	GARAGE LIABILITY				AUTO ONLY - EA ACCIDENT	\$	
	<input type="checkbox"/> ANY AUTO				OTHER THAN EA ACC	\$	
					AUTO ONLY: AGG	\$	
A	EXCESS/UMBRELLA LIABILITY	61SBMBF9943	09/30/2023	09/30/2024	EACH OCCURRENCE	\$ 5,000,000	
	<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE				AGGREGATE	\$ 5,000,000	
						\$	
						\$	
	DEDUCTIBLE					\$	
	RETENTION \$					\$	
WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					WC STATUTORY LIMITS	OTHER	
ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?					E.L. EACH ACCIDENT	\$	
If yes, describe under SPECIAL PROVISIONS below					E.L. DISEASE - EA EMPLOYEE	\$	
OTHER					E.L. DISEASE - POLICY LIMIT	\$	
B	Professional Liab	VPPL019755	09/30/2023	09/30/2024	Aggregate/Claim	\$2,000,000	
C	Cyber Liability	B1180D211255/038	11/08/2022	11/08/2023	Aggregate/Claim	\$1,000,000	
D	Crime Coverage	BDC-JO11377-01	05/19/2023	05/19/2024	Client Property	\$1,000,000	
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS							
CERTIFICATE HOLDER				CANCELLATION			
				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL _____ DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.			
				AUTHORIZED REPRESENTATIVE			
				(MJM)			
ACORD 25 (2001/08)				Printed by MJM on 09/12/2023 at 01:47PM © ACORD CORPORATION 1988			

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APPENDIX A: RESUMES

Please find detailed resumes for the personnel listed below on the following pages:

- Lucas Pagan – Project Manager
- Cameron Morris, CFM- Project Executive
- Michael Cruise, JD – Sr. Appeals Officer / Legal Counsel
- Alex Lutterbach, PE- Engineer / Environmental Scientist
- Molly Bargmann- Sr. Grant Specialist
- David Solomon- Sr. Grant Specialist (CDBG)
- Amanda M. Campen, JD- Sr. Insurance Specialist
- Patrick Conway- Grant Specialist
- Bria Antoine- Grant Specialist
- Madison Norris- Grant Specialist (HMGP)
- Alexa Diego - Grant Specialist
- Karli Booth- Field Representative / Technical Associate (Debris)
- Erin White- Field Representative / Technical Associate
- Tiffany Thompson- Field Representative / Technical Associate
- Sheila Chester- Administrative / Clerical
- Donna Grace Oliver- Administrative / Clerical
- Kathleen Silva – Emergency Management Specialist



Lucas Pagan is an experienced emergency manager professional. He has demonstrated a history as a Project Manager working with FEMA's Public Assistance teams. Throughout his career, Lucas has drafted, reviewed and closed thousands of Public Assistance and Hazard Mitigation projects throughout New York, Texas, Arkansas, Oklahoma, New Jersey, Louisiana, Illinois, Florida, and Oregon. He also has knowledge of working as a Grant Monitor for disaster compliance professional services. The range and depth of his recovery work has allowed Lucas to develop expertise in the field of Disaster Recovery.

SELECTED PROJECT EXPERIENCE

AC Disaster Consulting, Arlington, TX

Oct 2019 – Present

Disaster Recovery Program Manager, FEMA Public Assistance Consulting Services

Employer POC: Jonathan Jenkins, jjenkins@acdisaster.com

DeSoto County, Florida - FEMA Public Assistance (Hurricane Ian)

November 2022 – Present

Project Manager

- Manages Program Delivery team and contract deliverables
- Provide County with FEMA PA program technical guidance and cost recovery assistance.
- Provide guidance to County applicants in how to build back stronger in response to the Hurricane Ian disaster in South Florida.
- Perform Damage Assessments with County officials, FEMA and other stakeholders to identify mitigation opportunity, propose scope of work and collaborate with cost estimators to determine cost effectiveness.
- Access and interact with FEMA's Grants Manager Portal to monitor projects and upload necessary documents for applicant mitigation proposals based on FEMA Damage, Description and Dimensions (DDD) for recovery projects.

Oregon Military Department Office of Emergency Management, DR-4499 COVID-19

03/2020 – Present

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

- Provide cost tracking and project development for OEM Cat B Emergency Protective Measures.
- Serving as TFLs for OEM and coordinating PA recovery efforts with FEMA on behalf of OEM.
- Training state-hired recovery staff to act as PDMGs for DR-4499.
- Providing guidance to applicants throughout Oregon on developing Cat B EPM projects for reimbursement.
- Assisting State leadership in enhancing and amplifying FEMA guidance on applicant communications specific to Oregon.

Oregon Military Department Office of Emergency Management 10/2019-Present

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

- Project lead for contracting team for DR-4432, DR-4452, and DR-4519, DR-4562, and DR-4599.
- Responsible for implementing and managing FEMA Public Assistance teams at multiple AFOs in the recovery process.
- Report to OEM on status of applicants and highlight project specific issues.
- Manage communications with FEMA personnel throughout process.
- Work within Applicant side FEMA Grants Portal to update PWs and manage process steps.
- Provide programmatic expertise in developing, completing, reviewing, and navigating grant applications.

Certifications and Trainings

Additional Certifications Below

- IS-100c: Introduction to the Incident Command System
- IS-200c: Basic Incident Command System for Initial Response
- IS-253a: Overview of FEMA's Environmental and Historic Preservation Review
- IS-277a: Benefit-Cost Analysis (BCA): Entry- Level
- IS-1000: Public Assistance Program and Eligibility
- IS-1003: The exploratory Call, the Damage Inventory, and the Recovery Scoping Meeting
- IS-1004: The FEMA Site Inspection Process
- IS-1007: Detailed Damage Description and Dimensions
- IS-1008: Scope of Work Development (Scoping and Costing)
- IS-1009: Conditions of the Public Assistance Grant
- IS-1010: Emergency Protective Measures
- IS-1011: Roads and Culverts
- IS-1012: Direct Administrative Costs
- IS-1013: Costing- Estimates and the Cost Estimating Format
- IS-1014: Integrating 406 Mitigation Considerations into Your Public Assistance Grant

Education

- B.A. Mass Communications; Minor in Geography, Texas State University, San Marcos, TX

**Oregon Military Department Office of Emergency Management - continued
10/2019-Present****Employer POC:** Alyssa Carrier, acarrier@acdisaster.com

- Manage and monitor projects in accordance with state and federal regulations.
- Extensive experience in client engagement management.
- Contract and Scope deliverable management.
- Manage team members to achieve contract goals.

**Texas General Land Office (GLO) Case Management & Call Center
10/2019 - Present****Project Manager****Employer POC:** Alyssa Carrier, acarrier@acdisaster.com

- Assisted the State of Texas's General Land Office in providing over \$100 million in reimbursements to homeowners effected by Hurricane Harvey.
- Managing eight case managers, two building inspectors, an inspector QA, and a team of Damage

**H2O Partners Inc., Various cities in TX and LA
06/2016 - 10/2019****Program Manager / Sr. Project Manager, PA, HMGP, and CDBG Consulting Services, FEMA Public Assistance Consulting Services****Employer POC:** Pam Hawkins, pam@h2opartnersusa.com

- Implemented and managed FEMA Public Assistance teams in the recovery process.
- Identified eligible projects for reimbursement.
- Managed communications with FEMA personnel throughout process.
- Worked within Applicant side FEMA Grants Portal to update PWs and manage process steps.
- Reviewed and submit time extension requests, cost amendments, or other scope of work changes.
- Provided technical assistance to sub-grantees in developing, completing, reviewing, and navigating grant applications.
- Managed and monitor projects in accordance with state and federal regulations.
- Extensive experience in client engagement management.
- Contracted and Scope deliverable management.

**H2O Partners Inc., HMGP and CDBG Consulting Services, Disaster Compliance Professional Services
12/2014 - 06/2016****Grant Monitor****Employer POC:** Pam Hawkins, pam@h2opartnersusa.com**Governor's Office of Storm Recovery (GOSR)**

- Responsible for overseeing project eligibility, funds management, and outreach coordination.
- Reviewed Hazard Mitigation Grant Program (HMGP) structural projects for the state.
- Assessed eligibility of Community Development Block Grant Disaster Recovery (CDBG-DR) funding for global match for Hurricane Sandy DR-4085-NY.
- Tracked projects in client system and update reports weekly.
- Facilitated public meetings and hearings.
- Reviewed and submit time extension requests, cost amendments, or other scope of work changes.
- Assisted with the development of HMGP and CDBG policies and procedures.
- Provided technical assistance to sub-grantees and GOSR in developing, completing, reviewing, and finalizing grant applications.
- Managed and monitor projects in accordance with state and federal regulations.
- Processed data files retrieved from FEMA's grant reporting system.

**H2O Partners Inc., Disaster Compliance Professional Services
10/2013 - 11/2014****Grant Monitor****Employer POC:** Pam Hawkins, pam@h2opartnersusa.com**Texas Division of Emergency Management (TDEM)**

- Assisted with the oversight and management of over 1,500 Hazard Mitigation and Public Assistance grants for the Texas Division of Emergency Management (TDEM) to close out grants from Hurricane Ike DR-1791-TX.
- Managed Public Assistance grants.
- Oversaw Project Worksheet reimbursements.
- Assisted with tracking of projects and conducting correspondence with applicants.
- Processed PA projects for closeout.
- Reviewed and submitted time extension requests, cost amendments, and other scope of work changes.
- Conducted policy and compliance research.
- Drafted memos on direct administrative costs.
- Reviewed and analyzed grant applications, engineering reports, insurance policies and architecture plans.
- Managed and monitored projects in accordance with state and federal regulations.

Federal Emergency Management Agency

01/2010 – 09/2013

Public Assistance Crew Lead (PAC)

Employer POC: *Sam Ronveaux, Samuel.ronveaux@fema.dhs.gov*

- State and FEMA closeout experience including appeals and audits.
- Expert in the FEMA internal databases EMMIE and NEMIS.
- Managed applicants through the PA grant process.
- Mentored and trained new project specialists.
- Developed and reviewed complex sub-grant applications during disaster recovery operations.
- Planned and achieved complex goals in dealing with numerous applicants simultaneously.

CERTIFICATIONS AND TRAININGS, CONTINUED

- IS-1017: Scope Change Requests, Time Extensions, Improved/Alternate Project Requests
- IS-1018: Determination Memorandums and Appeals
- IS-1019: Codes and Standards
- IS-1020: Public Assistance Donated Resources
- IS-1026: Eligibility of Private Nonprofit Organizations

Cameron Morris has 14 years of experience in engineering, environmental, and disaster consulting, working both internationally as well as throughout the United States. Through his experiences working in academia, engineering firms, as well as for the U.S. Fish and Wildlife Service, Mr. Morris has acquired skill sets in threats assessments and inventories, mitigation and resilience-based restoration, debris operations, as well as both regulatory and grant compliance. Additionally, Mr. Morris worked directly for the CRC performing quality assurance and environmental and historical compliance reviews for multiple disasters, nationwide. Mr. Morris has presented at several national conferences, has a rich history of supporting clients with successful grant applications, and has developed agreements and partnerships for projects across the Country.

PROJECT EXPERIENCE

AC Disaster Consulting, Arlington, TX
October 2019 – Present

Director of Recovery

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

Florida Division of Emergency Management, Hurricane Ian Response

October 2022 – Present

Project Manager

- As part of our response, assisting in the management of statewide debris efforts post-Hurricane Ian (Debris Task Force).
 - These efforts include bidding/procurement, outreach to counties and cities, contract management, grant management, and field coordination. Services also include required State and Federal environmental coordination/permitting, including specific conditions associated with water way debris removal.
 - 341 Invoices approved to date for a total of \$128,870,726.48 for all 11 contractors ranging from the date of October 2022 until February 2023.
 - 344 Derelict Vessels Removed.
 - 891,000 CY of C&D and Vegetation removed on Private Properties.
 - 933,942 CY vegetation & 1,727,629 CY C/D on ROW.
 - Over 4000 White Goods Removed.
 - Shrimp boat mission completed getting 29 Trawlers refloated and demobilized crews and barges.
- Providing staff augmentation and emergency management expertise in contingency planning, logistics & resource management, co-response planning and cost recovery functions at the State Emergency Operations Center (SEOC).
- ACDC deployed for Hurricane Ian response and recovery efforts as SEOC support staff as well as providing supporting roles for several Florida jurisdictions, including DeSoto County, Hardee County, Pasco County, and Clay County.

Oregon Office of Emergency Management, Wildfire Response & Recovery

September 2020 – Present

Debris Task Force – Project Manager

- Facilitate the execution, coordination, and outreach of debris work orders
- Provided property owner notifications of debris operations
- Coordinate intergovernmental Agreements and Memorandums of Understanding for FEMA eligible applicants to participate in the State led cleanup program



Certifications

- FDOT Advanced MOT (*Pending*)
- Level I: Wildland Hydrology Applied Fluvial Geomorphology
- Level II: Wildland Hydrology River Morphology and Applications
- Level III: Wildland Hydrology River Assessment and Monitoring
- Level IV: Wildland Hydrology Natural Channel Design
- USDA NRCS Technical Service Provider (TSP-16-21552)
- Instructor of Natural Channel Design
- Motorboat, ATV, SCUBA, and Airboat Operator Certified
- FEMA: Coastal Engineering/Coastal Scientist
- FEMA IS-00100.c Introduction to Incident Command System, ICS-100
- FEMA IS-00230.d Fundamentals of Emergency Management
- FEMA IS-00235.c Emergency Planning
- FEMA IS-00253.a Overview of FEMA Environmental and Historic Preservation Review Responsibilities

Active Registrations

- USDA NRCS Technical Service Provider (TSP-16-21552)

Education

- M.S., Civil Engineering, Florida State University, Tallahassee, FL
- B.S., Ecology, University of Georgia, Athens, GA

Oregon Office of Emergency Management, Wildfire Response & Recovery - continued

September 2020 – Present

- Call Center - Provided the State of Oregon with a Wildfire Hotline, which provided technical and outreach support for impacted residents and contractors involved with debris operations
- Develop cost estimates and project budget projections
- Monitor contractor operations
- Ensure permit compliance and FEMA eligibility
- Coordinate right of entry authorizations and private property owner requests with debris contractors

Florida Division of Emergency Management, COVID-19 Response

March 2020 – Present

Senior Emergency Manager

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

- Assist the state of Florida with Emergency Operations Center staff augmentation support.
- Offer Resource Management and Logistics divisions support with sourcing and tracking personal protections and medical supplies.
- Support the co-response planning effort for the State.
- Assist state-wide After Action Reporting in real time for the COVID-19 response.

Florida Department of Transportation, Data Validation

October 2019 – June 2020

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

- Assisted with the compilation, review, and validation of debris tickets associated with Hurricane Michael and Hurricane Irma resulting in \$246 million in reimbursement from FEMA for the Florida Department of Transportation

City of Mexico Beach, Salt Creek Debris Removal

March 2020 – Present

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

- Project Manager assisting the City of Mexico Beach to secure \$3.5 Million in grant funds through the Natural Resource Conservation Service and oversaw operations to remove Hurricane Michael debris from approximately 4,500 linear feet of water-waterways and wetlands along Salt Creek. **Florida Division of Emergency Management, Fire Management Assistance Grants (FMAG)**

July 2020 – Present

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

Assisted FDEM with the outreach, data compilation, and validation of FMAG reimbursements for those cities and counties impacted by the Collier County, Mussett Bayou, and 5 Mile Swamp fires.

Dewberry, Mexico Beach FEMA Berm, Bay County, FL

2019

Employer POC: N/A

- Responsible for the design, permitting, and regulatory compliance (sea turtle and shorebird nesting season) to reconstruct approximately 16,000 linear feet of beach dune system (FEMA Berm) including appropriate, native vegetation and sand fencing along the City's dedicated beach after the landfall of Hurricane Michael.

Federal Emergency Management Agency, NISTAC E 18-J-0126, Nationwide

2018-2019

Project Specialist

Employer POC: N/A

- Performed compliance reviews on building and infrastructure damage assessments, environmental assessments, and engineering evaluations.
- This includes technical assistance support for design and construction on a wide range of infrastructure impacted by natural and man-made disasters including acts of terrorism on behalf of the Federal Emergency Management Agency (FEMA) to all States, Territories and Tribal Nations.

Dewberry, Mexico Beach Emergency Authorizations, Bay County, FL

2018-2019

Employer POC: N/A

- Acquired state and federal regulatory authorizations post Hurricane Michael for emergency operations including debris removal, dredging, and repairs to critical infrastructure.

Dewberry, North and West St. Andrews Bay Utility Retrofit Directional Bores, Bay County, FL

2018 – 2019

Employer POC: N/A

- Permitted and assisted with the design to directional bore water distribution lines across both north and west portions of St. Andrews Bay.

Dewberry, Oyster Lake Restoration Project – Walton County, FL

2006 – 2016

Senior Project Manager

- Oyster Lake is a 20 acre naturally formed freshwater basin in Walton County, Florida, intermittently connected to the Gulf of Mexico. The construction of a causeway, infilling and inadequately sized culvert pipes, and a perched 3-chambered box culvert segregated the lake into two basins, an eastern freshwater portion and saltwater western portion. The Oyster Lake Restoration Project provided reconnection of wetlands and aquatic communities to their natural state with culvert to bridge replacements and the replacement of the box culvert on highway 30-A to a 45' span bridge. In doing so, the hydrologic regime of Oyster Lake has and will continue to be restored, reconnecting habitat and connectivity for the vast array of species utilizing both marine and freshwater environments.

Dewberry, Mississippi Sound Complex Watershed Management Plan (WMP), Mobile, AL

2015-2018

Senior Project Manager

- In coordination with the Mobile Bay National Estuary Program, lead a team to provide environmental planning and engineering services to develop comprehensive WMPs for the Bayou La Batre, West Fowl River, and Dauphin Island Watersheds. These plans provide a conceptual course for improving and protecting: water quality, habitats, shorelines, public access, culture and heritage, and environmental health and resiliency.

Dewberry, Walton, Gulf, and Franklin Counties RESTORE Act Multi-Year Implementation Plan, Northwest FL

2015-2018

Senior Project Manager

- Managed a team to provide Walton, Gulf, and Franklin counties approval from the U.S. Treasury for their RESTORE Act Multi-year Implementation Plan.
- With initial Direct Component funds, a total of fourteen projects were designed, permitted, and constructed including construction and monitoring of artificial reefs, beach\beach dune and salt marsh restoration, coastal dune lake restoration, stormwater master planning, an agritourism business, an intermodal transportation program, and numerous stormwater improvement projects.

Dewberry, Norfolk Southern Living Shoreline

2018-2019

Senior Project Manager

- Assisted with the planning, design, and permitting of a living shoreline that would provide habitat for oysters, river otters, shore birds, and other wildlife on the Elizabeth River, while also protecting railroad property at Lamberts Point from increasing coastal hazards. The living shoreline design involved several components, that together, created an oasis of native vegetation extending approximately half a mile along the industrial shoreline. Additional design components included a series of small rock breakwaters positioned offshore, roughly 2,300 cubic yards of sand backfill, and 90 cubic yards of recycled oyster shells placed on the backside of the breakwaters.

Dewberry, Snug Harbor Marina, Bay County, FL

2018

Employer POC: N/A

- Responsible for the environmental assessment and permitting of two boat ramps, accessory piers, floating docks and several hundred feet of shoreline stabilization in Watson Bayou and its access channel.

Dewberry, Walton, Gulf, and Franklin Counties RESTORE Act Multi-Year Implementation Plan, Northwest FL

2017-2019

Senior Project Manager

Employer POC: N/A

- Assisted Walton, Gulf, and Franklin Counties in obtaining approval from the U.S. Treasury for their RESTORE Act Multi-year Implementation Plan.
- With initial Direct Component funds, Dewberry has developed 14 projects including construction and monitoring of artificial reefs, beach\beach dune and salt marsh restoration, coastal dune lake restoration, stormwater master planning, an agritourism business, an intermodal transportation program, and numerous stormwater improvement projects.

Dewberry, Windmark Beach Shoreline Stabilization and Beach Restoration, Gulf County, FL

2017-2019

Employer POC: N/A

- Provided environmental assessment, survey, design, and permitting services to the Windmark Beach Homeowners Association to construct 3,700 linear feet of offshore breakwaters and backfill with approximately 7,000 cubic yards of beach compatible fill to stabilize and restore the community beach.

Dewberry, Mexico Beach Sand Bypass and Beach Restoration, Bay County, FL**2017-2019*****Employer POC:*** N/A

- Provided environmental assessment, design, and permitting services to manually bypass sand across the City of Mexico Beach Canal, stockpile the sand on the beach, and then place the sand via truck haul on the critically eroded section of Mexico Beach.

County-Wide Integrated Dredge Management Plan, Pasco County, FL**2017-18****Senior Project Manager*****Employer POC:*** N/A

- Developed an approved Dredge Management Plan for coastal Pasco County, with specific focus on canal systems of several residential neighborhoods with navigational access to the Gulf of Mexico.
- Included within the plan were an initial analysis of each canal system, recommended alternatives, permitting feasibility, project cost estimates and analysis, potential funding sources and leveraging analysis, and a recommended path forward.

Dewberry, Tanyard Creek Park Non-Native Plant Species Management Plan, Gadsden County, FL**2017-2018*****Employer POC:*** N/A

- Provided the City of Quincy with an invasive and exotic plant species assessment for approximately 120 acres of the Tanyard Creek Preservation Park. This assessment was used to acquire funding from the Florida Fish and Wildlife Conservation Commissions Invasive Species Management Program to treat all identified invasive and exotic plant species within the Preservation Park.

Dewberry, Water Quality Improvements, Enhance Fisheries Habitat in the Lower Choctawhatchee River Basin Phase I, NW Florida**2017-2018*****Employer POC:*** N/A

- Facilitated and developed the joint resolution between Walton, Washington, and Holmes Counties and in 2016 was awarded funding from the National Fish and Wildlife Foundation to inventory, prioritize and develop solutions to unpaved road-stream crossings in the Lower Choctawhatchee Watershed.

Dewberry, Pupukea Marine Conservation District and North Shore Oahu Beach Stabilization, Oahu, HI**2017*****Employer POC:*** N/A

- Inventoried and identified flora and fauna and completed the environmental assessment for multiple projects along Sharks Cove, Banzai Pipeline, Kanuala Beach, Turtle Bay, and the North Shore of Oahu designed to stabilize the shoreline and residential foundations post major winter storms.

Dewberry, City of Freeport Stormwater Master Plan and Capital Improvement Strategic Plan Update, Walton County, FL**2017*****Employer POC:*** N/A

- Assisted in the successful grant application for Pot 1 RESTORE funding for the City of Freeport to develop a stormwater master plan that will accomplish the following tasks: inventory and map stormwater infrastructure, model stormwater drainage for every basin within the City limits, identify both water quality and quantity problems, and prioritize capital improvement projects aimed at addressing identified problem areas.

Dewberry, Identifying Water Quality Impairments to Lagrange Bayou, Black Creek and Choctawhatchee Bay, Walton County, FL**2017*****Employer POC:*** N/A

- Assisted in the successful grant application for Pot 1 RESTORE funding for the City of Freeport to develop a water quality assessment (WQA) and reduce adverse environmental impacts from stormwater runoff and failing septic tanks within the City's franchise area. This WQA will accomplish the following tasks: implement additional water quality investigation efforts, continue the preliminary evaluation efforts for the four identified areas that contribute to the existing water quality issues, provide a preliminary design report that identifies several alternatives to address the current sources of water quality impairments and prioritize capital improvement projects aimed at addressing identified problem areas.

Dewberry, Choctawhatchee River Blueway Trail, Washington, Walton, and Holmes Counties, FL 2016-2019

Employer POC: N/A

- Developed a multi-county Memorandum of Understanding to pursue grant funding from the Land and Water Conservation Grant and Florida Department of Environmental Protection's Office of Greenways and Trails to develop a 57 mile designated blueway trail including camping locations, ranging from designated primitive campsites to riverside cabins, overnight watercraft storage for canoes and kayaks, renovations or repairs to existing river access points and ramps or the construction of new multi-use ramps, screened decks, picnic pavilions with amenities, and public restrooms and showers where suitable.

Mississippi Sound Complex Watershed Management Plan (WMP), Mobile, AL 2016-2017

Senior Project Manager

Employer POC: N/A

- Provided environmental planning and engineering services to develop comprehensive WMPs for the Bayou La Batre, West Fowl River, and Dauphin Island Watersheds.
- These plans provide a conceptual course for improving and protecting water quality, habitats, shorelines, public access, culture and heritage, and environmental health and resiliency.

Dewberry, Palmas Del Mar Shoreline Stabilization, Humacao, PR 2016

Employer POC: N/A

- Performed the environmental assessment and assisted with the design and regulatory permitting to install over 2,000 linear feet of geosynthetic containers to stabilize the actively eroding beach, severely impacting the adjacent residential condominium buildings and Punta Fraile Marina.

Dewberry, Baggett Farms Stream Restoration, Jackson County, FL 2016

Employer POC: N/A

- Assisted the U.S. Fish and Wildlife Service, West Florida Resource Conservation and Development Council, and Florida Fish and Wildlife Conservation Commission with survey, design, and permitting for five (5) restoration components that included the following: restoring two unnamed tributaries entering the Chipola River to a natural, meandering stream channel with a 75 foot riparian buffer, stabilizing a streambank along the Chipola River using a toe wood structure, replacing a culvert on an unnamed tributary to restore hydrology and eliminate a fish passage barrier, installing three solar powered wells and watering facilities for livestock, and installing cattle exclusion fencing along all stream segments to eliminate threats to water quality.

Dewberry, Sunrise Lane, Mashas Sands, and Rock Landing Canal Dredging, Wakulla County, FL 2015-2018

Employer POC: N/A

- Responsible for the survey, design, and permitting to dredge post major storm approximately 1,200 linear feet of the Sunrise Lane canal, 1,300 linear feet of the Mashas Sands Canal, and 100 cubic yards of material at the toe of the Rock Landing boat ramp to restore access to the Gulf of Mexico.

US Fish and Wildlife Service Special Operations Weather Team Applied Fluvial Geomorphology Trainings, Van Buren, MO 2015 - 2017

Employer POC: N/A

- Provided classroom and field trainings for multiple units within the Special Operations Weather Team on Applied Fluvial Geomorphology within the Ozark National Forest. Trainings focused on landscape ecology, floodplain management, fluvial mechanics, and river stability and access.

Dewberry, Port of Port St. Joe Expansion, Gulf County, FL 2015-2017

Employer POC: N/A

- Provided Gulf County and the Port of Port St. Joe Port Authority survey, design, and permitting services to dredge the Port. St. Joe navigation channel to a depth of -37 feet and dispose of approximately 5.63 million cubic yards of sediment within two (2) dredged material management areas including direct impacts to 66.5 acres of wetlands.

Surface Water Improvement and Management (SWIM) Plan Updates, Northwest Florida Water Management District (NFWFMD) 2015-2016

Senior Project Manager

Employer POC: N/A

- Assisted the NFWFMD to update SWIM Plans for six priority watersheds in the Florida Panhandle.
- Specific tasks include describing the watershed, watershed threats/issues, and assessing management activities since previous SWIM Plans.

Dewberry, Apalachicola River Streambank Stabilization, Calhoun County, FL**2015*****Employer POC:*** N/A

- Responsible for the design and permitting to stabilize approximately 250 LF of extensively eroded streambank along the Apalachicola River. This project was critical to preventing any further lateral migration of the Apalachicola River, potentially causing the collapse of a river house located on the property.

US Fish and Wildlife Service, Earl Thompson Stream Restoration, Okaloosa County, FL**2015*****Employer POC:*** N/A

- Assisted the U.S. Fish and Wildlife Service and Yellow River Soil and Water Conservation District with survey, design, permitting, and construction management to restore approximately 3,000 linear feet of an unnamed tributary to the Blackwater River that was severely impacted from erosion. This project restored the natural stream channel within the gullied area and reconnected the upper and lower stream systems.

US Fish and Wildlife Service, Anderson Branch Stream Restoration, Okaloosa County, FL**2015*****Employer POC:*** N/A

- Assisted Eglin Air Force Base's Natural Resources Field Office with survey, design, permitting, and long-term monitoring to remove an earthen dam and reconstruct 3,500 linear feet of stream channel and riparian floodplain to assure in-stream and habitat connectivity, stable flow, and sediment dynamics throughout the stream system including an off channel pond to accommodate lentic habitat and recreational fishing.

Dewberry, Chipola River Cutoff Streambank Stabilization, Gulf County, FL**2014*****Employer POC:*** N/A

- Responsible for the design and permitting to stabilize approximately 500 LF of actively eroding streambank along the Chipola River including authorization with the Florida Fish and Wildlife Conservation Commission, Florida Department of Environmental Protection, Army Corps of Engineers, Northwest Florida Water Management District, U.S. Fish and Wildlife Service, as well as Authorization for the Lease of Florida's Sovereign Submerged Lands.

Gulf County Habitat Conservation Plan (HCP), Gulf County, FL,**2014****Project Manager*****Employer POC:*** N/A

- Assisted in the development of Gulf County's HCP addressing impacts to Federally listed species related to coastal development within Gulf County.

Dewberry, Econfina Creek Pump Station: Stream Hydraulic Stability Sediment Transport and Design Study, Bay County, FL**2014*****Employer POC:*** N/A

- Assisted Coastal Hydrology, Inc. to develop a sediment relationship on Econfina Creek at the location of the alternative water source withdrawal to determine if the project would influence long-term effects for maintenance at the site with possible design alternatives to minimize operational costs. Both firms gathered and evaluated data to determine the stability of Econfina Creek through a physical and visual assessment of the surrounding channel and floodplain as well as the proposed site.

Dewberry, Oyster Lake Restoration, Walton County, FL**2013*****Employer POC:*** N/A

- Assisted the County, U.S. Fish and Wildlife Service, Florida Department of Environmental Protection, and Florida Fish and Wildlife Conservation Commission to alleviate flooding on adjacent residential and commercial development and reconnect wetlands and aquatic communities to their natural state with culvert to bridge replacements along the Oyster Lake Causeway, South Thompson Road, the outlet driveway, and the replacement of the box culvert on highway 30-A to a 45' span bridge. In doing so, the hydrologic regime of Oyster Lake has and will continue to be restored, reconnecting habitat and connectivity for the vast array of species utilizing both marine and freshwater environments. Beach and dune restoration, including the planting of sea oats, was done along both sides of the outfall to the Gulf of Mexico.

Dewberry, Ocean Reef and Calypso Resorts Beach Outfall Improvements, Bay County, FL**2013*****Employer POC:*** N/A

- The existing stormwater discharge pipes located seaward of the resorts formed a channel leading to the Gulf of Mexico that resulted in recurring beach erosion.
- Responsible for the environmental assessment and regulatory permitting with Florida Beaches and Shores, Army Corps of Engineers, U.S. Fish and Wildlife Service, Florida Fish and Wildlife Conservation Commission, NOAA Fisheries, and Northwest Florida Water Management District to extend the discharge pipe approximately 80 LF seaward to eliminate the outfalls sweep path and subsequent beach erosion.

**US Fish and Wildlife Service, St. Vincent Island Estuarine Habitat Restoration Project, Franklin County, FL
2013**

Employer POC: N/A

- Assisted with the restoration design, construction management and long-term monitoring to re-establish hydrologic flow and connectivity by removing and breaching berm roads for approximately 1,900 acres of estuarine marsh and 2,389 total wetland acres by scraping down berm roads and installing low water crossings and culverts.

Dewberry, Ocean Reef and Calypso Resorts Beach Outfall Improvements, Bay County, FL

2013

Employer POC: N/A

- The existing stormwater discharge pipes located seaward of the resorts formed a channel leading to the Gulf of Mexico that resulted in recurring beach erosion.
- Responsible for the environmental assessment and regulatory permitting with Florida Beaches and Shores, Army Corps of Engineers, U.S. Fish and Wildlife Service, Florida Fish and Wildlife Conservation Commission, NOAA Fisheries, and Northwest Florida Water Management District to extend the discharge pipe approximately 80 LF seaward to eliminate the outfalls sweep path and subsequent beach erosion.

**US Fish and Wildlife Service, St. Vincent Island Estuarine Habitat Restoration Project, Franklin County, FL
2013**

Employer POC: N/A

- Assisted with the restoration design, construction management and long-term monitoring to re-establish hydrologic flow and connectivity by removing and breaching berm roads for approximately 1,900 acres of estuarine marsh and 2,389 total wetland acres by scraping down berm roads and installing low water crossings and culverts.

**US Fish and Wildlife Service, St. Vincent Island Estuarine Habitat Restoration Project, Franklin County, FL
2012**

Fisheries Biologist

- Assisted with the restoration design, construction management and long-term monitoring to re-establish hydrologic flow and connectivity by removing
- and breaching berm roads for approximately 1,900 acres of estuarine marsh and 2,389 total wetland acres by scraping down berm roads and installing low water crossings and culverts.

QUALIFICATIONS

- Conversational in Spanish
- Water Quality Threat Inventories and Management Planning Tools for Waterbodies
- Survey, Design, and Construction Oversight on Stream and Wetland Restoration and Habitat Enhancement Projects
- Wide-Ranging Ecosystem-Level Stream Sampling, Laboratory Processing, and Data Analysis of Fish, Aquatic and Terrestrial Insects, and Periphyton
- Lake and Stream Electroshocking
- Tagging and Tracking of Aquatic Biota
- Geographic Information System (GIS)

CERTIFICATIONS AND TRAININGS (CONT'D)

- FEMA IS-00276.a Benefic-Cost Analysis Fundamentals
- FEMA IS-00280 Overview of Engineering Principles and Practices for Retrofitting Flood-Prone Residential Structures
- FEMA IS-00318 Mitigation Planning for Local and Tribal Communities
- FEMA IS-00319.a Tornado Mitigation Basics for Mitigation Staff
- FEMA IS-00320 Wildfire Mitigation Basics for Mitigation Staff
- FEMA IS-00321 Hurricane Mitigation Basics for Mitigation Staff
- FEMA IS-00322 Flood Mitigation Basics for Mitigation Staff
- FEMA IS-00393.b Introduction to Hazard Mitigation
- FEMA IS-00554 Emergency Planning for Public Works
- FEMA IS-00632.a Introduction to Debris Operations
- FEMA IS-00700.b An Introduction to the National Incident Management System
- FEMA IS-00727 Floodplain Management and
- Protection of Wetlands
- FEMA IS-00100.c Introduction to Incident Command System, ICS-100



Michael C. Cruse, JD is a licensed attorney and consultant with significant experience training and guiding individuals, groups and business entities about Federal policies, procedures, regulations and compliance requirements – including risk analysis. Prior to joining AC Disaster Consulting, Michael worked in both the public and private sectors, and within traditional law firm settings, multinational corporations and local/community, non-profit organizations. Throughout his career, Michael has focused on providing clients with creative, efficient and tailored legal solutions designed to ensure Federal compliance in a number of industries including emergency management and disaster recovery. He is well-versed in COVID-19 Public Assistance recovery for multiple agencies throughout the U.S.

PROJECT EXPERIENCE

AC Disaster Consulting, Arlington, TX

May 2020 – Present

Senior Consultant

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

- Focus on emergency management, planning and disaster recovery programs and charged with tracking and implementation of Federal laws and compliance across corporate and client programs.
- Assist with all activities of the Response & Recovery Division, to include all response and recovery activities, whether in the field, financial, public assistance (PA), individual assistance, housing, or debris related.
- Ensure compliance within the constructs of corporate disaster recovery programs, under guidance of the FEMA Public Assistance Program and Policy Guide (PAPPG) and updated Category B (Emergency Protective Measures) guidance for COVID-19.
- Instruct and train staff on quality assurance and quality control (QA/QC) measures in public assistance (PA) programs, along with corporate and client compliance of other Federal programs (HUD CDBG, etc.).
- Assist with disaster planning activities of the Planning & Mitigation Division to ensure compliance and effective strategies related to mass care, Americans with Disabilities Act (ADA), and other applicable statutes and regulations.

State of Colorado and Park County, CO ROLE?

- Project included compliance assistance to the State of Colorado and Park County in utilizing ARPA funds in accordance with U.S. Treasury's Rule and reporting guidelines.
- Tasks included full understanding of the funding requirements and rules, allowable uses for funding and reporting requirements.
- Tasks included risk assessment and compliance based on review of State policies and procedures.
- Tasks also included development of tools for the City to utilize throughout a project when applying ARPA funding.

Oregon Health Authority / Hospital Capacity IMT

October 2021 – Present

Deputy Operations Chief

- Responsible for all operations directly applicable to the incident/event. Directs operational plans, requests and releases resources, monitors operational progress.
- Supervise/oversee Branch Directors and other operations section staff. Ensure that health equity considerations are applied to any operations.

Certifications and Trainings

- FEMA IS-100.c Introduction to the Incident Command System, ICS 100
- FEMA IS-200.c Basic Incident Command System for Initial Response
- FEMA IS-700.b An Introduction to the National Incident Management System
- FEMA IS-1000 Public Assistant Program and Eligibility
- FEMA IS-1001 The Public Assistance Delivery Model Orientation

Active Registrations

- Member, Pennsylvania Bar

Education

- B.A., Psychology/Sociology, The University of Arizona, Tucson, AZ, 1993-1997
- J.D., Law/Jurisprudence, Hamline University, St. Paul, MN, 1998-2001

**Oregon Office of Emergency Management, Wildfire and COVID-19 Response & Recovery
December 2020 – Present****Call Center Manager and Public Assistance (State-side PDMG)**

- Call Center - Provided the State of Oregon with a Wildfire Hotline, which provided technical and outreach support for impacted residents and contractors involved with debris operations.
- Public Assistance and Recovery representative for Oregon Sub-Applicants related to DR-4562 and DS-4499 Federal cost recovery assistance and FEMA PA program technical guidance.

Louisiana Department of Health / SnapNurse, Inc.**August 2021 – June 2022****Project Manager, Medical Surge Staffing – Louisiana**

- On location, responsible for providing comprehensive, independent, turnkey operations of Incident Management Teams (IMT) ("IMT Staff") and Medical Surge Staff, including but not limited to inpatient/outpatient services and Monoclonal Antibody Infusion Surge Staffing ("MAB Surge Staff") at 400 plus MAB bays/units at participating Receiving Hospitals throughout the State of Louisiana's nine (9) LDH Regions.

Mississippi Department of Health / SnapNurse, Inc.**August 2021****Medical Surge Staffing Coordinator – Mississippi**

- Onboarding Incident Management Teams (IMT) ("IMT Staff") and Medical Surge Staff ("MAB Surge Staff") for approximately 50 mobile vaccination and testing sites.

Florida Division of Emergency Management, COVID-19 Response**May 2020 – July 2021****Legal Services Advisor**

- Served as Legal Services Advisor for the Coronavirus/COVID-19 Response Team to the Florida Division of Emergency Management (FDEM) State Emergency Response Team (SERT) for DR-4486, and later called back to serve as the State's General Council team lead during the Delta Variant surge of COVID-19 positive cases during this public health emergency.
- Member of the FDEM Emergency Operations Center augmentation team, working primarily within the Legal, Planning, Operations and Recovery Sections.
- Assist in planning, operations and recovery with regards to the State's Non-Congregate Sheltering (NCS) program, including drafting and negotiating legal agreement between the State and individual NCS facilities.
- Assist in planning, operations for the State's COVID-19 Isolation Center program, including drafting and negotiating legal agreement between the State and individual COVID-19 Isolation Center facilities
- Facilitate the activation, operations and demobilization of NCS facilities and COVID-19 Isolation Centers, working closely with FDEM leadership and planning teams.
- Review and revise additional related legal agreements, contracts, memoranda, and orders prepared by FDEM.
- Develop and participate in NCS exercise scenarios, tabletop, facilitated discussions and functional drills.
- Draft and present public-facing NCS messaging on behalf of the State.

Pryor Cashman LLP, New York, NY**January 2013 to April 2019****Senior Associate/Counsel****Employer POC: Kimberly Grant, kgrant@pryorcashman.com**

- Senior member of top tier legal team within a celebrated New York law firm providing legal advice and compliance solutions to Fortune 500 companies, public/city/State agencies, VIP and celebrity clientele, international organizations, leading healthcare, insurance and pharmaceutical corporations.
- Charged with creating internal best practices for managing legal staff; billing and budgets; tackling small- and large-scale projects; selecting and overseeing vendors; preparing pitches; directing regular subject matter, training or policy meetings with staff and/or client representatives and selecting highest level talent for employment within the firm.
- Played significant role in the growth of our team from six attorneys and three paralegals to twelve attorneys and nearly twenty paralegal and support staff.
- Mentored junior attorneys and paralegals, participated in international legal conferences and client workshops.
- Managed and tracked all internal and Federal case deadlines and milestones, as well as work progress of team members.
- Presented in person and written legal updates to local cultural groups, clients and the public on selected relevant and newsworthy topics.
- Rewarded with merit-based promotion from Senior Associate to Counsel.
- Assisted with emergency preparedness planning and the safety/security committee.
- Trained as part of the Ready NYC/Partners in Preparedness Program.

Proskauer Rose LLP, New York, NY
September 2011 to December 2012
Associate

Employer POC: Valarie McPherson, vmcpherson@proskauer.com

- Member of leading legal team within major international law firm.
- Attorney point of contact for dozens of renowned, multinational corporations and non-profit organizations, as well as VIP C-Suite executives in need of employment, Human Resources and immigration Federal legal Advice and ongoing guidance.

Proskauer Rose LLP, New York, NY - CONTINUED
September 2011 to December 2012
Associate

Employer POC: Valarie McPherson, vmcpherson@proskauer.com

- Mentored junior attorney and paralegal staff, prepared various large scale complex legal project protocols, proposed budgets, created deadlines and determined staffing levels to meet client needs and assure compliance with all relevant laws.
- Managed and tracked progress of all assignments charged to junior professional staff, maintained ongoing communications with client representatives, and delivered timely results with the goal of exceeding client expectations.
- Presented updates to applicable Federal legal guidance, procedures and regulations to clients, peers and public in written alerts and as part of industry discussion panels.
- Was selected from a firm of over 700 attorneys by a leading Law Partner to accompany him in the transfer of his prestigious *Chambers*-rated practice to another top tier New York City law firm.

Levitt Needleman PC, New York, NY
August 2010 to September 2011; September 2005 to May 2006
Associate

Employer POC: Alana Rivera, arivera@levittandneedleman.com

- Member of primarily private sector law practice, with regular pro bono, community-aid assistance.
- Together with paralegal and support staff, managed the Federal employment compliance activities of several multinational corporations, as well as oversaw hundreds of strict government filing and reporting deadlines.
- Maintained service costs within budgetary parameters.
- Presented oral and written legal advice to company representatives in the US and abroad, as well as to individuals in alignment with present and future legal parameters.
- Directed firm-wide weekly meetings and presented legal updates and policies to staff.

Hodgson Russ LLP, New York, NY
May 2006 to April 2007
Associate

Employer POC: Robin Kim, rkim10001@gmail.com

- Member of New York-based team in large, national corporate law practice.
- Entrusted with managing various large-scale, employment-based, Federal legal compliance projects within tight budgetary and timing constraints, utilizing teams of paralegals and support staff.
- Identified legal issues for analysis, planned and oversaw such analysis, and translated results into cutting-edge Federal compliance procedures for domestic and international branches of US and foreign businesses and employees.
- Planned and directed meetings with current and prospective clientele.
- Mentored junior attorneys and professional staff.

Justice For Our Neighbors, Washington, DC
October 2004 to May 2005
Volunteer/Staff Attorney

Employer POC: Sheryl Winarick, sherylwinarick@yahoo.com

- Member of public sector, non-profit, legal counseling organization.
- Presented at and participated in legal clinics, advising individuals with regard to Federal regulations and government benefits filings.
- Instructed peer volunteers to effectively assist community members with preparation of personal legal documentation.
- Drafted, reviewed and presented written arguments to government agencies on behalf of lower income individuals and families in pursuit of civil, human rights and immigration assistance.
- Elevated from Volunteer to Staff Attorney.

Karam Law PA, Minneapolis, MN

August 2001 to August 2004; May 2007 to November 2009

Law Clerk/Attorney

Employer POC: Diana Bospachieva, dbospachieva@gmail.com

- Member of private sector, boutique law practice.
- Provided comprehensive legal research and guidance aligned with a number of Federal regulations, policies, procedures and protocols to small businesses, individuals and families.
- Advised clients on effective and efficient best practices to promote tight legal compliance with regard to applicable employment, financial, human resources and immigration laws.
- Drafted and presented appropriate legal briefs and filings to Federal agencies.
- Helped train and oversee paralegal and support staff.
- Managed attorney fees and costs involved in budget projections for each case and project undertaken.
- Achieved merit-based promotion from Law Clerk to Associate.



Alex Lutterbach is a licensed civil engineer who has had FEMA PA and grant experience, land development review and permitting experience, and multi-faceted debris management and **damage assessment** experience in multiple counties and states. Mr. Lutterbach is **proficient in Grant Portal** and has engineering review of municipal development orders, land development code review and revision, water system asset management, and capital improvement plan development.

PROFESSIONAL EXPERIENCE

AC Disaster Consulting, Denver, CO October 2019 – Present Technical Advisor

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

Florida Department of Emergency Management, Hurricane Ian Response & Recovery

October 2022 – Present

- Led and managed State's contract to perform removal of unregistered vessels in Monroe County.
- Developed and implemented debris ticket tracking system for unregistered vessels using ArcGIS.
- Post-processing of data for invoicing and daily reporting.
- Coordinated demolition application process mapping for multiple affected municipalities.

Kentucky Emergency Management, Flooding Response & Recovery

August 2022

- Served as a liaison between the Commonwealth of Kentucky and Letcher County, Kentucky.
- Coordinated and performed the Joint Preliminary Damage Assessment (JPDA) with FEMA, the Commonwealth, and multiple subrecipients within Letcher County.
- Public assistance coordination for subrecipients within the county.
- Developed GIS mapping products to guide and inform damage assessments across the county.
- Developed GIS mapping products which identified damaged roads for the Kentucky Transportation Cabinet's use in planning repair of county roads.
- Participation in preliminary emergency engineering design conception for temporary wastewater treatment package plants.

Oregon Office of Emergency Management, Wildfire Response & Recovery

October 2020 – Present

- Develop debris cost estimates and project budget projections
- Ensure permit compliance and FEMA eligibility
- Development and submission of appeal letters and supporting documentation to FEMA
- Completed damage assessments to facilitate project prioritization
- Coordinate right of entry authorizations and private property owner requests with debris contractors
- Provided property owner notifications of debris operations
- Oversees debris monitoring firm, debris contractor firms, and internal staff
- Addresses inquiries from involved parties pertaining to ROE and private properties
- Coordination between contractors, subcontractors, consultants, and other State agencies.

Certifications

- Professional Engineer: FL (94053)
- Certified Stormwater Management Inspector
- IS-00633 Debris Management Plan Development
- IS-0632.a Introduction to Debris Operations
- IS-0403 Individual Assistance
- IS-0276.a Benefit Cost Analysis: Fundamentals
- ICS-100
- ICS-200
- ICS-300
- ICS-700

Education

- B.S., Biosystems Engineering, Auburn University, Auburn, AL

PROJECT EXPERIENCE (CONT'D)

Montgomery County, Texas, Building Resilient Infrastructure and Communities (BRIC) Grant Applications

November 2021 – December 2021

- Gather and scrub various publicly available and client-provided data including repetitive loss, damage costs, critical infrastructure, demographics, income, population, etc. to support claims of grant worthiness
- Utilized Grant Portal to enter and track data.
- Use aforementioned data to develop maps and other visual aids using ArcGIS to further illustrate the need for grant funding

City of Mexico Beach, Hurricane Michael, Mexico Beach, FL

July 2020 – October 2020

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

- Aided in operations to remove Hurricane Michael debris from approximately 4,500 linear feet of waterways and wetlands along Salt Creek.
- Completed damage assessments to facilitate project prioritization.
- Provide FEMA eligibility guidance and oversight for the City of Mexico Beach for all debris and monitoring costs.
- Oversee reconciliation for data with haulers to ensure maximum FEMA validation and reimbursement (\$50M+ as of April 2021).
- Review all invoices from Hauler for the debris removal costs to Mexico Beach to verify 100% accuracy.
- Compiled all data to expedite project worksheets, including the fastest PW ever approved in the State of Florida.
- Responsible for locating over \$14M in invoices that had not been previously categorized as a Hurricane Michael expense.
- Project Manager assisting the City of Mexico Beach to secure \$3.5 Million in grant funds through the Natural Resource Conservation Service

Florida Department of Emergency Management, 406/428 Outreach and Technical Assistance

August 2020 – May 2021

Technical Advisor

Employer POC: Cameron Morris, cmorris@acdisaster.com

- Summarize and assess 406/428 applicability for select municipalities and private non-profits affected by Hurricane Michael.
- Utilized Grant Portal to enter and track data.
- Perform Benefit Cost Analysis for potential 406 mitigation opportunities.
- Build general client relationship and keep open and often lines of communication.

City of Mexico Beach, Salt Creek Debris Removal (Hurricane Michael)

July 2020 – October 2020

Employer POC: Cameron Morris, cmorris@acdisaster.com

- Monitor on-site debris removal operations.
- Completed damage assessments to facilitate project prioritization.
- Management of overall data entry and filing processes.
- Provide invoice reconciliation and invoice pay approvals.
- Maintain electronic and paper files as required for the closeout process.
- Review Project Worksheets and Backup Documentation.

Dewberry

Site/Civil Engineer (EI)

June 2017 – March 2020

Employer POC: Clay Smallwood, smallwood@gulfcountry-fl.gov

- Perform development order review and approval.
- Review existing land development regulations and provide revisions to enhance review and approval efficiency of residential development orders.
- Conduct site analysis and engineering design of water and wastewater utilities, roadways, and stormwater management systems.
- Produce and edit 2D drawings in agreement with FDOT Drafting Standards using AutoCAD Civil 3D.
- Model and design stormwater systems using HY-8, ICPR3, and ICPR4 software programs.
- Complete and submit environmental permits to various governing bodies.
- Conduct construction takeoffs and economic analysis.
- Attend office meetings, training classes, and seminars.

PROJECT EXPERIENCE (CONT'D)

Northwest Florida Water Management District (NFWFMD) Regulatory Support Specialist Intern, Bureau of Performance and Compliance May 2016 – July 2016

Employer POC: Selina Potter, Selina.Potter@nwfwater.com

- Inspect permitted stormwater and environmental resource permitting projects and other surface water management construction sites.
- Conduct site inspections using plans to ensure that the surface water management systems are constructed according to permitted designs and conditions.
- Advise staff of deficiencies and appropriate remedial actions.
- Evaluate construction activities against environmental resource permitting thresholds.
- Prepare and maintain daily logs, inspection reports, and compliance information.
- Attend office meetings, training classes, and seminars.

City of Mexico Beach, Disaster Relief (Hurricane Michael) Dewberry, Site/Civil Engineer (EI) October 2018 – March 2020

Employer POC: Clay Smallwood, csmallwood@gulfcountry-fl.gov

- Pre-disaster asset inventory.
- Post-disaster damage assessment.
- Expedited infrastructure repair design efforts.
- Assistance with long-term infrastructure planning & design.

City of Parker, Asset Management & Facilities Plan Development Dewberry, Site/Civil Engineer (EI) August 2018 – March 2020

Employer POC: Clay Smallwood, csmallwood@gulfcountry-fl.gov

- Systematic assessment of existing water distribution and sanitary collection systems.
- Determination of insufficiencies through water distribution modeling.
- Design solutions to resolve existing critical meet anticipated future demands.

Lighthouse Utilities Company, Facilities Plan Development Dewberry, Site/Civil Engineer (EI) February 2018 – February 2019

Employer POC: Clay Smallwood, csmallwood@gulfcountry-fl.gov

- Systematic assessment of existing water distribution system.
- Water distribution system modeling.
- Short and Long-Term demand evaluations.
- Design solutions to meet anticipated future demands.

City of Port St. Joe, Lift Station Repair (Hurricane Michael) Dewberry, Site/Civil Engineer (EI) November 2018 – February 2019

Employer POC: Clay Smallwood, csmallwood@gulfcountry-fl.gov

- Post-disaster asset inventory and damage assessment.
- General determination of necessary restorative actions.
- Production of SRF Facilities Plan.
- Organization and submission of the SRF Loan application.

Ryan Companies (Kroger), Site/Civil Development Dewberry, Site/Civil Engineer (EI) April 2019 – January 2020

Employer POC: Giacomo Licari, licarigiacomo@gmail.com

- Sewer Collection System Design
- Lift Station Design
- Water Modeling, Layout, & Sizing
- Stormwater Modeling & Design
- Commercial Fire Protection Design

PROJECT EXPERIENCE (CONT'D)

Jones Homestead, Septic to Sewer Project

Dewberry, Site/Civil Engineer (EI)

April 2019 – January 2020

Employer POC: Clay Smallwood, csmallwood@gulfcountry-fl.gov

- Determination of sewer collection demands.
- Sewer collection system modeling, layout, & pipe sizing.
- Curation of construction plans.

City of Gretna, Effluent Reuse System Design

Dewberry, Site/Civil Engineer (EI)

February 2018 – July 2018

Employer POC: Clay Smallwood, csmallwood@gulfcountry-fl.gov

- Effluent Reuse Water System Design
- Reuse Water Modeling, Layout, & Sizing
- Pump Sizing



Molly Bargmann is an emergency management professional bringing over thirteen years of local and state disaster recovery experience. Molly specializes in FEMA Public Assistance and Hazard Mitigation Programs, as well as disaster recovery strategy and innovative solutions to plan and maximize community recovery. She has experience in multiple Emergency Operation Center (EOC) environments, using Incident Command System- including as a State Coordinating Officer in multiple events. Types of events included hazardous material spills, historic flooding, tropical storms, severe weather events, and avian flu. Molly also has extensive experience in policy interpretation, grant monitoring, grant implementation, financial management, contract/grant tracking, and contract/grant compliance. Molly's previous experience has provided her an extensive skill set and shaped her into a dedicated leader.

PROFESSIONAL EXPERIENCE

AC Disaster Consulting
January 2022 – Present
Deputy Director of Recovery

Omaha Public Power District
June 2022- Present
Project Manager

- Overseeing coordination and execution of 2022 Ice Jam After Action Report and Event Playbook. Includes stakeholder outreach, data analysis and technical writing.

Ft. Myers Beach Fire District (Florida)
January 2023-Present
Project Manager

- Overseeing coordination and delivery of FEMA Public Assistance Program for Hurricane Ian Recovery efforts in the Fire District.

Florida Division of Emergency Management
February 2023-Present
Project Manager (KPMG)

- Coordinating delivery of Florida Recovery Obligation Calculation across 50 states in Florida with KPMG partners.

Florida Division of Emergency Management
October 2022- November 2022
Operations Chief| ESF 6 Mass Care (Hagerty)

- Assisting multiple partners and agencies within the State EOC including but not limited to Feeding, Sheltering, and Mass Distribution during Hurricane Ian activation.
- Supports operational plans, mission requests and releases resources.
- Monitors operational progress through data updates and mass Care dashboard and reports.

Mayfield, City of (Kentucky)
September 2022-Present
Project Lead (Cadmus/Jacobs- FEMA)

- Coordinating Mayfield Housing Report in conjunction with FEMA and Rebuild Mayfield Recovery Committee. Project includes data analysis, stakeholder survey and project recommendations.

Professional Skills:

- Emergency Management
- Public Assistance
- Individual Assistance
- Hazard Mitigation
- Strategic Planning
- Recovery Policy
- Incident Command
- Workshop Planning
- Group Facilitation
- Grant Monitoring
- Grant Implementation
- Financial Management
- Contract/Grant Tracking
- Contract/Grant Compliance

Education

- Leadership In Crisis, Certification of Completion, Harvard University-Harvard Kennedy School, 2021
- Masters, Public Administration, Emergency Management and Homeland Security, University of Colorado, 2012
- Bachelors, Political Science, Earth and Space Science, University of Washington, 2010

PROFESSIONAL EXPERIENCE (CONTINUED)

Oregon Health Authority, Hospital Capacity IMT - CONTINUED

February 2022 – September 2022

Deputy Project Manager | Invoice Lead

- Managed and oversaw multiple departments within the EOC including but not limited to Invoice Review, Data Management, Operations, Logistics, and Planning. Support and Directs operational plans, requests and releases resources, monitors operational progress.
- Supervise/oversee Invoice Review Team through daily check-ins
- Ensure that health equity considerations are applied to any operations.

Nebraska Emergency Management Agency

01/2019 – 01/2022

Recovery Section Manager

- Served as State Coordinating Officer (SCO) for six federally- declared disasters including DR 4420 (second-longest flooding disaster incident period in FEMA history)
- As State Coordinating Officer for DR 4420, oversaw Individual Assistance declaration and execution in 28 counties and 1 tribal government, including damage assessments, Disaster Recovery Center mission (DRC establishment, mobile DRC planning, MARC establishment) included over 3400 approved IA applications and total payout over \$27 million.
- Participated in state Long-Term Recovery Plan creation and execution in collaboration with over thirty private-nonprofit entities, state/federal agencies, and private-sector partners.
- Consult and advise officials of local governments, schools and hospitals to determine needs and capabilities during/ after a disaster or emergency.
- Coordinate utilization of CDBG-DR funding with Nebraska Department of Economic Development Assess and update state policies and procedures in conjunction with applicable federal and state, regulations affecting emergency management processes including 2 CFR and 44 CFR.
- Create and update disaster budgets for both Public Assistance and Hazard Mitigation programs- totaling over 100 million dollars.

Nebraska Emergency Management Agency

2016 - 2019

Recovery Section Supervisor

- Served as State Public Assistance Officer Supervised State Public Assistance and State Hazard Mitigation Program.
- Process payments to local jurisdictions- totaling over 150 million dollars.
- Coordinated and presented all Applicant Briefing presentations across the State.

Nebraska Emergency Management Agency

2014 - 2016

Planning Specialist in Response/Recovery

- Create payments of State and Federal disaster funds to local jurisdictions.
- Maintain communication and educate applicants on the PA process.
- Schedule and participate in Preliminary Damage Assessments with FEMA.
- Facilitate trainings and presentations on PA grant program.

PROJECT EXPERIENCE (CONTINUED)

Lee County Emergency Management, Florida 2012 - 2016

Emergency Management Coordinator

- Served as Long Term Recovery Coordinator—Chair of the Lee County Long Term Recovery Committee.
- Reviewed Emergency Preparedness Plans for possible new coastal development.
- Maintain Local Mitigation Strategy and Plan
- Disaster Housing Liaison—Created and maintained Lee County Housing Strategy.
- Evaluate and revise Lee County's Comprehensive Emergency Management Plan.
- Design and facilitate trainings and exercises with other emergency management colleagues and community members.
- Served as Situation Unit Leader and managed County social media platforms and media presence during EOC activations.

CERTIFICATIONS AND TRAINING

- Completion of FEMA Advanced Professional Series: December 2017
 - G-775: EOC Management and Operations: March 2013
 - G-191: Incident Command System/EOC Interface: April 2012 G-557: Rapid Needs Assessment: January 2016
 - G-270: Recovery from Disaster: February 2016
 - G-393: Mitigation for Emergency Managers: February 2013 IS-703: NIMS Resource Management: June 2011
 - G-290: Basic Public Information Officer: May 2012
 - IS-271: Anticipating Hazardous Weather and Community Risk: March 2012 G- 272: Warning Coordination: March 2013
 - G-235: Emergency Planning: March 2017
- Lean Six Sigma- White Belt Certification: October 2016
- Lean Six Sigma- Yellow Belt Certification: June 2018
- Bleeding Control Basic- "Stop the Bleed": January 2018
- Nebraska Emergency Management Agency: Basic Certification: October 2011
- L956: NIMS ICS All Hazards Liaison Officer: October 2012
- (PSC) NIMS ICS All-Hazards Planning Section Chief: October 2013
- Completion of Nebraska State Leadership Certification: 2017
- Harvard Kennedy School "Leadership in Crisis" Course: 2021
- IS-100: Introduction to Incident Command System- December 2011
- IS-200: ICS for Single Resources and Initial Action Incident: December 2011 IS-700: National Incident Management System: October 2011
- IS-800: National Response Framework: December 2011
- G-393: Mitigation for Emergency Managers (2017- Present) G-270: Recovery from Disasters (2017-Present)
- G-557: Rapid Needs Assessment (2017-Present)
- Numerous other FEMA IS Courses Completed- Full list available upon request

ACCOLADES

- Appointed by FEMA to the National Public Assistance Steering Committee (2016-2018)
- Appointed by FEMA to National Public Assistance Workshop Planning Committee (2017-present)
- Successful completion of Nebraska State Leadership Certificate Program (2018)
- Presenter: Nebraska Municipal Accounting and Finance Conference (2017, 2019)
- Presenter: Nebraska Rural Electric Association Conference (2018)
- Presenter: Nebraska Clerks Institute (2018)
- Presenter: Nebraska Highway Superintendents Annual Meeting (2018)
- Presenter: Nebraska Economic Development Conference (2019)
- Appointed by Nebraska National Guard's Adjunct General to participate in Council of Governor's Disaster Mitigation and Resourcing Disaster Response Workgroup (2019)
- Excellence in Leadership: Team Award Winner (2020)
- Invitee: "Ask the Experts" Panel Presentation- Nebraska Department of Administrative Services (2021)
- Presenter: Midwest Resilience and Emergency Preparedness Conference (2022)
- Presenter: National Hurricane Conference (2023)



Amanda M. Campen, JD

Sr. Insurance Specialist

DESCRIPTION OF ROLE

Ms. Campen has over seven years of experience in project management, compliance, and auditing, serving in roles focused on program and grant management, grant and contract management, legal and regulatory analysis, and business process improvement for state government agencies. Specific expertise includes working as Operations Chief during a response and recovery setting, as well as managing disaster recovery funding from federal, state, and private sources. Her past experiences in the compliance, legal, and programmatic/operational areas of disaster recovery make her a well-rounded professional capable of managing state-wide, all-hazards disaster.

Certifications

- ▶ Juris Doctorate

Education

- ▶ Political Science, Focus on Public Policy, The George Washington University
- ▶ Juris Doctorate, Florida State University College of Law

- ▶ Served as the Florida Division of Emergency Management Bureau Chief of Recovery, managing a \$12 billion portfolio and overseeing the State's Public Assistance, Individual Assistance, Direct Housing programs, and various agricultural USDA Disaster Recovery block grants.

- ▶ Served in the Florida Division of Emergency Management General Counsel Office, responsible for review of all grant agreements, contracts, administrative appeals and procurements for the Division.

- ▶ Experienced emergency management and project management professional responsible for fulfilling organization staffing needs and requirements, including personnel recruitment, training coordination, manpower utilization, and performance evaluation management.

COHNREZNICK PROJECT EXPERIENCE

Client: Commonwealth of Massachusetts, Massachusetts Emergency Management Agency (MEMA)

Project Description:

CohnReznick performs complex grant coordination, financial and programmatic compliance, technical assistance, and administration work to plan, organize, and monitor federally funded disaster grants within the Commonwealth of Massachusetts for COVID-19. Our team is responsible for applicant outreach, training, technical assistance, and performing project reviews. During this engagement, we have also developed a grant management system solution utilizing Commonwealth's SharePoint platform.

Position: Project Manager | **Dates:** XXXXXX

Responsibilities:

- ▶ Performed risk assessments, sample testing, facilitated meetings with Provide overall management and oversight over field staff, compliance staff, and the project management office;
- ▶ Attended MEMA meetings to provide updates on progress;
- ▶ Interface with applicants on high-level issues;
- ▶ Create and present on reporting dashboards; and

- ▶ Provide policy and process advice to Commonwealth.

Client: New Jersey Department of Health and Department of Community Affairs Integrity Affairs Over Coronavirus Relief Funds

Project Description:

CohnReznick leads in the integrity monitoring for both NJ DOH and NJ DCA over its implementation of the Coronavirus Relief Funds to award programs for rental relief, vaccination activities, testing efforts, local emergency relief etc. The combined total for these programs is over \$400 million. Our professionals review all program expenditures, program design, policy decisions, etc. to ensure compliance with state and federal guidance.

Position: Project Manager | **Dates:** XXXXXX

Responsibilities:

- ▶ Provide overall management and oversight over integrity monitors;
- ▶ Attended agency and regulatory meetings to provide updates on progress;
- ▶ Issue all preliminary and final reports.

Client: Bright Horizons, Family Solutions LLC

Project Description:

CohnReznick provides consulting services to Bright Horizons, a childcare provider to seek federal funding for various costs, such as loss of revenue, incurred as a direct result of the COVID-19 pandemic. The team assists Bright Horizons in identifying, applying for, and reconciling federal and state funding received across over 500 childcare centers in over 30 states. Our professionals also are responsible for creating, and maintaining a standard operating procedures that documents internal controls against fraud, waste, and abuse. Estimated funds to pursue is \$20 million.

Position: Project Manager | **Dates:** XXXXXX

Responsibilities:

- ▶ Provide overall management and oversight over staff;
- ▶ Attended client management meetings to provide updates on progress;
- ▶ Generate weekly reports on progress.

OTHER PROJECT EXPERIENCE

Florida Division of Emergency Management

Project Description:

Led and supervised the Florida recovery efforts across ten all-hazards disaster operations, and oversaw the State's Public Assistance, Individual Assistance, Direct Housing programs, and various agricultural USDA Disaster Recovery block grants. Developed and implemented procedures, methods, and guidelines to properly administer the Robert T. Stafford Disaster Relief and Emergency Assistance Act as it relates to Public Assistance (PA) programs. Supervised and lead staff members working ten different disaster operations. Coordinated closely with the Federal Emergency Management Agency (FEMA), State and local partners to accomplish programmatic objectives.

Position: Bureau Chief of Recovery | **Dates:** September 2017 - April 2019

Responsibilities:

- ▶ Plan and Create Framework for Short-Term and Long-Term Recovery.
- ▶ Draft Major Disaster Declaration Request, along with other requests from the Governor for Presidential Declaration.
- ▶ Oversaw the implementation of direct housing and the first ever State-led housing mission in the State by obtaining, transporting, and managing over 150 housing units for disaster survivors.
- ▶ Facilitated the Public Assistance Program for Hurricane Michael, estimated to be over \$4 billion in eligible damage.
- ▶ Negotiated with USDA to finalize the Federal State Agreement for this \$380.7 million grant to provide financial relief to timber producers negatively affected by Hurricane Michael.
- ▶ Advise senior officials of recovery policy, progress, and vision for the State.
- ▶ Submit of Disaster-specific Administrative Plans.
- ▶ Responsible for the grant management, oversight and implementation of Direct Case Management and the Crisis Counseling Program.
- ▶ Review disaster-specific guidance and set State policy.

Florida Division of Emergency Management

Project Description:

Performance and Compliance Audit of Florida's Supply Inventory and Logistics Contracts.

Position: Senior Auditor | **Dates:** June 2016 – December 2016

Responsibilities:

- ▶ Assess the State's inventory of supplies in the event of a disaster to include: type and amount of supplies
- ▶ Assess efficiency of warehouse model and logistics contracts
- ▶ Provide Audit findings and recommendations.



David Solomon

Sr. Grant Specialist (CDBG-DR)

DESCRIPTION OF ROLE

David Solomon is a Manager at CohnReznick with more than 6 years of experience in project management relating to business systems implementation, auditing, and reporting. Having previously worked in the public sector for the Florida Division of Emergency Management (FDEM) and the Florida Department of Financial Services in the Bureau of Auditing (DFS), he has expertise auditing state and federally procured contracts and payments under the Stafford Act and Single Audit Acts, and leading business systems process mapping and process improvement.

Mr. Solomon's specific experience includes:

- ▶ Assisting in the State of Florida's implementation of CARES and ARPA, leveraging technology to expedite the processing of sub recipient agreements.
- ▶ Leading applicant intake for FEMA Public Assistance funding, including but not limited to DR4486, COVID-19, and Hurricanes Michael through Isais.
- ▶ Acted as a liaison and SME for DFS to the FloridaPALM project, the Enterprise Resource Planning platform to replace Florida's current accounting system, FLAIR, and served as a panelist for the Florida Grant Consortium.
- ▶ Deployed to support vaccination sites across the State of Florida as a liaison for FDEM, and served as the project manager for FDEM's transition to a new, Salesforce-based grant management platform, FDEMGraints.

Education

- ▶ M.A., History, University of Vermont
- ▶ B.A., History, Florida State University

COHNREZNICK PROJECT EXPERIENCE

Client: State of New Jersey - Department of the Treasury Office of Management and Budget (OMB), Department of Health, Department of Corrections, Department Community Affairs.

Project Description:

CohnReznick partnered with the New Jersey Office of Management and Budget (OMB) to conduct integrity monitoring for several New Jersey State agencies that received allocations of CARES (CRF) and Consolidated Appropriation Act funds, the total of which exceeded \$1.3 billion.

Position: Project Manager | **Dates:** August 2021 – March 2022

Responsibilities:

- ▶ Performed risk assessments, sample testing, facilitated meetings with NJ OMB and relevant state agencies, and assisted with the drafting and submission of quarterly and capstone monitoring reports on an expedited timeline.
- ▶ Acted as a point of contact for OMB questions and concerns, provided regular updates on the status of the project to all stakeholders.

OTHER PROJECT EXPERIENCE

Client: Florida Division of Emergency Management

Project Description:

Led and supervised the maintenance of several grant management portals, including FloridaPA.org, FEMA Grants Portal, and FEMA EMMIE. Supervised the Request for Public Assistance process, the application cycle for applicants seeking reimbursement for eligible expenses, responsible for extensive customer service and management of thousands of applications across multiple federally declared disasters.

Position: Systems Admin & Reporting Manager | **Dates:** October 2018 – August 2021

Responsibilities:

- ▶ Deploying to support counties pre and post hurricane landfall, as well as in response to the COVID-19 pandemic.
- ▶ Serving as project manager for the migration to a new grants management platform utilizing Salesforce, leading user testing and FEMA integration, and serving as project manager for the Division's OpenGov implementation.
- ▶ Developed access controls and security policies for the public assistance system of record, FloridaPA.
- ▶ Extensive experience working with FEMA and applicant stakeholders, knowledge of Federal and State statutes, laws, and regulations in regards to grant awards.



Patrick Conway comes to AC Disaster Consulting with over 5 years of experience working with FEMA's Public Assistance program at the recipient level, leading PA efforts for disasters that just barely met the Federal thresholds and that had over half a billion dollars in PA eligible damages, and all sizes in between. During most of those years, Patrick served the State of Nebraska as Public Assistance Officer and was fortunate enough to be the Nebraska Public Assistance Unit lead in the Joint Field Office for the largest disaster in Nebraska history.

Patrick has developed a passion for serving people and communities impacted by disaster and has learned that the most important part of emergency management, especially disaster recovery, is developing, maintaining, and growing relationships with all stakeholders.

PROFESSIONAL EXPERIENCE

AC Disaster Consulting (Arlington, Texas) October 2022 – Present Senior Consultant

Hardee County, Florida - FEMA PA Services (Hurricane Ian)

November 2022 – Present

Senior Consultant

- Assist FEMA Public Assistance (PA) applicants in response to the Hurricane Ian disaster (DR-4673-FL) in South Florida.
- Provide Counties with FEMA PA program technical guidance and cost recovery assistance.
- Provide guidance to County applicants in how to build back stronger in response to the Hurricane Ian disaster in South Florida.
- Perform Damage Assessments with County officials, FEMA and other stakeholders to identify mitigation opportunity, propose scope of work and collaborate with cost estimators to determine cost effectiveness.
- Access and interact with FEMA's Grants Manager Portal to monitor projects and upload necessary documents for applicant mitigation proposals based on FEMA Damage, Description and Dimensions (DDD) for recovery projects.

DeSoto County, Florida - FEMA PA Services (Hurricane Ian)

November 2022 – Present

Senior Consultant

- Assist FEMA Public Assistance (PA) applicants in response to the Hurricane Ian disaster (DR-4673-FL) in South Florida.
- Provide Counties with FEMA PA program technical guidance and cost recovery assistance.
- Provide guidance to County applicants in how to build back stronger in response to the Hurricane Ian disaster in South Florida.
- Perform Damage Assessments with County officials, FEMA and other stakeholders to identify mitigation opportunity, propose scope of work and collaborate with cost estimators to determine cost effectiveness.
- Access and interact with FEMA's Grants Manager Portal to monitor projects and upload necessary documents for applicant mitigation proposals based on FEMA Damage, Description and Dimensions (DDD) for recovery projects.

Education

- B.A.S., Homeland Security, State College of Florida (2016)
- B.A.S., Public Safety Administration, State College of Florida (2017)

PROFESSIONAL EXPERIENCE CONT'D

Nebraska Emergency Management Agency (NEMA)

Public Assistance Program Specialist II (January 2021 – October 2022)

Public Assistance Unit Supervisor (October 2019-January 2021)

Public Assistance Planning Specialist (June 2017 - October 2019)

State Public Assistance Officer (February 2019 - October 2022)

- As Public Assistance Officer, acted as the Agency Subject Matter Expert on FEMA's Public Assistance Program
- Interpreted Federal and State law, policy, and program guidance to ensure Public Assistance applicant entities receive the maximum assistance to which they are legally, ethically, and morally entitled
- Including: The Stafford Act, 44 CFR, 2 CFR, Sandy Recovery Improvement Act (SRIA), Public Assistance Alternative Procedures (PAAP) programs, Public Assistance Program and Policy Guide, Nebraska Emergency Management Act, Nebraska Governor's Emergency Fund Guide for Elected Officials, and disaster-specific policy and guidance.
- Developed, wrote, and enforced policy for NEMA as related to the Public Assistance Program
- Built, strengthened, and maintained relationships with local, state, and federal emergency management professionals.
- Team Lead for the Public Assistance Unit
- Team Lead to Administer the FEMA Public Assistance Program for the State of Nebraska
- Created and delivered applicant briefing presentations for five Federally Declared Disasters incorporating policy and procedure changes as needed and adjusting for anticipated applicants
- Created and Delivered Public Assistance related presentations for various stakeholder groups including emergency management professionals and municipality administration professionals.
- Performed final recipient reviews of applicant projects in Grants Portal with project values up to more than \$68 million.
- Proficiency with FEMA's Grants Portal platform
- Performed final recipient review for project actions in Emmie, including Large Project Closeout, Alternate Project Requests, Alternative Procedures Requests, and Improved Project Requests
- Reviewed official action request letters prior to submission to FEMA Region VII offices including Time Extension Requests, Large Project Closeout Requests, Scope of Work change requests, and Subrecipient Closeout Requests
- Supervised a team of up to 10 members of the Public Assistance Unit while serving as programmatic lead of the Unit

Envera Systems, Sarasota, Florida)

Service Coordinator (October 2016 - June 2017)

Senior Guard (January 2012 - October 2016)

- As Service Coordinator
 - Organize, prioritize, dispatch, and route time-sensitive service calls throughout the state of Florida
 - Troubleshoot service issues remotely using state-of-the-art web-based technology
- As Senior Guard
 - Remote gate, community amenity, and burglary alarm monitoring
 - Team Lead for shifts of as many as 40 security guards
 - Disaster recovery testing team- 2012, 2014, 2016
 - Aid law-enforcement investigations through video evidence collection and preservation
 - Aid in development of new, proprietary software in both Alpha and Beta testing
 - Follow company and client policies to monitor and protect client community assets

Swisher Hygiene (Pinellas Park, Florida)

2007 - 2012

Office Manager

- Reduced 90-day Accounts Receivable by 50%
- Rearranged routing for over 300 customers, reducing fuel and payroll costs by \$5,000 annually
- Headed the local team through two company-wide operations software changes
- Daily reconciliation of work orders, invoices, and accounts receivable
- Leadership role in the integration of two local companies purchased by Swisher

Beall's Department Stores (Sarasota, Florida)

2007

Area Manager

- Managed the Men's, Children's, and Accessories departments
- Created seasonal displays alongside the visual merchandisers
- Supervised up to 30 people during shifts as Manager on Duty
- Decreased shrinkage through working with Loss-Prevention and local Law Enforcement to prosecute and prevent shoplifting
- Follow and enforce store policies to ensure customer satisfaction, inventory control, and store profitability

HIGHLIGHTED ACTIVITIES

- Led a six-man disaster response team in Volusia County, Florida following Hurricane Matthew, October 2016
- Assistant Scoutmaster, Troop 353, Sarasota, FL, 2014-2017
- Committee Member, Troop 372, Lincoln, NE, 2017-Present
- Member, Parents United for Greater School Security, Lincoln, NE, 2018-Present
 - A grassroots organization working with Lincoln Public Schools administrators and school board members to improve the security of the public schools in Lincoln, Nebraska.
- Eagle Scout, BSA, September 1990



Bria Antoine is a proficient expert with a background in Case Management, Public Assistance, and Grant Compliance Assessment. Her expertise spans the emergency management sector, underscored by her successful completion of multiple FEMA IS courses. Bria encompasses a diverse skill set encompassing application coordination, eligibility assessment, and project management.

PROFESSIONAL EXPERIENCE

AC Disaster Consulting

August 2020 – Present

Disaster Recovery Specialist

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

Orange County Application Review

August 2023-Present

- Review applications submitted through the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program to allocate grant funding to businesses experiencing a minimum of 25% loss in revenue due to COVID-19.
- Perform comprehensive audits on applications received from affected businesses to determine eligibility for grant reimbursement.

Oregon Office of Emergency Management Validation

June 2023-August 2023

- Conducted thorough desktop reviews and ensured quality control for payment validation in declared disaster cases.

Florida Hurricane Ian Finance Augmentation (Subconsultant to FDEM)

May 2023 – June 2023

- Performed comprehensive assessment of nearly 400 financial records, including purchase orders, to verify their alignment with invoiced amounts, enabling accurate billing to FDEM and government expenditures.

Florida Hurricane Ian Mutual Aid (Subconsultant to FDEM)

September 2022 – May 2023

Cost Estimate Form Lead

- Assumed a leadership role and served as the primary point of contact for receiving Cost Estimate Form applications, actively coordinating and reaching out to assisting agencies to ensure timely completion of the CEF requirements.
- Collaborated directly with the Florida Department of Emergency Management (FDEM) Mutual Aid team stationed at the SEOC.
- Actively involved in capturing and monitoring expenses for all local, state, and federal stakeholders engaged in Mutual Aid activities.
- Evaluated documentation pertaining to the Statewide Mutual Aid Agreement (SMAA) and Emergency Management Assistance Compact (EMAC) to facilitate the distribution of funds.
- Played a key role in assessing mutual aid claims, totaling over \$65 million, originating from agencies that participated in response efforts during Hurricane Ian.

Florida Hurricane Public Assistance (Subconsultant to KPMG)

September 2021 – September 2022

- Offer technical advisory expertise in the realm of disaster relief programs, encompassing project management, coordination, and strategic planning in collaboration with federal and state assistance initiatives geared towards facilitating recovery endeavors.

Louisiana Department of Health (Subconsultant to SnapNurse)

September 2021 – October 2021

- Assisted with scheduling and placement of Medical Surge staff to participating hospitals/clinics throughout the State of Louisiana's nine (9) LDH regions in need of staffing assistance due to increased COVID-19 cases.

Certifications

- FEMA IS-00800.d – An Introduction to National Response Framework
- FEMA IS-00700.b - An Introduction to the National Incident Management System
- FEMA IS-00200.c - Basic Incident Command System for Initial Response
- FEMA IS-00703.b – National Incident Management System Resource Management
- FEMA IS-00100.c - Introduction to Incident Command System
- FEMA IS-01012 – Direct Administrative Costs
- FEMA IS-01000 - Public Assistance Program and Eligibility
- FEMA IS-01001 - The Public Assistance Delivery Model Orientation

Education

- Bachelor of Science, Louisiana State University, 2016
- PMP Certification, In Progress, 2023
- Salesforce Administrator Certification, In Progress, 2023

PROFESSIONAL EXPERIENCE CONT'D

North Dakota Department of Commerce, Economic Resiliency Grant Program (ERG) & Hospitality ERG December 2020-December 2020

- Examine small business applications with precision to ensure accuracy during the evaluation of grant reimbursement requests, overseeing disbursement of \$66.5 million in ERG funds and \$54 million in HERG funds.
- Conduct thorough audits of pre-approved applications to validate their authenticity and adherence to regulations, facilitating the seamless processing of fund disbursement.

Florida Department of Emergency Management (FDEM) - COVID-19 EOC Surge Support August 2020- August 2021

Invoice Support Lead/Grant Compliance Reviewer

- Supported the Florida Division of Emergency Management's State Emergency Operations Center (SEOC) and SEOC Surge Team through proficient data management, cost capture, and tracking activities.
- Evaluated medical and expense invoices from COVID-19 nurse staffing vendors, actively contributing to a real-time dashboard displaying invoice statuses for organizational leadership.
- Exercised responsibility in approving or declining invoices related to force account labor, lodging, and material expenses, meticulously assessing eligibility criteria.
- Served as a Lead on a committed team, playing a pivotal role in delivering crucial EOC Finance support, effectively reconciling invoices exceeding \$450 million for medical staffing, laboratory services, and logistical operations in response to the COVID-19 pandemic.

Child Advocates

April 2019 – June 2020

- Managed and led a team of 24 professionals, concurrently overseeing and directing case assignments.
- Produced comprehensive documentation and reports to maintain up-to-date case files.
- Actively participated in staffing sessions to provide support to the team and monitor the progress of their caseload.

Harris Center for Mental Health & IDD

June 2018 – April 2019

- Lead both individual and group counseling sessions, fostering an environment conducive to effective communication and growth.
- Deliver rehabilitative services to individuals who have pleaded guilty by reason of insanity, aiding in their journey toward recovery and reintegration.
- Serve as a dedicated advocate for patients, empowering them to make informed decisions about their clinical well-being and treatment alternatives.
- Educate clients and their support networks extensively on mental health, abuse, and medication, ensuring a well-rounded understanding of their condition.
- Develop personalized treatment strategies and diligently track everyone's advancements and setbacks.

CERTIFICATIONS CONT'D

- FEMA IS-01004 – The FEMA Site Inspection Process
- FEMA IS-1005 - Public Assistance Alternative Procedures
- FEMA IS-1006 – Disaster Damage and Developing Project Files
- FEMA IS-1007 – Detailed Damage Description and Dimensions
- FEMA IS-01008 – Scope of Work Development (Scoping and Costing)
- FEMA IS-01009 – Conditions of the Public Assistance Grant
- FEMA IS-01010 – Emergency Protective Measures
- FEMA IS-01011 – Roads and Culverts
- FEMA IS-01013 – Costing – Estimates and the Cost Estimating Format
- FEMA IS-01014 – Integrating 406 Mitigation Consideration into Your Public Assistance Grant
- FEMA IS-00101.c – Preparing for Federal Disaster Operations: FEMA
- FEMA IS-00102.c – Preparing for Federal Disaster Operations: FEMA Response Partners
- FEMA IS-00158 – Hazard Mitigation Flood Insurance in Disaster Operations
- FEMA IS-00162 – Hazard Mitigation Floodplain Management in Disaster Operations

Alexa Diego is a knowledgeable emergency management specialist with proven technical skillsets, an aptitude for process improvement, and effective training capabilities. She has diverse client service experience which includes working with the Florida and North Dakota Department of Emergency Management, the Oregon Department of Transportation, and the Louisiana and South Carolina Covid-Response Teams. Alexa is a graduate of Florida International University and has over 10 years of customer service and data management experience.

PROFESSIONAL EXPERIENCE

AC Disaster Consulting

August 2020 - Present

Emergency Management Associate Consultant

Employer POC: Alyssa Carrier, acarrier@acdisaster.com

Oregon Department of Transportation, Wildfire Response & Recovery Grant Support and Technical Assistance

Employer POC: Cameron Morris, cmorris@acdisaster.com

- Assisted with the reconciliation process of debris removal and disposal invoices.
- Led staff training for the reconciliation of debris removal and disposal invoices.
- Assisting with the creation and finalization of property information packets for each of the affected counties.
- Ensuring that all work has been completed according to contractual obligations and that the quality of the work matches project requirements.
- Assisting with documentation of the Force Account Labor task.

Hardee County, FEMA Program Consulting Services

Validation Team Lead

Employer POC: Dina Bautista, dbautista@acdisaster.com

- Led a validation team in substantiating invoices and accompanying documentation for FEMA reimbursement.

Florida Department of Emergency Management, Hurricane Ian Response & Recovery

Data Specialist

Employer POC: Cameron Morris, cmorris@acdisaster.com

- Provided daily progress updates through the dissemination of metric reports for the Hurricane Ian Debris Task Force.

Sarasota Memorial Hospital, COVID-19 FEMA Cost Recovery

Invoice Reviewer

Employer POC: Dina Bautista, dbautista@acdisaster.com

- Assisted with COVID-19 Cost Recovery through FEMA by reviewing SMH invoice expense documentation and ensuring compliance.

Boulder County, Wildfire Response & Recovery

Data Specialist and Quality Assurance Reviewer

Employer POC: Vanessa Gatto, vgatto@acdisaster.com

- Assisted with electronic homeowner intake, coordinated daily data submissions and processed eligible applicant information for client.
- Reviewed data collection for Right of Entry forms to ensure accuracy and eligibility.

ACDC Internal, Salesforce Management

Administrative Support

Employer POC: Jonathan Jenkins, jjenkins@acdisaster.com

- Supported the company's Salesforce Org by enhancing workflows, reports, and data objects.
- Assisted with the upload and organization of past and current contract documentation into Salesforce and reconciled discrepancies.
- Assisted with updating and managing Account, Project, and Project Phase information on Salesforce.
- Assisted with back-end configurations to improve efficiency.



Professional Skills

- Emergency Management Response & Recovery
- Grant Management
- Data Management/Analysis
- Program Management
- Project Coordination
- Call Center Management
- Contract Management
- Invoicing Quality Assurance

Certifications/Training

- Flight Attendant Proficiency Certificate – FAA
- CPR and First Aid Certification
- Salesforce Administrator Training

Technology Proficiency

- Salesforce
- Office 365
- Google Sheets
- Adobe Professional

Education

- B.A. in Psychology, Florida International University, December 2021

**Louisiana Department of Health, SnapNurse Medical Team
Data Specialist, Medical Surge Staffing****Employer POC:** Michael Cruse, mcruse@acdisaster.com

- Directed client facing support for administrative needs and tasks.
- Synthesized complex data into live documents and reports, providing detailed findings and recommendations.
- Provided support for hospitals with significant needs for nurses in major Covid-19 hotspots across the state.
- Oversaw the daily implementation of data quality assurance methods.
- Managed clinician extensions each month at 59 Louisiana medical facilities.

**South Carolina Department of Health, SnapNurse Medical Team
Data Specialist, Vaccination Response Team****Employer POC:** Bailey Farrell, bfarrell@acdisaster.com

- Led daily medical team meetings to collect and validate vaccination data.
- Reviewed and published daily Sit Reps for Mobile Vaccination Units.
- Synthesized complex data into live documents and reports, providing detailed findings and recommendations.
- Oversaw the daily implementation of data quality assurance methods.

**North Dakota Department of Commerce Hospitality Economic Resiliency
Grant Program Reviewer****Employer POC:** Maggie Steenburg, mstenburg@acdisaster.com

- Assisted with grant review for eligible operational costs.
- Reviewed small business applications to ensure accuracy and efficiency in adjudicating grants.
- Performed compliance and closed out award to small businesses for over \$50 million in funds.

**Florida Division of Emergency Management, COVID-19 Response
Data Specialist and Invoice Quality Assurance Reviewer****Employer POC:** Jonathan Jenkins, jjenkins@acdisaster.com

- Assisted the Florida Division of Emergency Management's State Emergency Operations Center (SEOC) and the SEOC Surge Team in capturing costs and tracking.
- Assisted in managing a team that provided EOC Finance support in the reconciliation of over \$450 million invoices for medical staffing, lab and logistics for COVID-19.
- QA/QC multiple invoices daily to ensure contract compliance and validation of approved missions.
- Advised on decision points that are needed to improve operational coordination (i.e., process improvement and efficiency of invoice review).

**Delta Air Lines, New York, NY
March 2019 – July 2021****Flight Attendant****Employer POC:** Tanya Morgan, tanya.morgan@delta.com

- Attended to customers aboard Delta aircrafts and provided safety information, food and beverages, and medical attention as needed.

**Topper Fitness, Tequesta, FL
January 2018 - March 2019****Front Desk Attendant****Employer POC:** Branden Peloso, topperfitnessstaff@gmail.com

- Scheduled appointments, sold memberships, gave tours of the facility, and kept the customer database updated.

VOLUNTEER EXPERIENCE

**Tri-Delta Sorority
Community Volunteer
August 2014 - June 2016**

Volunteered for community non-profits, organized special fundraisers to support St Jude Children's Hospital, and participated in local clean-up events.

**Miami-Dade County Park, Recreation and Open Spaces
Mentor/Volunteer
June 2012 - August 2012**

Mentored children during the summer program, led recreational activities and assisted with registration and attendance documentation.



Madison Norris

Grant Specialist (HMGP including 404 and 406)

DESCRIPTION OF ROLE

Ms. Norris has just recently joined the CohnReznick Government & Public Sector Advisory group. As a new team member, she has gained project monitoring and consulting experience with knowledge in hazard mitigation, disaster recovery, and grant management; specific knowledge includes FEMA Hazard Mitigation (HM) Assistance Guidance and Addendum, 2 CFR 200, and procurement.

Currently supporting the Texas Division of Emergency Management (TDEM) engagement through FEMA Hazard Mitigation grants management and monitoring for all ongoing and closing projects.

Education

- ▶ Bachelor of Business Administration, Management, Texas State University

COHNREZNICK PROJECT EXPERIENCE

Client: Texas Division of Emergency Management (TDEM)

Project Description:

Led by CohnReznick professionals with expertise in disaster recovery grant management, CohnReznick serves as the prime contractor to the Texas Division of Emergency Management for Federal Grant Administration. CohnReznick is responsible for establishing consistent oversight standards, providing proactive technical assistance and communication, project and disaster closeouts, centralized data and reporting, quality management protocols, reviewing and improving procedures, and addressing reimbursements and financial management.

Position: HM Support Affiliate | **Dates:** July 2020-Present

Responsibilities:

- ▶ Perform complex grant coordination, programmatic compliance, technical assistance, and administration work to respond, administer, organize, and monitor federally funded disaster grants from kickoff through FEMA closeout;
- ▶ Facilitate communications between sub-grantee and State/Federal entities to request additional documentation and provide payment, project, and regulation updates, and Hazard Mitigation project monitoring specific guidance;
- ▶ Review and assist with subgrantee solicitation, procurement, and contract documentation prior to and/or after publication, project costs and invoices, payment requests, and documentation requirements to ensure compliance with federal procurement (2 CFR § 200), state public bid requirements, Hazard Mitigation Program Guidance, and all other applicable regulations;

- ▶ Generate cost worksheets to document ongoing monitoring of project milestones, project narratives, contracts, and procurement processes, that ensure documentation is reviewed, compliant, and filed within an organizational structure for ease of Request for Information responses and FEMA Closeout review;
- ▶ Attend and Lead Kickoff meetings with subgrantees to communicate programmatic requirements and direct resolution for potential issues
- ▶ Identify the need for scope of work modifications due to budget, cost, or scope changes and assist applicant, TDEM GC, and TDEM HQ with scope of work modifications;
- ▶ Evaluate opportunities and requirements to assist local jurisdictions and State agencies in maximizing reimbursement potential; and
- ▶ Ensure deadlines are met, monitoring activities are conducted in accordance with the federal/state/local guidelines, projects are completed within the approved scope of work, and align with the approved project budgets.

Karli Booth is an experienced disaster recovery specialist with over 10 years of FEMA Public Assistance and Disaster Recovery consulting. She has served as a Data Manager with reconciliation and invoice pay approvals as a specialty, also serving in roles such as Public Assistant and Debris Services Project Manager Assistant. Currently, Ms. Booth is overseeing debris removal operations from Mexico Beach, FL due to damages sustained from Hurricane Michael, working on Oregon Invoice Reconciliation, and FDEM Covid-19 Recovery.

PROFESSIONAL BACKGROUND

- FEMA Public Assistance Grant Management.
- Projections of work completed and work to be completed.
- Maintain electronic and paper files as required for closeout.
- Review Project Worksheets and documentation collection.
- Disaster recovery plans, procedures and documentation.
- Manage data team to insure plans and procedures.
- Invoice reconciliation and invoice pay approvals.
- Assist in coordinating disaster response teams prior to, during and following major storm related events.
- Recruiting, selecting, training, assigning and scheduling data entry teams.
- Plan and review daily progress of data entry team.
- Manage day-to-day work operations by initiating, coordinating and enforcing policies and procedures.
- Review documentation to ensure the completion and accuracy of content.
- Produce daily reports for management.
- Develop and design training program specifically for new hires.
- File confidential employee files after checking for all information and signatures
- Schedule work assignments for monitors.
- Manage overall data entry and filing processes.

SELECTED PROJECT EXPERIENCE

AC Disaster Consulting, Arlington, TX

October 2018 – Present

Client Services Manager

Employer POC: Alyssa Carrier, acarrier@acdaster.com

- Provide new hire onboarding, Human Resources, and payroll.
- Management of overall data entry and filing processes.
- Assists in coordinating disaster response teams prior to, during and following major storm related events.
- Process and verify state registrations, while adhering to each state's individual guidelines and regulations.
- Cultivate long-term relationships with clients, maintaining ongoing communication and facilitating solutions to address concerns.
- Provide invoice reconciliation and invoice pay approvals for clients.

ACDC, Oregon Office of Emergency Management, Wildfire Response & Recovery

September 2020 – Present

- Coordinate intergovernmental Agreements and Memorandums of Understanding for FEMA eligible applicants to participate in the State led cleanup program
- Work with county officials to assist with data management and tracking of fire victims and Right of Entry processes for HHW and Debris Removal
- Work directly with fire victims to help coordinate and understand processes
- Oversee day to day debris operations of contractors while in the Field
- Invoice Audit of all contractors submitting invoices for payment to Oregon

KARLI BOOTH
Field Representative /
Technical Associate (Debris)



Certifications and Trainings

- FEMA IS-5A Introduction to Hazardous Materials
- FEMA IS-010 Animals in Disasters
- FEMA IS-292 Disaster Basics
- FEMA IS-632 Introduction to Debris Operations
- FEMA IS-35.18
- FEMA Safety Orientation
- FEMA IS-00394 Mitigation for Homeowners
- FEMA IS-00800 National Response Plan
- FEMA IS-00007 A Citizens Guide to Disaster Assistance
- FEMA IS-00100.PW Introduction to the Incident Command System

Active Registrations

- Florida Emergency Preparedness Association (FEPA)

ACDC, Louisiana and Mississippi Department of Health

August 2021 – October 2021

- Assist with Nurse deployment and placement
- Assist with daily check in requirements for nurses in staging status
- Data management of nurse tracking; hired, staging, and placed in a facility

ACDC, Florida Division of Emergency Management, COVID-19 Response and Recovery

March 2020 – Current

Data Manager

- Provide strategy oversight, research, policy development and analytical support in coordination with the Florida State Emergency Response Team (SERT) for FDEM's COVID-19 response.
- Research and develop guidance, procedures, and tools and checklists to help establish, operate and manage field hospitals to support hospital surge.
- Conduct data analysis of available facilities, facilities requirements, access and functional needs requirements (such as American Disability Act (ADA) requirements) and staffing to facilitate quarantine and isolation facilities.
- Intake data and manage documentation of USACE qualification forms submitted by hotels for County and State use
- Assist with co-response planning to provide strategies, planning assumptions, and operational objectives in response to hurricanes while COVID-19 is still present in the population.
- Manage software implementation to track individuals, staff and resources for non-acute quarantine and isolation facilities and developed wellness management plans related to their isolation/quarantine as well as supply tracking.
- Assist FDEM's Logistics and the Operations Sections with resource management and movement control and documented workflow for process improvement.

ACDC, Florida Division of Emergency Management, COVID Public Assistance Formulation

- Performing environmental and historic preservation (EHP) reviews
- Performing Purchase Order reviews and verifications
- Reviewing invoices and logging data.

ACDC, Florida Division of Emergency Management

FMA Recovery – Mussett Bayou, 5 mile Swamp, and Collier County Fire

- Review Submissions of Mutual Aid Reimbursement to ensure all documentation is provided for Fire Stations and Sheriff's offices responding to Mussett Bayou, 5 Mile Swamp, and Collier County Fire
- Work with applicants on gathering documentation to do a financial audit to ensure hours claiming and backup are eligible for FEMA Reimbursement

ACDC, City of Mexico Beach, Hurricane Michael, Mexico Beach, FL

October 2018 – Present

Data Manager

- Assists in coordinating disaster response teams prior to, during and following major storm related events.
- Provide new hire onboarding, Human Resources and payroll.
- Work closely with the recruitment recruiting of employees, selecting personnel, training personnel, assigning and scheduling data entry teams.
- Provide invoice reconciliation and invoice pay approvals.
- Compile and complete daily reports for Supervisors and Project Management.
- Assist City Management and Financial Admin with payment process and tracking for reimbursement costs
- Perform the planning and review daily progress of data entry team.
- Management of overall data entry and filing processes.
- Maintain electronic and paper files as required for the closeout process.
- Review Project Worksheets and Backup Documentation.
- FEMA Eligibility review of Private property Debris Removal Properties
- FEMA Eligibility review of Demolition Properties

Witt O'Brien's, City of Wilmington, Hurricane Matthew, Wilmington, NC**October 2016 – February 2017****Data Manager****Employer POC:** Chuck Brannon, Brannoncw2@mediacombb.net

- Completed new hire onboarding, Human Resources and payroll.
- Worked closely with the recruitment of employees, selecting personnel, training personnel, assigning and scheduling data entry teams.
- Completed invoice reconciliation and invoice pay approvals.
- Produced daily reports for Supervisors and Project Management.
- Planned and reviewed daily progress of data entry team.
- Managed overall data entry and filing process.
- Maintained electronic and paper files as required for closeout process.
- FEMA Eligibility review of Debris Removal on DOT, FHWA, County and Private roads.
- Produced reports and coordinated daily tracking for Debris Removal on DOT, FHWA, County and Private roads.

Witt O'Brien's, City of Tallahassee, Hurricane Matthew**October 2016 – June 2017****Data Manager****Employer POC:** Chuck Brannon, Brannoncw2@mediacombb.net

- Completed new hire onboarding, Human Resources and payroll.
- Worked closely with the recruitment of employees, selecting personnel, training personnel, assigning and scheduling data entry teams.
- Completed invoice reconciliation and invoice pay approvals.
- Produced daily reports for Supervisors and Project Management.
- Planned and reviewed daily progress of data entry team.
- Managed overall data entry and filing process.
- Maintained electronic and paper files as required for closeout process.
- FEMA Eligibility review of Debris Removal on DOT, FHWA, County and Private roads.
- Produced reports and coordinated daily tracking for Debris Removal on FDOT, FHWA, County and Private roads

Metric Engineering, FDOT, Hurricane Hermine**September 2016 – October 2016 Data Manager****Employer POC:** RaeLynn Lopez, rlopez@metriceng.com

- Completed New hire onboarding, Human Resources and payroll.
- Worked closely with the recruitment of employees, selecting personnel, training personnel, assigning and scheduling data entry teams.
- Compiled invoice reconciliation and invoice pay approvals.
- Produced daily reports for Supervisors and Project Management.
- Planned and reviewed daily progress of data entry team.
- Managed overall data entry and filing process.
- Maintained electronic and paper files as required for closeout.
- FEMA Eligibility review of Debris Removal on FDOT, FHWA, County and Private roads
- Produced reports and coordinated daily tracking for Debris Removal on DOT, FHWA, County and Private roads

Metric Engineering, Ice Storm, Columbia, SC**February 2014 – June 2014****Data Manager****Employer POC:** RaeLynn Lopez, rlopez@metriceng.com

- Completed New hire onboarding, Human Resources and payroll.
- Worked closely with the recruitment of employees, selecting personnel, training personnel, assigning and scheduling data entry teams.
- Compiled invoice reconciliation and invoice pay approvals.
- Produced daily reports for Supervisors and Project Management.
- Planned and reviewed daily progress of data entry team.
- Managed overall data entry and filing process.
- Maintained electronic and paper files as required for closeout.
- FEMA Eligibility review of Debris Removal on DOT, FHWA, County and Private roads
- Produced reports and coordinated daily tracking for Debris Removal on DOT, FHWA, County and Private roads.

Witt O'Brien's, Hurricane Isaac, Chalmette, LA**July 2012 – March 2013****Data Manager****Employer POC:** Chuck Brannon, Brannoncw2@mediacombb.net

- Completed New hire onboarding, Human Resources and payroll.
- Worked closely with the recruitment of employees, selecting personnel, training personnel, assigning and



Erin White

Field Representative

DESCRIPTION OF ROLE

Erin is a Senior Consultant with 5+ years of Government and Public Sector Advisory experience. In her prior position at Florida Division of Emergency Management (FDEM), Erin led program implementation of Florida's CSLFRF program, which administered \$1.4 billion in federal award to 335 cities, towns, and townships. Erin also administered other statewide COVID-19 economic relief programs, including the Coronavirus Relief Fund, which aided 55 counties across the State of Florida. Ms. White has ample experience in terms of implementing and monitoring COVID-19 recovery programs, including interpreting and implementing state and federal grant program requirements, complying with audit requirements and reporting requirements, and providing financial compliance monitoring services.

Education

- ▶ B.S., Accounting, Florida State University

COHNREZNICK PROJECT EXPERIENCE

Client: [Bright Horizons, Family Solutions LLC](#)

Project Description:

CohnReznick provides consulting services to Bright Horizons, one of the largest for-profit childcare providers in the world, to seek federal funding for various costs, such as loss of revenue, incurred as a direct result of the COVID-19 pandemic. The team assists Bright Horizons in identifying, applying for, and reconciling federal and state funding received across over 500 childcare centers in over 30 states. Our professionals also are responsible for creating and maintaining standard operating procedures that document internal controls against fraud, waste, and abuse. Estimated funds to pursue is \$400 million. Erin performs review of all project workflows, identifies and corrects discrepancies within the system of record and creates state-specific memos to memorialize discrepancies/nuances in the grant.

Position: Monitoring/Closeout Specialist | **Dates:** June 2022 to present

Client: [Florida Department of Children and Families \(DCF\)](#)

Project Description:

Led by CohnReznick professionals with expertise in federal grant management and compliance monitoring, CohnReznick was selected to conduct financial and programmatic monitoring of the Emergency Solutions Grant – CV (ESG-CV). DCF received an allocation of \$85 million in ESG funds, as authorized by the CARES Act, to provide emergency services to individuals and families who are homeless or facing homelessness. CohnReznick is responsible for establishing a monitoring plan, providing programmatic monitoring and auditing tools, expenditure tracking, centralized data and reporting, conducting site visits, and reviewing and improving procedures. Erin assisted a team of consultants providing technical assistance, subgrantee compliance

monitoring, and program analysis services for the HUD Emergency Solutions Grant – CV for the State of Florida. She reviewed and assisted with subgrantee award documentation, internal policies and procedures, and procurement documentation to ensure compliance with applicable state and federal regulations.

Position: Senior Consultant | **Dates:** January to September 2022

Client: New Jersey Department of Corrections (NJ DOC) |

Project Description:

CohnReznick performed integrity monitoring services, a critical part of New Jersey's accountability infrastructure, while working with NJ DOC in developing measures to prevent, detect, and remediate inefficiency and malfeasance in the expenditure of COVID-19 Recovery Funds. Our team was responsible for performing these services for NJ DOC's allocation of the Coronavirus Relief Fund resulting from the CARES Act. NJ DOC was allocated \$24.8 million in funding for housing reimbursement payments to counties for holding inmates at county jails for more than 15 days after they have been sentenced to a state correctional facility. Erin performed sampling transactions, prepared a quarterly report and risk assessment, and assisted in finalizing deliverables.

Position: Senior Consultant | **Dates:** January to February 2022

Client: New Jersey Department of Health (NJ DOH)

Project Description:

CohnReznick performed integrity monitoring services, a critical part of New Jersey's accountability infrastructure, while working with NJ DOH in developing measures to prevent, detect, and remediate inefficiency and malfeasance in the expenditure of four non-Coronavirus Relief Funds (non-CRF). Our team was responsible for performing these services for NJ DOH's allocations of the non-CRF programs received to alleviate the impact of the COVID-19 emergency declaration. Activities performed include sampling transactions, preparing a quarterly report and risk assessment.

Position: Senior Consultant | **Dates:** December 2021 to January 2022

OTHER WORK EXPERIENCE

Florida Division of Emergency Management

Position: Recovery Finance and Administration Manager | **Dates:** December 2018 - November 2021

Responsibilities:

- ▶ Worked collaboratively with the State of Florida's Governor's Office of Policy and Budget to establish and facilitate Florida's LFRF program application, funding agreement, and funding guidance.
- ▶ Reviewed local government's LFRF program plans and advised recipients on program eligibility to ensure compliance with US Treasury guidance and other applicable federal grant regulations.
- ▶ Disbursed \$700M in LFRF funding to local governments within the first 90 days of receipt.
- ▶ Liaised with local officials to communicate local fiscal recovery priorities to state and federal officials.
- ▶ Compiled CSLFRF distribution and project reports for submission to US Department of the Treasury.
- ▶ Supervised staff augmented consultants tasked with COVID-19 economic relief program administration.



Tiffany Thompson

Technical Associate

DESCRIPTION OF ROLE

Tiffany Thompson is a Senior Consultant at CohnReznick with 10+ years of Government and Public Sector Advisory experience. She is engaged on projects ranging from providing compliance services for the Public Sector Advisory team to policy and operational support services.

Ms. Thompson is a former Internal Auditor for the State of Florida, Department of Legal Affairs. She was also a Financial Compliance Officer for the State of Florida, Department of Agriculture and Consumer Services.

Education

- ▶ M.B.A, Florida Agricultural and Mechanical University
- ▶ B.S., Finance and Multinational Business Operations, Florida State University

- ▶ Currently supports the Florida Department of Children and Families through ESG-CV grant management and compliance monitoring for all continuums of care.
- ▶ Expertise includes federal procurement and program requirements as outlined by 2 CFR 200, 24 CFR 576, 7 CFR 210, 28 CFR 94, Emergency Rental Assistance Program, audit requirements for federal awards, reporting requirements in relation to federal grants management, and program and financial compliance monitoring.
- ▶ Experienced in analyzing financial statements, reviewing expenditures for allowability, researching compliance topics, writing process improvements, assessing accounting and operating controls to determine adequacy.

COHNREZNICK PROJECT EXPERIENCE

Client: Florida Department of Children and Families

Project Description:

Provide compliance monitoring and oversight services on over \$68 million in funding for the HUD Emergency Solutions Grant (ESG). This source of funding is available to the State of Florida to assist with street outreach, rapid re-housing and sheltering of homeless populations. Our team's role is to review program parameters for compliance with federal guidance, provide monitoring over subrecipient's use of the funding, and ensure a defensible grant.

Position: Senior Consultant | **Dates:** XXXXXX

Responsibilities:

- ▶ Point of contact for DCF questions and concerns, providing regular updates on the status of the project to all stakeholders.
- ▶ Perform risk assessments, sample testing, and assist with the drafting of quarterly and onsite monitoring reports.
- ▶ Prepare weekly and monthly dashboards reflecting programmatic and financial analysis.
- ▶ Develop and implement recommendations regarding potential contract/payment issues and overall grant management.

Client: State of New Jersey - Department of Health, Department of Corrections, Department of Community Affairs

Project Description:

CohnReznick partnered with the New Jersey Office of Management and Budget (OMB) to conduct integrity monitoring for several New Jersey State agencies (DOH, DOC, DCA) that received allocations of CARES (CRF) and Consolidated Appropriation Act funds, the total of which exceeded \$1.3 billion. Our professionals review all program expenditures, program design, policy decisions, etc. to ensure compliance with state and federal guidance.

Position: Senior Consultant | **Dates:** XXXXXX

Responsibilities:

- ▶ Attended meetings with NJ DOH, DOC, and DCA Leadership to provide updates on progress.
- ▶ Tested samples to assess risk involved. Evaluated compliance with federal and state laws, policies, and regulations.
- ▶ Assisted in finalizing deliverables such as risk assessments and quarterly reports.

OTHER WORK EXPERIENCE

- ▶ State of Florida, Department of Legal Affairs, Internal Auditor, August 2018 – November 2021
- ▶ State of Florida, Department of Agriculture & Consumer Services, Financial Compliance Officer, May 2011 – July 2018

Shelia Chester is a highly organized and diligent professional drawing upon over 10 years of experience as a case manager, contract manager, claims processor, project specialist and contractor. She also has experience working in emergency management for FDEM. Shelia has a wide skill set including project management, coordination, grant management, administration, budgeting, and analyzing.

PROFESSIONAL EXPERIENCE

AC Disaster Consulting

April 2021- Present

Emergency Management Specialist

- Assist in all matters of business development, administrative matters, and organizational management.
- Review of invoices for Quality Assurance and Quality Control.
- Assist in the formulation of Project Worksheets.
- Reconcile information provided on invoices.
- Eligibility review of debris reconciliation and invoicing
- Review invoice and supporting documentation for accuracy.
- Provide information requested from project managers in timely manner.
- Lead the Invoice Review team for Oregon Health Authority in an effort to QA/QC and track contract compliance for over 7 different medical staffing vendors.
- Assist Louisiana State, SnapNurse, LLC, with data management support.
- Assist Michigan State COVID-19 Implementation Project, with reviewing invoices, determined accurate unit cost, unit price, services delivered and reimbursement.
- Assist Florida Division of Emergency Management Recovery Task Force COVID-19, Public Assistance Program, in management review, quality control and programmatic guidance.

FCMC Consulting LLC

Tallahassee, FL

September 2019 – February 2021

Project Specialist/Contractor

- Managed 80 projects and mitigation from three separate disasters, spanning across the State of Florida: approximately \$45 million in federal funding for the Florida Division of Emergency Management (FEMA), Hazard Mitigation Grant Program (HMGP).
- Maintained positive working relationship with the client and sub-recipients on behalf of FEMA.
- Multi-tasked various components of project management and grant management processes.
- Tracked projects using Microsoft Office Suite to meet strict deadlines.

Conduent

Salt Lake City, UT

December 2018 – September 2019

Payment Claims Processor/Conduent Payment Integrity Solution

- Analyze health insurance claims for premises commercial, premises home, motor vehicle and product liability.
- Determined personal insurance policy coverage and medical procedures that are reimbursable, and/ or duplicate payments.
- Oversaw a wide variety of customer service and administrative tasks to resolve customer issues.
- Analyzed and noted findings on customer account to make sure accounts were accurate and understood.
- Noted increase in productivity margin, from accurate medical claims processed.

Professional Skills:

- Case Management
- Emergency Management
- Program Management
- Project Management
- Social Work
- Project Coordination
- Workforce Development
- Contract Management
- Budgeting
- Research
- Recruiting
- Microsoft Office

Education and Certifications

- B.S., Broadcast Journalism, Florida A&M University
- FEMA IS-230.E: Fundamentals of Emergency Management Certification
- FEMA IS-1000: Public Assistance Program and Eligibility Certification
- FEMA IS-20.22: Diversity Awareness Course 2022 Certification

PROFESSIONAL EXPERIENCE CONT'D

FL Department of Elder Affairs

Tallahassee, FL

February 2007 – September 2018

Contract Manager

- Performed quality assurance payout authorization, verify accurate information for processing and approval.
- Prepared, assemble and forward completed contract documents to program specialist for transmittal and execution.
- Analyzed deficiencies, weaknesses and strengths identified in of submitted federal grant applications.
- Implement, manage and contractual relationship with payroll entity and ensure volunteer reimbursement.
- Exercise authority and responsibilities for grant negotiation and execution, which includes cost price analyzes.

Capital Area Community Action Agency Inc.

Tallahassee, FL

February 2010 – October 2010

Case Manager

- Case management, verification of income and family eligibility.
- One on one interview and monitor clients to determine area of assistance.
- Screen and recommend job placement after interview.
- Recruit employers for On-the-Job Training partnerships.
- Review referrals for the Family Self-Sufficient Program.

DonnaGrace ("DG") Oliver is a skilled professional with previous experience as an executive assistant and operations manager. Her previous roles have provided her excellent management skills and a strong attention to detail. She is a team member assisting with the management of the North Dakota Economic Resiliency Grant Programs (ERG, HERG, PHERG, HERG 2, PHERG 2), made available through a CARES Act allocation to the State of North Dakota. She conducts application reviews and provide final award determinations for small business grants. She also provides invoice support for the Florida Division of Emergency Management (FDEM) COVID-19 EOC Surge Support Assist by managing a team that provided EOC Finance support in the reconciliation of over \$450 million invoices for medical staffing, lab and logistics for COVID-19.

PROFESSIONAL EXPERIENCE

AC Disaster Consulting (Denver, CO)

June 2020 – Present

Associate Consultant

State of Colorado

June 2020 – Present

Associate Consultant (Grant Specialist)

- Project included compliance assistance to the State of Colorado (multiple state agencies) in utilizing ARPA SLFRF funds in accordance with U.S. Treasury's Rule and reporting guidelines.
- Tasks included full understanding of the funding requirements and rules, allowable uses for funding and reporting requirements.
- Tasks included monitoring compliance based on review of Agency policies and procedures/documentation.

AC Disaster Consulting

August 2020 – Present

Grant Compliance Reviewer

- Member of the ACDC team managing the North Dakota Economic Resiliency Grant Programs (ERG, HERG, PHERG, HERG 2, PHERG 2), made available through a CARES Act allocation to the State of North Dakota.
- Conduct application reviews and provide final award determinations for small business grants.
- Participate in internal trainings with the Department of Commerce and other compliance personnel.
- Perform grant compliance reviews, gather applicant documentation, and process grant closeouts in accordance with applicable grant rules and eligibility criteria.
- Ensure accuracy and efficiency in adjudicating grants and closing out awards.

Florida Department of Emergency Management (FDEM) - COVID-19 EOC Surge Support

May 2021 - Present

Invoice Support

- Assist the Florida Division of Emergency Management's State Emergency Operations Center (SEOC) and the SEOC Surge Team in capturing costs and tracking.
- Assist in managing a team that provided EOC Finance support in the reconciliation of over \$450 million invoices for medical staffing, lab and logistics for COVID-19.
- Advise on decision points that are needed in order to improve operational coordination (i.e., process improvement and efficiency of invoice review).

Certifications/Training:

- FEMA IS 00100.c: Introduction to Incident Command System, ICS-100
- FEMA IS 00200.c: Basic Incident Command System for Initial Response ICS-200

Professional Skills:

- Grant Analysis
- Data Entry
- Application Reviewing
- Data Management
- Customer Service
- Administrative Assistance
- Grant Analysis
- Invoicing
- Operations
- Management

PROFESSIONAL EXPERIENCE

Energy Real Estate Solutions, LLC

Williston, ND

January 2017 – March 2020

Executive Assistant

- AR, AP, managed billing and invoicing for our construction team.
- Ran all onboarding for new hires in the Bakken.
- Managed safety meetings.
- Managed commercial properties.

Bratquire Equities

Williston, ND

March 2014 – December 2016

Operations Manager

- Ran all operations for Williston Garden Apartments.

Certifications/Training:

- FEMA IS 00100.c:
Introduction to Incident
Command System, ICS-100
- FEMA IS 00200.c: Basic
Incident Command System
for Initial Response ICS-200

Professional Skills:

- Grant Analysis
- Data Entry
- Application Reviewing
- Data Management
- Customer Service
- Administrative Assistance
- Grant Analysis
- Invoicing
- Operations
- Management

Kathleen Silva brings over 10 years of experience to AC Disaster Consulting, to include extensive work for local and state governments in Emergency Management. She is an accomplished and forward-thinking community response and strategic planning professional with a diverse background in emergency planning, prevention, mitigation, response, and recovery. In addition, she has extensive experience in project management, socioeconomic planning, and public information and warning communication.

PROFESSIONAL EXPERIENCE

AC Disaster Consulting December 2022 - Present Managing Consultant

- Supports the Director and Deputy Director with project management duties.
- Ensures all strategic and business plans are followed in relation to project and division work.
- Leads and develops project teams and all other assigned direct reports.
- Leads and manages complex portions of projects teams/tasks, program management or full scope programs.
- Ensure all aspects of a project are completed as outlined in the contract scope of work and timeline.
- Conduct meetings and briefings with clients, prepare and facilitate budgets, proposals, client presentations, develop materials and reporting as needed.
- Conducts communication and coordination with all staff members working on related projects, as well as with Local, State, Federal, Regional organizations, and the public.
- Assists with all corporate and program operations and division priorities.
- Develops state and local response and pre-and post-disaster recovery plans, procedures, checklists, and guidance documents.

Oregon Department of Transportation - Oregon Wildfire Recovery - Debris Insurance Collection Program (Duplication of Benefits) December 2022 - Present Project Manager

- Project coordinator for project management and contract management.
- Organize, coordinate, develop, monitor, facilitate, plan, and communicate project scope of work.
- Monitor budget.
- Invoice review and approval.
- Monitor and establish deadlines.
- timecard approval for subcontractor.
- Schedule, facilitate, note taking and dissemination of meeting minutes and participate in other meetings.
- contact management of the stakeholders.
- Assist, develop, and edit procedures, processes, and guidelines.
- Assist with PR material.
- Assist with case testing (portal).
- Assist and establish requirements.

Marion County Emergency Management (Salem, OR) June 2019 - December 2022

Emergency Manager

- Managed Emergency Management Program (directing of the county's emergency preparedness, hazard identification, mitigation, response, and recovery programs; evaluate and monitor disaster management).
- Served as county liaison and technical advisor to local, regional, state, and federal agencies, special districts, and manages the county's communication systems).
- Supervised four full-time employees and multiple volunteers.
- Provides technical direction to county employees and local partners during emergencies and/or disasters.



Certifications/Training

FEMA

- IS-1A: Emergency Manager: An Orientation to the Position,
- IS-3: Radiological Emergency Management,
- IS-5. A: An Introduction to Hazardous Materials,
- IS-22: Are You Ready? An In-depth Guide to Citizen Preparedness,
- IS-00029 Public Information Officer Awareness,
- IS-30. A: Mitigation e-Grants System,
- IS-31. A: Mitigation e-Grants for the Grant Application,
- ICS-100: Introduction to the Incident Command System,
- IS-102.C: Preparing for Federal Disaster Operations: FEMA Response Partners,
- IS-120.A: An Introduction to Exercises,
- IS-139: Exercise Design
- Continued on last page...

Education

- PhD/Doctoral Candidate, Public Safety & Emergency Management, Capella University (2016)
- M.S., Leadership, Disaster Preparedness & Executive Fire Leadership, Grand Canyon University (2012)
- B.S., Criminal Justice, California State University (2010)

Marion County Emergency Management (Salem, OR) – CONTINUED
June 2019 – December 2022**Emergency Manager**

- Provides technical direction to county employees and local partners during emergencies and/or disasters.
- Participated in initial disaster recovery and damage assessments. In addition, liaison as recovery support with state, county, city, and non-profit following disasters programs such as Public Assistance and Individual Assistance programs.
- Planned and coordinated for interdepartmental, intergovernmental, and interagency emergency operations; assist local jurisdictions in disaster planning.
- Planned and developed County Emergency Operations Plan (EOP) including basic plan, disaster declaration procedures, line of succession, emergency support functions, and response plan annexes.
- Developed and maintained county's readiness to operate the Emergency Operation Center (EOC) to include physical space, internal communications, operating procedures, and staffing structure using the Incident Command System.
- Develop and submit mandated reports and progress updates to regulatory agencies; establish and maintain a system for preparing emergency reports required for the coordination of emergency operations between the county and state government; prepare grant proposals.
- Prepared and administered estimated \$780,000 program budget; prepare grant requests for annual state funding; prepare Homeland Security grants for special projects, disaster management, and communication system enhancements.
- Manage Emergency Management Program for local jurisdictions (20 cities and 37 unincorporated communities), and a population estimated at 345,000 as of 2021
- Response to three federally declared disasters
- Emergency Management Program of the Year 2021 (OSSA)
- Awarded Federal Grants annually to support preparedness, response, mitigation, and recovery projects

Chemeketa Community College (Salem, OR)**January 2018 – June 2019****Emergency and Risk Manager**

- Served as the Emergency and Risk Manager for two campuses and five site locations. Responsible for coordinating and cooperating with community partners in preparation for an all-hazard program. Implementing emergency plans, policies, and procedures for students, faculty, and staff.
- Assessed the risk vulnerabilities and manages the college insurance policies.
- Applied regulatory requirements to college programs adhering to laws and regulations required by OSHA, DEQ, EPA, and State and Local Fire Marshal as mandated by federal, state and local government.
- Chaired the Safety committee, conduct quarterly inspections and write reports to improve college health and safety environment.
- Served as the Chair for Emergency Preparedness Committee and Americans with Disabilities Act (ADA).
- Served as the Plans Section Chief and Liaison for the college in the Emergency Operation Center.
- Maintained the Emergency Operations Plan
- Updated the Department Area Specific Emergency Operations Plan and facilitated workshops.
- Generated a desk guide for the Emergency and Risk Manager and Environmental Health and Safety program.
- Established a five-year training and exercise plan, developed a best practices emergency operations framework to include communications and provide public information and warning support during an emergency response. Evaluated, report analysis of training need, facilitate training and develop plans and education materials implementation of a Homeland Security Exercise & Evaluation Program (HSEEP compliance).
- Trained staff on the National Incident Management System and Incident Command System through a series of lecture independent study courses.
- OSHA Consult: report, mitigate, budget, and remedied identified violations

Marion County Emergency Management (Salem, OR)**January 2016 – January 2018****Emergency Preparedness Coordinator**

- Served as Project Manager on various all-hazard plan updates, including multi-jurisdictional hazard mitigation (all-hazards), commodity flow study, community wildlife protection, continuity of operations, and emergency operations. Represented the emergency management program during the development of the Drought Contingency Plan and the RISK MAP assessment. Align with agencies and community partners at various levels to ensure cooperation and cohesion across the state of Oregon's emergency support functions. Spearhead several management and taskforce teams to moderate meetings, data collection, and plan development efforts.

Marion County Emergency Management (Salem, OR) - CONTINUED**January 2016 – January 2018****Emergency Preparedness Coordinator**

- Introduced a synergistic focus on team building and collaboration to stimulate effectiveness and growth. Directed and coordinated staff to document the programs policies and procedures to align with Emergency Management Accreditation Program (EMAP) standards. Conducted a critical infrastructure analysis (water, energy, transportation and communication) systems with private and public service stakeholders. Built trust with the community and surrounding county partners.
- Key Contributions:
- Directed 2nd Annual County Threat and Hazard Identification Risk Assessment (THIRA) Workshop, cultivating participation and attendance by over 400%. Engaged the community at various levels to discuss capabilities and limitations of the public and private sector during an emergency or disaster. Conducted two annual threat hazard identification risk assessment initiatives.
- Facilitated collaboration between community stakeholders in the development of the all-hazard FEMA adopted Hazard Mitigation Plan to include action items for the County over a five-year span, such as flood risk management and flood fight matters.
- Secured additional \$100,000 funding through grant writing and active participation in grant steering committees.
- Developed five-year training and exercise plan with regard to capacity building and mitigating threats and hazards vulnerabilities. Facilitate, evaluate, and controller for exercises providing oversight of HSEEP principals. Evaluated, report analysis of training need, facilitate training and develop plans and education materials (HSEEP compliance).
- Utilized a “whole community approach” teaching community partners and strengthening public awareness of emergency management procedures in addition to providing structured outreach presentations.
- Deployed to local disasters as Planning Section Chief to support local incident and operate as Planning Section Chief during Emergency Operation Center activations.
- Maintained a leadership role during the Cascadia Rising exercise in the Emergency Operation Center.
- Evaluated plans pertaining to emergency management procedures through exercises and real-world events such as, the Eclipse in 2017.

State of Nebraska Military Department, Emergency Management (Lincoln, NE)**March 2014 – July 2015****Emergency Planning Specialist**

- Applied statutes and directives through strategic emergency planning and administrative oversight of state emergency management standards. Modeled an adept working knowledge of State Emergency Operations Plan (SEOP), Local Emergency Operations Plan (LEOP), National Management Incident System (NIMS)/Incident Management System (ICS), HSEEP, and National Response Framework (NRF) within data collection, analytics, program assessment, and overall evaluation.
- Established cohesive relationships between federal, state, and local entities to effectuate planning and emergency services.
- Assessed the SEOP, directives, and operational procedures to contemporize efficacy and achieve reaccreditation through the integration of EMAP standards.
- Served as an EMAP Assessor for candidate programs seeking accreditation. Further, accomplished re-accreditation for the State of Nebraska.
- Engaged in nuclear power plant and other HSEEP exercises regularly to visually conceptualize disaster preparedness.
- Deployed to local disasters as Logistics Chief to support local incident command operations and conduct damage assessments. Operated as Liaison Officer in State Emergency Operations Center.

State of Nebraska Department of Corrections (Lincoln, NE)**February 2013 – March 2014****Correctional Officer and Case Manager**

- Assured safety through inventory monitoring and inspection, daily room and individual searches, and follow-up reporting to facility management.
- Responded to disputes with techniques informed by Crisis Intervention and Conflict Resolution. Assisted in evaluating inmate eligibility for parole through interviewing and use of evidence-based assessments.

State of Nebraska Department of Corrections (Lincoln, NE) - CONTINUED**February 2013 – March 2014****Correctional Officer and Case Manager**

- Identified as a trustworthy and dependable team leader and advanced from Correctional Officer to Case Manager.
- Supervised and directed over 100 inmates in housing units, confined cells, and on the yard by monitoring behavior, safety, and facility regulations.
- Directed inmates to conduct themselves in a respectful manner. Enhanced security by always maintaining professionalism, demonstrating integrity, and conducting myself using a moral compass.

California Department of Veteran Affairs (San Francisco, CA)**2011****Support Clerk (Summer Intern)****Sacramento Police Department (Sacramento, CA)****June 2006 – September 2009****Police Clerk II****DECLARED DISASTER EXPERIENCE OVERVIEW**

- Oregon COVID (DR-4429)
- Oregon Wildfires (DR4562)
- Oregon Winter Storm (DR4599)
- Nebraska Severe Storms, Tornadoes, Straight-line Winds, and Flooding (DR-4225)
- Nebraska Avian Flu H5N2 in Dixon and Wayne Counties
- Nebraska Severe Storms, Tornadoes, Straight-line Winds, and Flooding (DR-4185)
- Nebraska Severe Storms, Tornadoes, Straight-line Winds, and Flooding (DR-4183)
- Nebraska Severe Storms, Tornadoes, Straight-line Winds, and Flooding (DR-4179)

PROFESSIONAL AFFILIATIONS

- International Association of Emergency Managers – Membership and committee member 2013
- California Emergency Service Association- Membership 2015
- Oregon Emergency Management Association 2016
- Member of the Community Emergency Response Team; 2008 – Present (Level II)

ADDITIONAL SKILLS & CAPABILITIES**ASSESSMENTS**

- Threat Hazard Identification Risk Assessment (THIRA) County level
- Site vulnerability risk assessments/evaluations- CIKR
- Emergency Management Accreditation Program (EMAP) standards

GRANTS

- State Homeland Security Program
- Emergency Management Performance Grants
- Hazard Mitigation Grant Program
- Hazardous Materials Emergency Preparedness Grant
- National Association of County City Health Officials Grants
- Has served on grant steering committees and performed grant writing

CERTIFICATIONS/TRAINING (CONTINUED)

- FEMA ICS-200: ICS for Single Resources and Initial Action Incidents
- FEMA IS-208: State Disaster Management
- FEMA IS-230.D: Fundamentals of Emergency Management
- FEMA IS-235.B: Emergency Planning
- FEMA IS-240.A: Leadership and Influence
- FEMA IS-241.A: Decision Making and Problem Solving
- FEMA IS-242.A: Effective Communication
- FEMA IS-00244.b Developing and Managing Volunteers
- FEMA IS-253.A: Overview of FEMA Environmental and Historic Preservation Review Responsibilities
- FEMA IS-271 A: Anticipating Hazardous Weather and Community Risk 2nd Edition
- FEMA IS-288: Role of Voluntary Agencies in Emergency Management
- FEMA ICS-300: Intermediate ICS for Expanding Incidents
- FEMA IS-393.A: Introduction to Hazard Mitigation
- FEMA IS-394.A Protecting Your Home or Small Business from Disaster
- FEMA ICS-400: Advanced ICS
- FEMA IS- 403: Introduction to Individual Assistance (IA)
- FEMA IS-546.A: Continuity of Operations (COOP) Awareness Course
- FEMA IS-547.A: Introduction to Continuity of Operations
- FEMA IS-700.A: National Incident Management System (NIMS) An Introduction
- FEMA IS-701.A: NIMS Multiagency Coordination System (MACS)
- FEMA IS-00702.a NIMS Public Information Systems
- FEMA IS-703.A: NIMS Resource Management
- FEMA IS-00706 NIMS Intrastate Mutual Aid an Introduction
- FEMA IS-800.B: An Introduction National Response Framework
- FEMA IS-820: Introduction to NRF Support Annexes
- FEMA IS-907: Active Shooter: What Can You Do
- **FEMA IS-1015 Insurance Considerations, Compliance, and Requirements,**
- L0960 NIMS ICS All Hazards Division Group Supervisor Course
- L0930 Integrated Emergency Management Course
- G0288/ Volunteers and Donations Management
- **MGT312 Senior Officials Workshop for All-Hazards Preparedness,**
- MGT 318 Public Information in All-hazard Incidents
- MGT 347 Incident Command System Forms Review
- Modular Emergency Response Radiological Transportation (MERTT); Train the Trainer
- (E/L968) Logistics Chief Logistics Section Chief
- **AWR136 Essentials of Community Cybersecurity**
- AWR-148 Crisis Management for School-Based Incidents
- AWR-362 - Flooding Hazards
- G775 EOC Management and Operations
- ATC 20
- Critical Infrastructure Protection Certificate:
 - **AWR 213 Critical Infrastructure Security and Resilience Awareness;**
 - **MGT 310 Jurisdiction Threat Hazard Identification Risk Assessment;**
 - **MGT 315 Critical Asset Risk Management;**
 - **MGT 414 Advanced Critical Infrastructure Protection,**
- Authentic Leadership Ascent 360Leadership Principals Workshop
- OSHA 30 hour
- Basic Nebraska Emergency Management Certification- 2014
- Basic Emergency Management 2021
- DPSST Certified Armed/Unarmed Aug 2015
- Basic First Aid, Crowd Control, Search and Rescue, Cribbing and Drill Training.