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September 15, 2023



**CANOPY**  
MANAGEMENT  
CONSULTING  
GROUP

**RFP NO. RFP-EM2023-001**  
**REQUEST FOR PROPOSAL FOR EMERGENCY  
PLANNING, DISASTER RECOVERY, AND  
MITIGATION GRANT PROGRAM SERVICES**

Canopy Management Consulting Group LLC  
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**CANOPY**  
MANAGEMENT  
CONSULTING  
GROUP

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

Dear Ms. Maxwell,

On behalf of Canopy Management Consulting Group LLC (Canopy), I am pleased to present our response to Franklin County's solicitation for Emergency Planning, Disaster Recovery, and Mitigation Grant Program Services.

We are a Florida-based small business that will leverage our team's many years of experience in governmental operations and with recent and relevant client engagements to ensure that the desired objectives for Franklin County are achieved in a timely and cost-effective manner. We have served governments at all levels by providing effective grants management support and consulting services as part of our team's professional experience.

For questions, notifications, or updates, please use the contact below. We have also provided our company information for your reference.

Brian Swords, Managing Partner  
850.391.0596  
Brian.Swords@cmcgfla.com  
Canopy Management Consulting Group LLC  
118 North Monroe Street, Ste 402  
Tallahassee, FL 32301

We believe that the Canopy Team is the best choice to help Franklin County achieve its goal of effective management of FEMA Public Assistance awards and other federal recovery programs and timely recovery of funding. We look forward to the opportunity to work with you.

Sincerely,

Brian Swords





## Executive Summary

Canopy Management Consulting Group (Canopy) understands that Franklin County seeks professional service assistance throughout the life of the projects as required to support the County's disaster recovery, and to expedite financial recovery and mitigation. We also understand from the solicitation that the County is focused on the Federal Emergency Management Agency's (FEMA) various grant programs and other federal and state programs. Canopy will ensure full compliance with all federal, state, and local laws throughout this process in order to limit any subsequent audits and reviews, and to minimize impacts from future disasters. Our team will leverage our combined experience in grant program design, implementation, management, and reporting to provide solutions that meet the needs of Franklin County. Additionally, we are prepared to provide project management services as requested by the County.

## Who We Are

Canopy Management Consulting Group (Canopy), a Florida-based small business, was established to utilize extensive industry experience and harness technological innovation to drive client success. At Canopy, we have extensive experience in the public and private sectors, and our service areas include grants management, information technology project management and business analysis, system implementation, procurement strategy and development, and organizational change management.

Canopy is a Limited Liability Corporation established and chartered in the State of Florida and is wholly owned by our two managing partners, Brian Swords and Damon Steffens. Combined with our team of consultants with expertise in various fields, Canopy is dedicated to helping government agencies and private firms achieve their business objectives.

*We've seen and experienced how complex business and governmental issues can result in significant organizational costs and negatively impact customer experience.*

*Canopy has solutions to mitigate those challenges.*





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### Canopy is the Right Partner for Franklin County

The Canopy team brings extensive hands-on and leadership experience in grants management at both the state and local levels of government, including multiple team members who were responsible for or involved in the management, oversight, and operational aspects of grants totaling billions of dollars in state and federal funding during their tenures serving in state government. This experience included assisting with developing some of the current state of Florida structures, policies, and procedures in place to help administer grant programs and assist with the implementation of modernized technology systems to manage these programs.

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***We understand that managing state and federal grant programs requires planning, communication, and clarity.***

***We're here to help!***

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Additionally, our team's experience in approaching grants from a strategic, organizational perspective is what further sets us apart and allows us to provide unique value to our clients. We can assist Franklin County with establishing a strategic plan to identify your community's goals and the large-scale projects that will require funding. This plan will then help guide the identification of grants that best align with those goals and projects to ensure grants are leveraged in a manner that will maximize the value and benefits received by Franklin County. Along the way, our team will assist the County in establishing holistic, enterprise practices to streamline how grants are managed throughout the entire grant lifecycle. This will provide the County with reliable and repeatable processes to manage grants efficiently and effectively while maintaining sound tracking and reporting of all financial aspects and ensuring compliance with applicable state and federal regulations.

### Grant Management Services

As our team's resumes and business references submitted with this proposal will demonstrate, we bring relevant experience in grant program design, implementation, administration, financial analysis, reporting, and project management. We have also been integrally involved in developing applications for grant funding and have years of experience in various roles managing grant programs, including policy development and guidance, performance reporting, financial administration, programmatic and financial monitoring, and executive oversight. Our specific



methods of grant management are described in further detail in the **Project Approach** section of our proposal.

Specific to the FEMA Public Assistance (PA) program, the Canopy team brings recent and relevant experience, particularly in the context of hurricane recovery. Canopy currently serves the Florida Division of Emergency Management (FDEM), as a subcontractor to KPMG, assisting with the State of Florida's Hurricane Irma and Hurricane Michael FEMA Public Assistance programs. Through this experience, we have worked directly with both FDEM and local governments to provide services assisting with components of the PA program. Our team is based in Tallahassee, Florida and is available to perform services on-site, or remotely, as needed.

In addition to the PA program, our team's experience includes direct involvement with numerous state and federal grants and programs, including those listed in the graphic below. Our experience with these grants and the PA program is described in further detail in the **References** section of our proposal.

#### ***Federal Grants/Programs***

FEMA – Public Assistance Grants

FEMA – Building Resilient Infrastructure  
and Communities (BRIC)

HUD – CDBG Mitigation

HHS – Community Services Block Grant  
Program

DOL – Reemployment Assistance  
Program

FEMA – Hazard Mitigation

HUD – Community Development Block Grant –  
Disaster Recovery Program

US Treasury – Homeowner Assistance Program

SBA – State Small Business Credit Initiative

DOL – Workforce Innovation and Opportunity  
Act/Wagner-Peyser Act

#### ***State Grants/Programs***

First Responders Program

Florida Emergency Bridge Loan Program

FDEP - Programs

Florida Job Growth Grant Fund Program

Florida Legislature Grant Initiatives

Our team has worked and led teams in grant management fields for a variety of programs. This experience led to the creation of Canopy, and it is what drives us to help others succeed in achieving their goals. We are ready and able to bring that experience to serve Franklin County.



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## Qualifications and Experience

Our team has worked on grant programs with most large federal agencies, designed program plans, and successfully implemented a wide variety of federal and state programs. This experience, in addition to the experience Canopy has gained working on the hurricane recovery programs with the Florida Division of Emergency Management (FDEM), gives our team a valuable skillset that our clients can leverage to establish and manage successful grant programs.

### FEMA Public Assistance

Canopy currently provides services, as a subcontractor to KPMG, to the Florida Division of Emergency Management (FDEM) for FEMA Public Assistance programs, particularly Hurricane Irma and Hurricane Michael. Our team has provided various services relating to the management of the FEMA PA program, including project reviews, cost validation, reimbursement recommendations, and other related services. The FEMA PA program is evolving constantly, and Canopy has extensive experience in navigating the challenges of FEMA program administration, therefore we are adaptable to changes in FEMA policies. In recent months, FEMA has altered its project threshold designation by raising the cost threshold of a large project from \$250,000 to \$1,000,000. This adjustment means a significant reduction in the administrative burden for state and local governments, as the requirements for cost validation are higher for large projects. Additional changes have varying levels of impact, and there will be changes to program rules and requirements as the nature of the recovery efforts is better understood. Our team will bring our knowledge of FEMA PA, our relationships with FDEM, and our ability to adapt to FEMA policy fluctuations to assist Franklin County.

### Other Relevant Experience

In addition to our work on the FEMA PA program, Canopy has provided business process analysis services to FDEM, both as a prime contractor and subcontractor. These engagements allowed our team to gain an understanding of the operations and challenges of FDEM and to assist them in formulating plans to improve their operations. This connection between Canopy and FDEM provides an invaluable resource that can benefit Franklin County as our team works to ensure Franklin County receives all the funding and services that are eligible under the FEMA PA program.

Members of the Canopy team previously worked for the State of Florida in both management and hands-on roles that were heavily involved with grants and program management. The Canopy team has experience in a variety of state and federal programs, working at all levels of the grants process, including grants and programs funded by the Federal Emergency Management Administration (FEMA), US Small Business Administration (SBA), US Treasury, US Department of Housing and Urban Development (HUD), US Department of Health and Human Services (HHS), and US Department of Labor (DOL).



The knowledge and experience gained by our team provides us with a unique and diverse understanding of state and federal grant programs. A brief list of programs our team has worked on include:

- **FEMA – Building Resilient Infrastructure and Communities (BRIC):** This federal program supports states, local communities, tribes, and territories as they undertake hazard mitigation projects, reducing the risks they face from disasters and natural hazards.
- **FEMA – Hazard Mitigation Grant Program (HMGP):** This federal program provides funding to state, local, tribal, and territorial governments to develop hazard mitigation plans and rebuild in a way that reduces, or mitigates, future disaster losses in their communities.
- **HUD – Community Development Block Grant – Disaster Recovery (CDBG-DR) Program:** This federal program provides financial assistance to qualified homeowners who experienced uninsured or under-insured losses resulting from a federally declared disaster, as well as funding to local governments for projects that provide recovery and mitigation to public infrastructure. While with the Florida Department of Economic Opportunity, our team assisted with the development of the program plan, the application for federal funds, grant agreement development, federal financial monitoring and reporting, and audit response and closeout. This program is responsible for nearly \$30 million annually in federal funds.
- **HUD – CDBG Mitigation (CDBG-MIT):** This federal program provides funding for eligible grantees to use in areas impacted by recent disasters to carry out strategic and high-impact activities to mitigate disaster risks and reduce future losses.
- **US Treasury – Homeowner Assistance Program:** This federal program provides mortgage assistance to homeowners impacted by the COVID-19 pandemic. While with the Florida Department of Economic Opportunity, our team assisted with the development of the program plan and the application for federal funds. This program is responsible for managing \$300 million in federal funds.
- **HHS – Community Services Block Grant Program:** This federal program provides funding for community assistance for entitlement and non-entitlement community infrastructure projects as well as individual assistance for low-income households. While with the Florida Department of Economic Opportunity, our team assisted with the development of administrative plans, the annual application for federal funds, programmatic and financial monitoring, and audit response and closeout. This program was responsible for nearly \$20 million annually in federal funds.
- **SBA – State Small Business Credit Initiative:** This federal program provided funding to state businesses through venture capital, export financing, loan participation, and loan guarantee programs. While with the Florida Department of Economic Opportunity, our team assisted in the development of the program plan, federal application, federal financial monitoring and reporting,



and audit response. This program is responsible for managing over \$98 million in initial federal funds, with an additional \$300 million provided in 2021.

- **DOL/State of Florida – Reemployment Assistance Program:** This joint state/federal program provides support to individuals who have lost employment through no fault of their own by providing temporary financial assistance while they seek new employment. While with the Florida Department of Economic Opportunity, our team assisted with the development of administrative plans, the annual application for federal funds, programmatic and financial monitoring and reporting, and audit response and closeout. This program is responsible for several hundred million in annual state tax funded benefits payments and managed over \$22 billion in federal benefits funding during the first 18 months of the COVID-19 pandemic.
- **DOL – Workforce Innovation and Opportunity Act/Wagner-Peyser Workforce Grants:** These federal programs provide funding through the state to support workforce training, development, and job placement assistance through local workforce development boards and state-level grants. While with the Florida Department of Economic Opportunity, our team assisted with the development of administrative plans, the annual application for federal funds, development of programmatic guidance and training, programmatic and financial monitoring and reporting, and audit response and closeout. This program is responsible for over \$100 million annually in federal funds.
- **State – First Responders Program:** This state program utilizing federal funds provided \$1,000 relief payments to first responders who provided services to Floridians during the COVID-19 pandemic. While with the Florida Department of Economic Opportunity, our team established the program, as well as implemented a technology solution and application process that allowed over 400 entities statewide to register and submit their eligible first responders to receive payments. This program processed over 100,000 payments within 30 days of the implementation of the system.
- **Florida Job Growth Grant Fund Program:** This state program provides funds to local governments and state educational institutions for public infrastructure and workforce training projects. While with the Florida Department of Economic Opportunity, our team assisted in the development of program operational guides, application development, application review and project recommendations, and financial and programmatic monitoring and reporting. This program is responsible for over \$200 million in state-funded grants with additional funds provided annually.
- **Florida Emergency Bridge Loan Program:** This state program provided emergency funding in the form of short-term loans to small businesses in the aftermath of disasters and emergency declarations to bridge the gap between the time of the event and the time when a business received insurance proceeds. While with the Florida Department of Economic Opportunity, our team assisted with the development of program guidelines and objectives, program funding, and programmatic and financial monitoring and reporting.



- **Florida Department of Environmental Protection (FDEP) – Programs:** FDEP provides resources for important water and wastewater infrastructure as well as other programs that support coastal counties, water quality improvement, and conservation. Our team has been successful in winning grants for our clients available through FDEP and includes a member who served as the lead for contracts and grants at the agency, giving us insight into the management of these funds. Our team has worked on grant programs with most large federal agencies, designed program plans, and successfully implemented a wide variety of federal and state programs. This experience, in addition to the experience Canopy has gained working on the hurricane recovery programs with the Florida Division of Emergency Management (FDEM), gives our team a valuable skillset that our clients can leverage to establish and manage successful grant Programs.
- **Florida Legislature Grant Initiatives:** This state program provided grant funds to local governments and non-profit entities for public workforce, community, and economic development projects. While with the Florida Department of Economic Opportunity, our team assisted with the development of grant agreements, programmatic and fiscal monitoring, and audit response and closeout.

Our team's experience with a wide variety of grant programs, and with FEMA PA specifically, makes us an ideal choice for Franklin County.





## References

Canopy has recent and relevant experience that addresses the requirements of this RFP.

**Client Name:** Florida Division of Emergency Management

**Client Contact:** Luke Strickland

850-815-4000

Luke.strickland@em.myflorida.com

**Title of project:** FEMA Public Assistance - Hurricane Ian

**Project dates:** 09/2020 – Current

**Description:**

Canopy, as sub-contractors, performed eligibility, cost validation, and closeout review of local government reimbursement claims under the FEMA Public Assistance Program for communities impacted by Hurricane Irma. Work included cost eligibility, insurance proceed reductions, procurement eligibility and compliance, reimbursement recommendations, and all other validation of applicant claims.



**Client Name:** Florida Division of Emergency Management

**Client Contact:** Luke Strickland

850-815-4000

Luke.strickland@em.myflorida.com

**Title of project:** FEMA Public Assistance – Hurricane Michael

**Project dates:** 09/2020 – Current

Closeouts

**Description:**

Canopy, as sub-contractors, performed eligibility, cost validation, and closeout review of local government reimbursement claims under the FEMA Public Assistance Program for communities impacted by Hurricane Michael. Work included cost eligibility, insurance proceed reductions, procurement eligibility and compliance, reimbursement recommendations, and all other validation of applicant claims.





**Client Name:** Florida Division of Emergency Management

**Client Contact:** Luke Strickland

850-815-4000

Luke.strickland@em.myflorida.com

**Title of project:** Contract and Grant Management Support

**Project dates:** 11/2022 – 06/30/2023

**Project Description:**

Canopy, as prime contractors, provided administrative and management consulting for the Division's contract and grant management business, as well as technology processes. Emphasis was placed on FEMA PA reporting and activities, Emergency and Statewide Mutual Aid, Hazard Mitigation, and other FDEM programs. The work included analysis of business processes and requirements, program requirements and reporting, and providing actionable recommendations for process enhancements to support better compliance with state and federal requirements.



**Client Name:** Florida Division of Emergency Management

**Client Contact:** Luke Strickland

850-815-4000

Luke.strickland@em.myflorida.com

**Title of project:** Financial Management Support

**Project dates:** 07/2023 – Current

**Project Description:**

Canopy, as prime contractors, provides financial and management consulting for the Division's financial processes, with emphasis on FEMA PA and disaster reporting and activities, Emergency and Statewide Mutual Aid, Hazard Mitigation, and other FDEM programs. The work involved advising on the integration of financial process business requirements into the enterprise grant management system. This was done while ensuring grant and financial reporting elements were captured.







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## Position Classifications and Identification of Key Personnel

Canopy has developed job classification descriptions to align with the positions requested in this RFP. Our proposed team members are highly qualified to fill these roles, and we have provided a brief overview of their experience and capabilities. Complete resumes have also been provided for each team member.

Canopy proposes to utilize the following roles for this project with the responsibilities described:

**Senior Appeals Officer:** The Senior Appeals Officer will provide independent review and adjudication of issues related to eligibility and allowability in coordination with County staff and FEMA.

**Project Manager:** The Project Manager will serve as the organizational manager for project tasks and assignments, maintaining the project schedule, scheduling and facilitating meetings, and developing and distributing the weekly status report. The Project Manager will also provide relevant subject matter expertise as needed.

**Senior Grant Specialist:** The Senior Grant Specialist will provide subject matter expertise and be primarily responsible for performing project and cost development, grant application development, cost validation, eligibility review, insurance calculations, and reimbursement request development.

**Grant Specialist:** The Grant Specialist will support project and cost development, grant application development, cost validation, eligibility review, insurance calculations, and reimbursement request development.

**Technical Associate:** The Technical Associate will support client document management, document drafting, and document review. The Technical Associate will also support the Project Manager and Senior Grant Specialist(s) in finalizing client deliverables.

**Administrative Assistant:** The Administrative Assistant will provide administrative and clerical support to ensure efficient operation of the office. The Administrative Assistant will also serve as project support.

Canopy does not provide services responsive to the position classes below at this time. Our team will work with Franklin County on additional project roles needed to complete assigned tasks.

Engineer or Environmental Specialist



## Proposed Staff

Canopy currently has 5 staff located in Florida and 2 staff members located in the southeast to support this project.

Staff Member	Proposed Role	Total Years Experience/FEMA PA Experience	Specific Role
Brian Swords	Sr. Appeals Officer	10+/3+ in FEMA PA	<ul style="list-style-type: none"><li>• Independent review and adjudication</li><li>• Coordinates issues with County/FEMA</li></ul>
Ed Wynn	Project Manager	10+/1.5+ in FEMA PA	<ul style="list-style-type: none"><li>• Primary Liaison with Franklin County</li><li>• Coordinating and reporting overall grant/project activities</li><li>• Acts as grant manager as needed</li></ul>
Will Currie (Out of State)	Senior Grant Specialist	15+/1+ in FEMA PA	<ul style="list-style-type: none"><li>• Serves as technical lead for grants administration activities</li><li>• Acts as grant manager as needed</li></ul>
Nicholas Clarke (Out of State)	Senior Grant Specialist	3+/2+ in FEMA PA	<ul style="list-style-type: none"><li>• Acts as grant manager as needed</li></ul>
Punam Bhakta	Grant Specialist	3+/1+ in FEMA PA	<ul style="list-style-type: none"><li>• Serves as grant manager</li></ul>
Joseph Gaines	Technical Associate	11+/2+ in FEMA PA	<ul style="list-style-type: none"><li>• Serves as support specialist</li></ul>
Leah Mixon	Administrative Assistant	Bachelors	<ul style="list-style-type: none"><li>• Serves as support specialist</li></ul>



## Organization Chart



## Management Plan

The Canopy team will deliver the required services to Franklin County using an approach centered around Canopy's quality management strategy and sound project management principles. While we will work with Franklin County when defining the specific details of the management plan to ensure Franklin County's goals and best interests are reflected in our plan and approach, the foundational principles of our quality management strategy and project management approach are described below.

### Quality Management Strategy

Canopy's quality management strategy involves four components: planning, control, assurance, and improvement. We understand and acknowledge that every client is unique and may have specific needs due to a variety of internal and/or external factors. Effective quality management should take these unique circumstances into account to ensure all services we provide consistently meet and/or exceed our clients' expectations, as well as our own. Due to this, our strategy spans actions and procedures that occur both internally to Canopy and those that occur in collaboration with our clients. Overall, our quality management strategy is intended to establish and uphold quality standards for each engagement, enable the proactive identification and resolution of risks and issues that may affect quality, and contribute to the continuous improvement of our quality management processes.



- a) **Quality Planning:** Prior to service delivery or work product development, our team coordinates with clients to define success and establish a clear understanding of requirements, expectations, and priorities relating to the services. Gaining this clarity at the onset of an engagement helps to define what is truly required to ensure client satisfaction, mitigate potential issues, and reduce any time required for review and correction processes.
- b) **Quality Control:** Throughout the life of a project, our team performs quality control checks on the services delivered and/or work products provided to ensure they meet expectations, satisfy agreed-upon requirements, and fulfill intended purposes. One example is testing/piloting newly developed or redesigned processes/functions before live implementation. We then analyze any issues identified to ensure resolution prior to live implementation. We also employ multi-level review procedures, involving internal peer review by staff and Managing Partners, for deliverables or work products to ensure high-quality standards are consistently met and/or exceeded.
- c) **Quality Assurance:** Our quality assurance methods are employed to review the actual processes involved in service delivery to confirm their effectiveness, ensure satisfaction and compliance with established requirements, and identify any issues, areas for improvement, or best practices to be leveraged in the future. Formal and informal quality assurance reviews are employed to ensure standards are being met and identify any potential issues that could contribute to quality deficiency.
- d) **Quality Improvement:** Canopy believes in a model of continuous improvement, ever striving to provide higher quality services to our clients. To achieve this, we analyze the findings and results documented throughout the quality management process to identify areas with opportunities for improvement or areas of strength to leverage more prominently and add value to our services. The lessons learned from a project are reviewed and discussed by our team (as appropriate to maintain the confidentiality and security requirements of clients) to provide an independent perspective and ensure any improvements resonate throughout the team and are formalized to improve quality in all future engagements.

Customer service and client satisfaction are core values at Canopy. While our goal is to provide services that exceed stated expectations and standards, we also understand the need to closely monitor staff performance and address any performance or quality issues in a timely manner. We believe it is critical to establish and maintain open, frequent communications with each client to ensure service quality is always acceptable from

*Canopy continuously provides excellent services by ensuring our staff, processes, and service strategy are of the highest quality.*



the client's perspective. We also routinely review any agreed-upon deliverables, scopes of work, or performance objectives and assess progress to ensure each engagement is successful for the client.

If performance or quality issues are identified, Canopy will take immediate steps to remedy the situation and address the issues to ensure the client is satisfied with the staff resources and/or services. Upon issue identification, Canopy will:

- a) Immediately contact the appropriate client and Canopy resources to gather details of the performance issues and determine appropriate remediation efforts approved by the client. Actions to identify the issue and determine remediation could include:
  - i) Root-cause analysis to determine the source of any performance or quality issues
  - ii) Determine specific actions necessary for remediation and resolution
  - iii) Determine any actions or measures needed to prevent recurrence of the issue
- b) Conduct performance and/or quality improvement discussions and set clear improvement measures with appropriate staff resource(s) or team(s), including the following actions (as applicable):
  - i) Assign responsibility to identify, research, and document the issue
  - ii) Establish a timeline for determining any necessary corrective actions
  - iii) Identify responsibilities and timelines for implementing corrective actions
  - iv) Monitor and validate successful remediation and resolution of the issue, including confirmation from the client
- c) When requested by a client, provide a highly qualified staffing resource to replace the existing resource.

### **Project Management Approach**

The Canopy team has experience in a variety of project management techniques, which allows our team to be flexible and versatile in employing the appropriate tools necessary for specific projects. To ensure this project is conducted in a manner that best serves Franklin County, Canopy will collaborate with Franklin County to define the methodology, approach, and format to be used for managing the project and developing the project plan, schedule, and other applicable project management portfolio components.



### Project Management Approach

- Establishing and managing the project plan and activities, including monitoring the project schedule/timeline and tasks.
- Ensuring the proactive identification of any risks/issues to service provision or achievement of established goals, as well as leading the remediation or resolution efforts to address identified risks/issues.
- Facilitating and maintaining ample communication and collaboration with the client and any identified stakeholders.
- Monitoring and maintaining project costs throughout the engagement.

A project plan will be provided that will include Canopy's approach for this project, including the management of project scope, schedule, costs, communications, and risks/issues. Canopy has experience in formalizing a set of best practices and processes to ensure project teams work well together by keeping the team focused and collaborative in a simple and organized way.

With the assistance of Franklin County, Canopy will take the lead role in ensuring effective communications throughout the course of the project, beginning with initial engagement and continuing through project closeout and provision of final project documentation/briefings. Our team will assist with communications to the public and coordinate responses, as well as conduct regular project status meetings with participants required from Canopy and Franklin County staff. Canopy will produce and distribute an agenda/status report prior to each meeting. The purpose of this meeting is to determine and communicate the progress of the project.

In our experience, successful projects ensure transparency throughout the project cycle. Canopy will work closely with the Franklin County team to maintain stakeholder involvement and share information with stakeholders throughout the process. A stakeholder log will be provided that will include all project team members, project sponsors, and anyone else that will be impacted or involved with the project.

### Resources and Capabilities

Canopy ensures the availability of staff resources by employing the majority of potential engagement resources in full-time roles with the firm. This enables Canopy to offer a consistent, dependable collection of high-quality resources that are dedicated to each individual project or engagement. Additionally, if multiple projects emerge as the result of a major event impacting the region, Canopy has established a large network of professionals in a variety of fields, which allows us the ability to quickly onboard staff that meet the experience, skill, and knowledge requirements of a variety of projects and engagements.





## Eligibility and Compliance

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

Canopy is currently registered with the Florida Department of State, Division of Corporations to do business in Florida.

## Proposed Technical Approach

Canopy will provide grant program management, administration, and consulting services based on our team's combined professional experience in the administration of, and compliance with, state and federal grants programs and achieving program and national objectives. Canopy will provide the solutions Franklin County needs to effectively obtain, implement, manage, and close out state and federal grant programs.

*Our experience, both as consultants and as public sector administrators, has provided us with a comprehensive understanding of grant programs, state and federal processes for funding and reporting, and the challenges and needs of sub-recipients and applicants.*

## FEMA Public Assistance Advisory Services

Canopy currently provides services, as a subcontractor to KPMG, to the Florida Division of Emergency Management (FDEM) for the State of Florida's Hurricane Irma and Hurricane Michael FEMA Public Assistance programs. Our team has assisted with management of the FEMA PA program by performing project reviews, cost validation, reimbursement recommendations, insurance and duplication of benefits analysis, cost reasonableness analysis, project closeouts, and other related services. From this experience, we have seen the challenges of administration from the state and federal side, and we have also worked directly with local government applicants to assist with the submission of FEMA-required documentation, project amendments, time extensions, and other required submissions. Canopy brings the experience needed to assist Franklin County in administering the FEMA PA program.

Our team brings sound experience in the FEMA PA program and a variety of local government projects, from debris removal to public facilities and infrastructure. Further, our experience has taught us how to adapt and implement as FEMA adapts to the realities of each disaster. We have seen that Hurricane Irma was very different from Hurricane Michael in both how FEMA regulations changed between disasters and the capabilities of the different areas to respond to the disasters. The challenges between those two programs will be different than for Hurricane Ian. Our team will bring



our knowledge of FEMA and the Public Assistance program, our knowledge, and relationships with FDEM, and our ability to adapt to the fluctuations of the FEMA PA program to assist Franklin County in its recovery efforts.

Our experience and services include:

#### What We Do

- Development of strategic plans, project scopes, and resource matching
- Development of grant applications for state and federal funding opportunities
- Development of program plans and guidelines that establish the framework, goals, and strategies for program delivery and oversight
- Development of policies, procedures, and monitoring plans to establish the framework for compliance and accountability
- Development of Procurement Plans and strategies to ensure acquisition of goods and services in compliance with federal requirements
- Development of grant agreements and scopes of work with sub-recipients and applicants that establish achievable deliverables while ensuring financial and programmatic integrity
- Programmatic oversight and monitoring of grant performance and deliverables
- Review and validation of sub-recipient/applicant performance and distribution of funds for deliverables achieved
- Programmatic and financial reporting on program outcomes, funding, and expenditures to ensure transparency to the public and civic leaders on program performance
- Audit preparation and response for state and federal programmatic and financial audits
- Program closeout including sub-recipient agreement and project closeouts, final reporting, and funds reconciliations

The FEMA PA program is constantly evolving as FEMA, the states, and local governments try to find the right balance between providing sound financial controls, reducing administrative burden, and supporting local recovery efforts. Within the past few months, FEMA has adjusted its project threshold designation by raising the cost threshold of a large project from \$250,000 to \$1,000,000. This change should represent a reduction in the administrative burden for the state and local governments as the requirements for cost validation are much higher for large projects. This will mean more projects qualify for small project treatment. Other changes have had a greater or lesser impact, and there will be changes to program rules and requirements as the nature of the recovery efforts is better understood.





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In addition to our work on the FEMA PA program, Canopy has provided business process analysis services to FDEM, both as a prime contractor and subcontractor. These engagements allowed our team to gain an understanding of the operations and challenges of FDEM and to assist them in formulating plans to improve their operations. This connection between Canopy and FDEM provides an invaluable resource that can benefit Franklin County as our team works to ensure Franklin County receives all the funding and services that are eligible under the FEMA PA program.

### **Procurement and Contract Management/Monitoring Support**

Canopy has experience developing and monitoring procurements for compliance with local, state, and federal requirements. Our team will develop processes and compliance supplements that will be used to ensure procurements are conducted in accordance with 2 CFR 200 and other FEMA-specific guidance.

Our team will ensure that documentation is maintained to support the eligibility of procurements and contracts both for legal and reimbursement purposes. Our team will also ensure a complete file is available to support costs and audit scrutiny, both from internal and external sources.

Our team also has direct experience with technology solutions for grants and contract management ranging from enterprise systems to document management solutions and file sharing processes. Our team will work with Franklin County to assess technology needs and capabilities as needed by the County.

### **Grants Management Process Approach**

We believe that each organization should utilize a strategic approach to applying for and implementing grant programs. Our experience tells us that many government organizations are focused on each grant program individually and do not view grant funding in terms of alignment with the overall needs of the community or how a single program can be connected and support other programs or initiatives. We also see government organizations that are not fully leveraging their community's existing assets to help obtain funding or to leverage funding that becomes available. We believe it is critical to have a strategy and a plan that identifies and prioritizes the community's goals and needs, identifies projects that support those priorities, and then identifies what current assets and/or grant funding can bring those projects to life.

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***Successful strategies must evaluate the entirety of the County's needs, with individual projects contributing to the overall goals.***

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Our approach starts with understanding your community's needs and priorities. From there, we work with you to identify programs that support those priorities. Following an event such as a hurricane, we understand that applying for and obtaining federal assistance and FEMA PA funding is a key priority, regardless of other community priorities. However, other state and federal resources can be used to provide a match on FEMA funding. We can help identify those and ensure, where possible, that the County is not wholly responsible for paying match funds. What if a FEMA-funded mitigation project relates to a larger infrastructure need in the community? We can help identify other potentially available funding options that would allow you to utilize the federal mitigation work as a match to obtain state funds for completing portions of the infrastructure project not funded by FEMA. This example illustrates the approach our team takes. We not only look at the rules and requirements of a single program, but try to understand how that program fits into the larger picture, and how to maximize the benefit to the community.

Once a specific funding opportunity has been identified, we utilize the overall county strategies to develop a tailored plan to support and meet the needs and objectives of each specific program, the awarding entity, and the population being served. Our approach to the grant management process provides the framework that establishes a firm foundation to ensure compliance, transparency, and accountability, while ensuring that grant funds and reimbursements are received in a timely manner.

Canopy also understands that governments cannot outsource inherently governmental functions. As such, our approach is designed around Canopy acting as a vendor that provides services to facilitate and support the government client's administration of the program and makes recommendations on proposed actions. All decisions or actions on policies, procedures, contracts, awards, reporting, and audits are presented to the client for final approval.

### **Pre-Award: Program Development and Application**

The first step in Canopy's process to develop the grant specific plan is a detailed analysis that leads to an understanding of the program. In the case of a program that we are familiar with, we will review any updated guidance or requirements changes. We analyze and outline the notice of funding opportunity, program legislation, and/or other documentation involved in the creation of the grant program. For newly created grant programs, Canopy also researches the context of the program to understand why the program is needed, why it was created, who it serves, and what the intended outcome is on the local level. With these critical pieces of information, Canopy develops a framework that will facilitate the development of program plans, objectives, strategies, policies, applications, financial and reporting needs, and compliance requirements. This framework enables Canopy to develop a program plan based on a thorough understanding of the program and the associated drivers and constraints.

Canopy will develop a Grant Program Management Plan to serve as a handbook for program managers and/or recipients to document the program requirements, performance expectations,



policies, and procedures for the program. The Grant Program Management Plan will consist of the following elements:

- Program Plan – Documenting grant program requirements, strategies, goals, objectives, and outcomes
- Operational Plan – Documenting the policies and procedures to be employed to implement and manage the program
- Timeline – Documenting the schedule for grant activities and performance milestones

### Program Plan and Application

The program plan will incorporate the original program objectives, the local objectives and needs, relevant data that demonstrates those needs, the targeted strategies to address those needs, and strategies for leveraging additional resources (if available) to enhance program outcomes. Many grant opportunities require a program plan or action plan as part of, or as a prerequisite for, the application. In other cases, the plan will serve as an internal guide for the program. In either case, the program plan is a necessary and important part of developing the overall strategy for using the grant funds.

Canopy uses the following approach to develop the strategies that will result in a program plan that is responsive to the needs of the community and the requirements of the program. This approach centers on communicating with local government and program leaders, local groups or individuals, and state and federal cognizant agencies to gain additional insight into the specific needs and uses for funding:

#### Program Strategy Framework

- Identify community-specific needs/objectives that align with program objectives
- Identify additional resources (governmental, private, infrastructure, financial) available to support the program
- Identify and prioritize potential funding uses, particularly when the program guidance allows multiple/optional uses
- Identify and prioritize target populations, particularly when the program guidance allows funds to serve multiple eligible groups
- Identify data that supports and/or provides insight into the current state and the need to allocate funding to target uses or populations
- Identify baseline (when available) and projected outcomes to track and measure program performance



Canopy will facilitate and coordinate meetings with public leaders, the public, and impacted entities, or groups at the county's direction, to ensure that necessary feedback has been obtained for incorporation into the program plan.

Canopy will develop the grant application concurrently with program plan development, with the two documents informing each other as to the required elements of the program. We help communities pursue large and small grants by leading grant application development and submission. For large-scale infrastructure projects, we work together with the architects and engineers that are hired by the organization for cost-estimation. We do not provide this as an in-house service. This helps us build partnerships with local firms that have knowledge of infrastructure systems within the community. Canopy will provide the final application to the county's staff to review and submit.

#### Program Plan Development and Application Framework

- Identify program funding source (federal, state, local)
- Identify any match requirements, match sources, or external resources that can support the program
- Identify program scope (grants, loans, entitlements, public assistance, etc.)
- Identify compliance requirements (2 CFR 200 or other applicable federal registers, state law and statutes, local ordinances, grant, or endowment restrictions, etc.)
- Identify intended recipients (governments, small businesses, non-profits, geographic/regional populations, low-income households, etc.)
- Identify program objectives and intended/required outcomes (recovery, mitigation, construction, job creation, capital investment, tax revenue generation, self-sufficiency, etc.)
- Identify specific application requirements
- Research and identify historical context for the program including prior legislation or federal programs, recent/current events, intended recipient status and condition, and any other relevant topics
- Identify reporting and audit requirements
- Identify finance-related requirements (federal funds draws, escrow funds/bank requirements, distribution/payment methods, etc.)

Canopy will provide the program plan to project leaders and will assist with writing the plan in the required application format for final submission to the cognizant entity. Canopy will further assist with any revisions or updates that are required by the cognizant entity to obtain final approval.



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## Operational Plan

The Canopy team's experience with the wide variety of grant programs we have administered has taught us the importance of a fully developed operational plan that incorporates program-specific procedures as well as best practices for sound fiscal management. Canopy will coordinate with the county's staff to develop the operational plan for the program once the program plan/application is approved by the cognizant agency. The operational plan will include the policies, procedures, and documentation requirements for the program. The policies and procedures developed will be based on ensuring that the strategies in the program plan are supported by the operational actions.

Canopy will leverage existing procedures used by the client when available, modify existing procedures where needed to address program-specific criteria, or create procedures where a process does not currently exist or does not meet the needs of the program.





Example elements to be included in the program and operational plans:



Each of these elements may not be required for every program, and the county may already have a number of these elements in place that can be utilized to save time and effort. Our team will coordinate with the county in the identification and/or development of these policies and procedures based on grant requirements.



Canopy will ensure that a communication plan is developed that addresses the needs of the project and Franklin County. Our team will provide in-person, electronic, and web-based communications and document sharing as needed to support status updates and meetings, public and internal communications, and key project documents. Our team routinely meets with clients during the project and typically conducts project status meetings on a weekly or bi-weekly basis.

Canopy's approach includes a strong focus on ensuring accountability and preventing fraud and abuse of program funds. The Grant Program Management Plan will be based on establishing a strong control environment. Each step of the process will be designed to provide oversight and assurance that public funds are properly accounted for and that abuses are prevented and detected.

***Our process is built on accountability,  
integrity, and transparency.***

Revenues and expenditures will be tracked at the program level and individual award level and will utilize any additional tracking methods required by the client. Reconciliations will be conducted at the project and program level. Further, Canopy will ensure that contract reconciliations, financial reports, and programmatic reports are reviewed by a senior analyst or other project staff members not directly responsible for management of the project being reviewed. A strict separation of duties will be observed and documented.

Canopy believes that a program is most successful when there is transparency about how funds are used and how the program is being managed. At any time, Canopy will make documents and other work papers available at the client's direction to the client's auditors, or other external parties for review.

Canopy will develop a timeline for the program that addresses key award dates, program milestones, internal deadlines, and any specific deliverable dates required for program implementation and administration. The operational plan and timeline will be presented to the client for final approval prior to implementation, with any necessary revisions incorporated into the final version.

### **Post Award**

Canopy will assist in developing project scopes, deliverables, and budgets as needed. Grant programs that allow for or require contracting with a vendor for some or all the program delivery will be competitively procured in compliance with federal, state, and local procurement laws and award thresholds. Canopy will assist with the development of solicitations as needed and work with the client's project managers to identify appropriate procurement vehicles, develop requirements, post solicitations, review vendor responses, and make recommendations for award as required. The



program will be managed in accordance with the Grant Program Management Plan and federal, state, and local laws.

Canopy will provide staff to serve as contract/award managers, as needed, provide overall oversight of project performance, and assist with programmatic reporting, documentation of costs and performance achievement, and recommendations and requests for reimbursement/funds distribution. A contract file will be established that will organize all pertinent details of the award, including contract manager contact information, the final agreement, correspondence with managing agencies and sub-recipients, performance and financial reports, invoices and requests for payments, approved invoices, corrective action notices and plans, and other artifacts from the project. The contract file will serve as the primary audit support document, along with financial records maintained in the client's designated system of record and any required external systems.

Canopy will coordinate requests for reimbursement by ensuring that required supporting documents have been gathered and provided to support the request, and by responding to requests for additional documentation. Our work with FDEM on FEMA PA projects has given us excellent insight into the documentation requirements for cost validation and reimbursement, and we will assist the county with meeting those requirements,

Canopy will assist with the preparation and submission of any required federal programmatic and financial reports in the method and format prescribed by the grant program. Canopy will provide reporting at a prescribed cadence (at least monthly) to the client's project manager that details current performance, funding status, and reconciliation.

Canopy will also assist with inspections, performance reviews, final payments, reconciliations, and closeouts of each grant agreement or contract awarded under the program. Any obligated funds that are outstanding, or funds required to be returned from the recipient, will be returned to the client either to award to other applicants or for de-obligation and return to the cognizant entity, as required by the grant award.



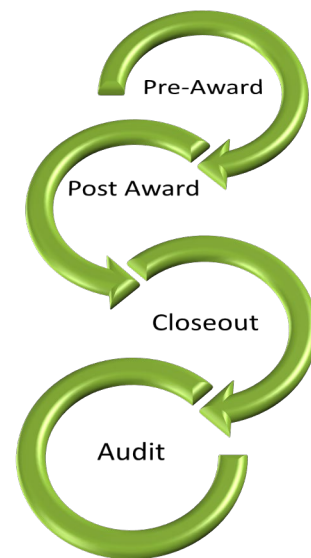


## Program Closeout and Audit

Upon closeout of all awarded contracts and grants, Canopy will initiate closeout of the grant award by conducting a final fund reconciliation of all revenues received and expenditures made and providing final performance reporting for outcomes achieved. Both the final financial and programmatic reports will be analyzed against initial program performance estimates to make comparisons and draw appropriate initial conclusions on the program's actual performance versus the expected performance.

Canopy will further assist the client's monitoring teams to ensure that financial controls have been followed and that risks and performance issues have been properly and proactively addressed. Canopy will support internal or external audits by gathering and presenting supporting documentation for review and will assist with providing responses and corrective action plans for any deficiencies identified in those audits.

*We're there every  
step of the way*





### FEMA PA Grants Specific Considerations

Canopy understands from the solicitation that Franklin County is immediately concerned with the administration of FEMA PA grants. Our approach described above will serve as a strong model for the PA program, but there are specific PA strategies that we will employ:

#### FEMA PA Considerations

- County Policy and Procedures Review
- Work eligibility and time periods
- Project Category Considerations:
  - Emergency Work or Permanent Work
  - Coordinating project work/documentation with contractors, monitors, and other firms
  - Facilities & Infrastructure:
    - Repair or Replace
    - Alternative Scope Projects
    - Is Mitigation funding feasible/available?
- Insurance funding and Duplication of Benefits
- Future Insurance Requirements
- Ensuring individual project scopes align with overall county project plans
- Procurement Eligibility
- Administrative Cost Tracking

Initially, if Franklin County has not applied for PA funding related to Hurricane Ian, our first priority will be to submit a Request for Public Assistance through FloridaPA and ensure that Franklin County is approved for assistance related to emergency work. This may require a request for extension or work with the Florida Division of Emergency Management (FDEM) and FEMA. Canopy will utilize our relationship with FDEM and our knowledge of their processes to assist the County with completing this critical step if it has not been completed.

Once the County has been approved for Public Assistance funding, Canopy will work with county staff to catalog the projects that the County has undertaken in response to the disaster. FEMA project categories have different requirements. Debris monitoring for vegetative, white debris, and demolition will require different considerations than for construction, supply and materials (contents) replacement, wastewater or utility facility, etc., and many times, those activities may be combined in a single project. Franklin County will have multiple types of unique projects that will each require extensive planning to ensure that the appropriate eligibility, procurement, monitoring, and documentation compliance are put in place as soon as, if not before, funds are made available. Canopy will assist the County by gathering and providing to FEMA and FDEM the documentation



necessary to support each project's eligibility, including documenting the type of work performed, where it was/will be performed, and that the County had a responsibility to perform that work. We will also assist the county by ensuring that work performed falls within FEMA-designated work periods.

We will assist the county by gathering the documentation to support the cost eligibility of work performed and ensure that appropriate supporting documentation has been received from service providers, county resources, mutual assistance governments, and any other related entities to facilitate cost reimbursement. This will include damage assessments and cost estimates, contracts, timesheets, load ticket monitoring, receipts, invoices, etc. We will work with the County and FDEM to create the project scopes of work (SOW) in FloridaPA. In many cases, these projects may be given expedited status which will allow FDEM to reimburse the project based on 50% or more of the approved cost estimate. Canopy will assist with both the development of the claimed totals, including advising on eligible expenditures, and the documentation necessary to support the claimed cost. If costs vary, or a revision to the project scope is necessary, Canopy will develop an amendment request and work with FDEM for approval within FEMA/FDEM deadlines.

To address permanent work projects, Canopy will work with the county to create a plan for all potentially eligible projects. Our team will develop a project matrix, which will track overall requirements and requirements that are specific to each project. Based on the type of project, we will help identify required county procedures, procurement requirements for each project, and documentation required to support cost reimbursement and eligibility, and we will ensure that vendor agreements and documentation meet those requirements.

As noted in the solicitation, documenting insurance proceeds and having a complete understanding of what the county's insurance will and will not cover is critical to correctly developing the scope for a FEMA PA project. Duplication of benefits is a top concern for FEMA as it represents a potential overpayment to an applicant and conflicts with FEMA's role to serve as funding of last resort. On the other hand, losing federal funding by failing to claim an eligible cost not covered by insurance represents an impact on the County's bottom line. Our team has experience with the types of insurance issues applicants have faced in the FEMA PA program, and we can help anticipate some of the pitfalls. We will assist with preparing project worksheets, documenting anticipated insurance proceeds, and identifying exceptions or allowances to formulate the correct project total with insurance proceeds.

Further, as FEMA now requires funding to be tracked at the project level, it is easy for projects that are related to become siloed. Canopy will work to ensure that projects are viewed at the enterprise level and that related projects are considered as united projects. As an example, an aging police facility and a public safety facility that were at separate locations may both be significantly damaged and could be replaced. Viewing them separately, the facilities could be rebuilt to restore their pre-storm function and capability. Viewing them holistically, the county could pursue an alternate scope



project and construct a new combined facility, which would provide efficiency to the county and save costs for FEMA. This is a simplified example, but our team has experienced these types of issues in our work on Irma and Michael. Significant time was spent developing multiple project scopes, only to have to rework and amend those scopes to combine multiple facilities projects later.

Once the appropriate documentation has been gathered, we will upload the supporting documents and worksheets into Florida PA and initiate reimbursement. We will coordinate with FDEM on any follow-up documentation requests or clarification and ensure responses are provided timely and in accordance with deadlines. We will also assist the county with quarterly reporting on progress status and ensure that reports are filed in accordance with deadlines.

### **Hazard Mitigation Support**

Canopy has experience with the Hazard Mitigation Program from the state administrative side as well as applying HMG funding to FEMA PA projects. Our team will work with Franklin County to identify projects that would benefit from recovery and construction beyond restoring to pre-storm condition and hardening the assets against future damage, developing the plans for the project, and identifying the key project elements required by FEMA.

Our team will document the project, help identify costs and project tasks, and prepare the documentation for application and submission to FEMA. Our process thoroughly reviews the laws and requirements for Hazard Mitigation projects to ensure compliance and eligibility.

### **Emergency Management Support Services**

Canopy staff have served in executive leadership roles for state agencies developing continuity of operations plans (COOPs) and ensuring that the organization is ready to weather and respond to emergencies. Our team will review existing county plans and documentation, analyze strengths and opportunities, and provide recommendations for enhancements. Our team can assist the County by developing and implementing test plans, as well as revising operational plans and strategies to ensure the County is ready for future disasters.

### **Conclusion**

Canopy believes that our experience in state and federal grant programs, procurement, finance, and government administration gives us a unique skill set that will benefit Franklin County. Further, our direct experience with the FEMA PA program and other recovery programs provides us with specific insights that can further contribute to the success of the county and the community. We have worked on numerous state and federal grant programs, and we understand the challenges of managing those funds and programs. The proposed team from Canopy has worked for over 70 combined years in Florida state government agencies in roles associated with grants management from the programmatic, financial, and information technology perspectives.

Our team's professional experience with establishing state and federal grant programs gives us unique insight that we believe will benefit Franklin County. Our goal is to make the process, from



application to closeout, as streamlined as possible, while still meeting federal and state compliance requirements and enabling Franklin County to be able to tell the story of their programs' operations and successes through meaningful and accurate reporting.

We look forward to the opportunity to serve Franklin County and to achieve success together.



**Canopy can help you do more:**

- Cost Allocation Plans/Analysis
- Business Process Analysis
- Organizational Change Management
- Technology Feasibility
- Technology Consulting

[canopymcgroup.com](http://canopymcgroup.com)



## Proposed Fee Schedule

Canopy is pleased to present the offer below to provide services in response to this RFP. As noted in the RFP, the below pricing is inclusive of all costs associated with the performance of the work. Actual costs for travel will be presented in accordance with the county's reimbursement process.

<b>Classification</b>	<b>Hourly Rate</b>	<b>Days /Month</b>	<b>Hours/Day</b>	<b>No. of positions</b>	<b>TOTAL (per month)</b>
Senior Appeals Officer	\$200	0.5	8	1	\$800
Project Manager	\$175	22	8	1	\$30,800
Senior Grant Specialist	\$180	22	8	2	\$63,360
Grant Specialist	\$115	22	8	1	\$20,240
Technical Associate	\$165	5	8	1	\$6,600
Administrative Assistant	\$85	5	8	1	\$3,400

Please find Attachment G – Proposed Fee Schedule, attached.

**Attachment G**

Canopy Management Consulting Group LLC

RFP - EM 2023 - 001

**Proposed Fee Schedule**

Position Title	Rate	Average Days/Month	Hours/Day	No. of position:	Cost/Mo.
Project Manager	\$175	22	8	1	\$30,800
Sr. Appeals Officer or Legal Counsel	\$200	0.5	8	1	\$800
Engineer or Environmental Specialist	\$0	0.5	8	0	\$0
Sr. Grant Specialist	\$180	22	8	2	\$63,360
Grant Specialist or Insurance Specialist	\$115	22	8	1	\$20,240
Field Representative or Technical Associate	\$165	5	8	1	\$6,600
Administrative/Clerical Work	\$85	5	8	1	\$3,400
Month Estimated Total					\$125,200

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

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

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

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



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## Additional Data to Support Proposal



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: # \_\_\_\_\_ # \_\_\_\_\_ # \_\_\_\_\_ # \_\_\_\_\_ # \_\_\_\_\_ # \_\_\_\_\_ # \_\_\_\_\_

Canopy Management Consulting Group LLC

NAME OF BUSINESS

SIGNATURE

Brian Swords, Managing Partner

NAME & TITLE, TYPED OR PRINTED

118 N. Monroe St., Unit 402

MAILING ADDRESS

Tallahassee, Florida, 32301

CITY, STATE, ZIP CODE

canopy@cmcgfla.com

E-MAIL ADDRESS

(850) 391-0596

TELEPHONE NUMBER

STATE OF FL

COUNTY OF Leon

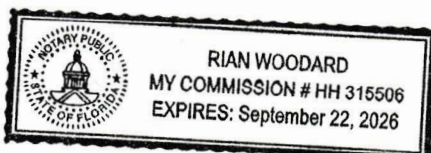
The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 09/13/23 (date) by Brian Woodard (name of officer or agent, title of officer or agent) of UPB State LLC (name of corporation acknowledging), a FL (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced FL Driver's License (type of identification) as identification.

[Notary Seal]

Notary Public

Name typed, printed or stamped

My Commission Expires: 09/22/2026



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:

\_\_\_\_\_  
Brian Swords, Managing Partner

\_\_\_\_\_  
(print individual's name and title)

for: \_\_\_\_\_  
Canopy Management Consulting Group LLC

\_\_\_\_\_  
(print name of entity submitting sworn statement)

whose business address is: 118 N. Monroe St., Unit 402, Tallahassee, Florida, 32301

and (if applicable) its Federal Employer Identification Number (FEIN) is: 85-3291716

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

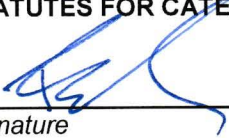
2. I understand that a "public entity crime" as defined in Paragraph 287.133 (1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentations.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133 (1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or non contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
- a.) A predecessor or successor of a person convicted of a public entity crime; or
  - b.) An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, and partners. Shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement, which I have marked below, is true in relations to the entity submitting this sworn statement. (Indicate which statement applies).
- ☒ Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any



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

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

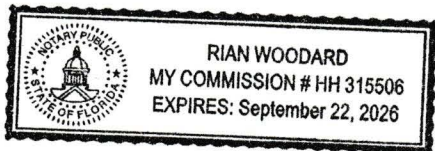
**I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE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

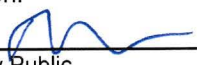
  
\_\_\_\_\_  
Signature

STATE OF FL  
COUNTY OF Leon

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 09/18/23 (date) by Rian Woodard (name of officer or agent, title of officer or agent) of UPS store 6755 (name of corporation acknowledging), a FL (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced FL-Drivers (type of identification) as identification.

[Notary Seal]



  
\_\_\_\_\_  
Notary Public

Rian Woodard  
Name typed, printed or stamped

My Commission Expires: 09/22/2026

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:  
Brian Swords, Managing Partner

*(print individual's name and title)*

for: Canopy Management Consulting Group LLC

*(print name of entity submitting sworn statement)*

whose business address is: 118 N. Monroe St., Unit 402, Tallahassee, Florida, 32301

and (if applicable) its Federal Employer Identification Number (FEIN) is: 85-3291716

*(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, 29 USC Section 794;

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

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

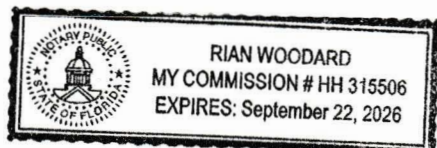
*[Signature]*  
Signature

STATE OF FL

COUNTY OF Leon

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 09/13/23 (date) by Brian Woodard (name of officer or agent, title of officer or agent) of JP5 before 6765 (name of corporation acknowledging), a FL (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced FL-Driver's License (type of identification) as identification.

[Notary Seal]



Notary Public

*[Signature]*  
Name typed, printed or stamped

My Commission Expires: 09/22/2026



## Attachment 'F'

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

I, Brian Swords, Managing Partner, 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:

85-3291716

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

Canopy Management Consulting Group LLC

Name of Entity, Individual, Partners or Corporation

<u>118 N. Monroe St.</u>	<u>402</u>	<u>Tallahassee</u>	<u>Florida</u>	<u>32301</u>
<u>Street Address</u>	<u>Suite</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>

**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>Brian Swords</u>	<u>118 N. Monroe St., Unit 402, Tallahassee, FL, 32301</u>	<u>50%</u> %
<u>Damon Steffens</u>	<u>118 N. Monroe St., Unit 402, Tallahassee, FL, 32301</u>	<u>50%</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:

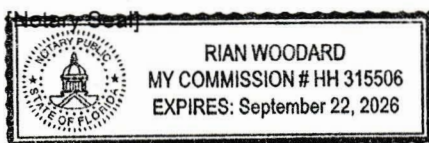
N/A

[Signature]  
Signature of Affiant

9/13/23  
Date

STATE OF FL  
COUNTY OF Leon

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 09/13/23 (date) by Brian Woodard (name of officer or agent, title of officer or agent) of UP56706 6766 (name of corporation acknowledging), a FL (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced FL-Divers (type of identification) as identification.



[Signature]  
Notary Public

Rian Woodard  
Name typed, printed or stamped

My Commission Expires: 09/22/2026

## 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 Canopy Management Consulting Group LLC does):  
(Name of Business)

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

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

Vendor's Signature: [Signature]

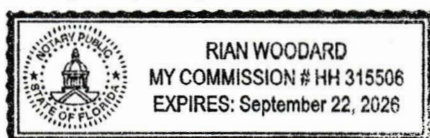
Date 9/13/23

Print or Type Name/Title Brian Swords/Managing Partner

STATE OF FL  
COUNTY OF Deer

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 09/13/23 (date) by Brian Woodard (name of officer or agent, title of officer or agent) of Store 6785 VP (name of corporation acknowledging), a FL (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced FL-DH (type of identification) as identification.

[Notary Seal]



Notary Public

Name typed, printed or stamped

My Commission Expires: 09/22/2026



Attachment 'F'

NO LOBBYING AFFIDAVIT

STATE OF FLORIDA  
COUNTY OF Leon

This 13 day of September, 20 23,  
Brian Swords

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

Canopy Management Consulting Group 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.

[Signature]  
Affiant

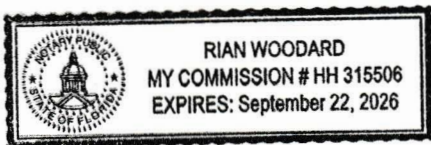
Brian Swords, Managing Partner  
Print / Type Name & Title

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 09/13/23 (date) by Rian Woodard (name of officer or agent, title of officer or agent) of UPS Store 6785 (name of corporation acknowledging), a FL (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced FL-DL (type of identification) as identification.

My commission expires:

[Signature]  
Notary Signature

Rian Woodard



VENDOR CERTIFICATION  
REGARDING SCRUTINIZED  
COMPANIES LISTS

Respondent Vendor Name: Canopy Management Consulting Group LLC

Vendor FEIN: 85-3291716

Vendor's Authorized Representative Name and Title: Brian Swords, Managing Partner

Address: 118 N. Monroe St., Unit 402

City: Tallahassee State: Florida Zip: 32301

Phone Number: 850-391-0596

Email Address: Brian.swords@cmcgfla.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: Brian Swords

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

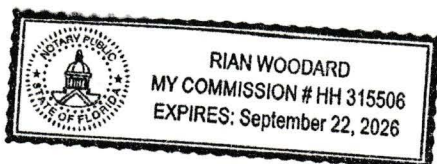
Authorized Signature Print Name and Title: Brian Swords/Managing Partner

Date: 9/13/23

STATE OF FL  
COUNTY OF Leon

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 09/13/23 (date) by Brian Swords (name of officer or agent, title of officer or agent) of UP5 Store 6765 (name of corporation acknowledging), a FL (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced FL-DL (type of identification) as identification.

[Notary Seal]



Notary Public

Name typed, printed or stamped

My Commission Expires: 09/22/2026



**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.

  
\_\_\_\_\_  
AFFIANT

Brian Swords, Managing Partner

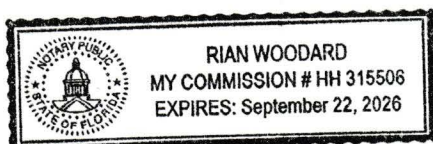
\_\_\_\_\_  
Typed Name of AFFIANT / AFFIANT Title

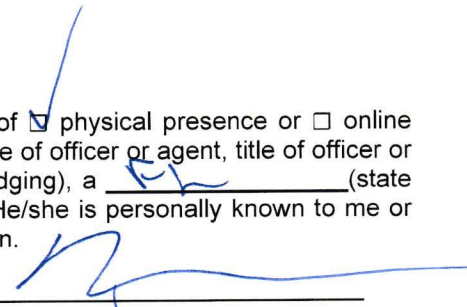
9/13/23  
\_\_\_\_\_  
Date

FL  
STATE OF \_\_\_\_\_  
Leon  
COUNTY OF \_\_\_\_\_

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 09/13/23 (date) by Brian Woodard (name of officer or agent, title of officer or agent) of VPS 630961755 (name of corporation acknowledging), a FL (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced FL-DL (type of identification) as identification.

[Notary Seal]



  
\_\_\_\_\_  
Notary Public

Rian Woodard  
\_\_\_\_\_  
Name typed, printed or stamped

My Commission Expires: 09/22/2026

## 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: Canopy Management Consulting Group LLC

Authorized Signature: 

Print Name: Brian Swords

Title: Managing Partner

Date: 9/13/23

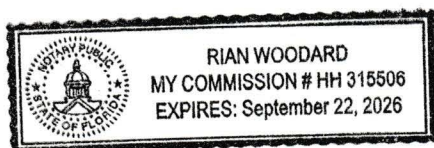
Phone: 850-391-0596

Email: Brian.swords@cmcgfla.com

STATE OF \_\_\_\_\_  
COUNTY OF \_\_\_\_\_

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 09/13/23 (date) by Brian Woodard (name of officer or agent, title of officer or agent) of JP5 Stone 6755 (name of corporation acknowledging), a FL (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced FL-DH (type of identification) as identification.

[Notary Seal]



Notary Public

Brian Woodard

Name typed, printed or stamped

My Commission Expires: 09/22/2026





## Brian Swords

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Owner & Managing Partner at Canopy Management Consulting Group

Phone: 352.727.8441

Address: 1340 Conservancy Dr E, Tallahassee, FL 32312

Website: [www.CanopyMCGroup.com](http://www.CanopyMCGroup.com)

Email: [Brian.Swords@cmcgfla.com](mailto:Brian.Swords@cmcgfla.com)

*Experienced Information Technology and Organizational Development Executive with expertise in driving innovation through technology and cultivating strategic business partnerships. Demonstrated excellence in executive consulting, organizational development and design, strategic planning, and system implementation. Specialty areas include unemployment insurance/compensation systems, disaster recovery programs, and grants management programs and systems.*

## EXPERIENCE

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### Canopy Management Consulting Group

November 2020 - Present

Owner & Managing Partner

- Specializes in providing comprehensive IT consulting, management consulting, and grants management consulting services for private organizations and state and local government entities
- Provides expertise and consulting services in the areas of financial administration and reporting, organizational design and development, project management, business process analysis, and organizational change management
- Currently performing validation management and large project closeout review responsibilities for the FDEM Hurricane Michael engagement with KPMG

### Florida Department of Economic Opportunity

October 2016 - November 2020

Deputy Chief Information Officer

Deputy Chief Information Officer, October 2018 - November 2020

Chief of Strategic Business Support, November 2017 - October 2018

Manager of Application Development & Support, October 2016 - November 2017

- Led 130+ IT personnel in functional areas including IT operations, project management, application development, architecture, and finance
- Consulted with executive leadership to establish and deploy agency and IT goals, strategies, and initiatives
- Accountable for the performance and improvement of the IT governance, business relationship management, organizational change management, and cloud migration programs
- Led departmental efforts to design, develop, and deploy grants management and disaster recovery systems
- Led improvement efforts for Florida's Reemployment Assistance benefits system which included implementing cloud-based scalability solutions, designing and deploying a claimant intake platform, stabilizing system performance, and rapidly augmenting the system infrastructure to enable the processing of an exponentially increased number of claims
- Led the design, development, and implementation of and was accountable for the grants management and disaster recovery systems for DEO

### Florida Department of Revenue

October 2014 - October 2016

Manager of Strategy & Project Management

- Served as a member of the IT Leadership team and developed technology goals and strategies for the agency
- Managed and led IT project management and strategic planning functions and teams
- Managed critical enterprise technology projects, programs, and portfolios

### Florida Department of Highway Safety & Motor Vehicles

April 2014 - September 2014

Deputy Chief of Learning & Development

- Led 40+ talent development, technology, and talent management personnel and was accountable for the Department's organizational development strategies, recognition programs, and all training functions
- Directed, designed, and implemented the Leadership Development Institute, a top 10 ranked leadership development program in the country
- Consulted with executive leadership to establish and drive talent management and leadership development strategies, programs, and systems for the organization

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## Florida Department of Revenue

November 2012 - April 2014

### Information Technology Talent Manager

- Served as a member of the IT Leadership team and developed technology goals and strategies for the agency
- Led and implemented organizational development and design strategies for the agency's technology division
- Consulted with the executive and IT leadership teams to design and deploy agency programs, procedures, and processes

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## PriceWaterhouseCoopers

April 2012 - November 2012

### Compensation, Rewards & Recognition Manager

- Managed and led a team responsible for the oversight of \$2+ billion in employee compensation funds and payments
- Accountable for the system implementation and support of PwC's compensation and rewards systems and programs
- Consulted with executive management on organizational compensation strategies and programs

---

## Raymond James Financial

October 2010 - April 2012

### Talent Management Specialist

- Consulted with executive management on organizational development and design strategies
- Led project teams focusing on talent acquisition, organizational development, and talent management
- Served as the talent management partner for the organization's Technology, Operations, and Administration executive leadership team

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## EDUCATION

### East Carolina University

Master of Arts in Industrial/Organizational Psychology

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### University of West Florida

Bachelor of Arts in Psychology

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## SKILLS

Unemployment Insurance/Reemployment Assistance Systems & Programs

Disaster Recovery Systems & Programs

Organizational Change Management

Organizational Design & Development

IT Governance Processes

Project & Portfolio Management

Organizational Leadership

Information Technology Service Management

Strategic Planning

Business Relationship Management

IT Operations Management

Leadership Development

Succession Planning





## Ed Wynn

CIO and Director, Program Management

Phone: 651.270.3846

Address: 118 N. Monroe St., Unit 402, Tallahassee, FL 32301

Website: [www.CanopyMCGroup.com](http://www.CanopyMCGroup.com)

Email: [Ed.Wynn@cmcgfla.com](mailto:Ed.Wynn@cmcgfla.com)

*Experienced Information Technology Executive. Leading people, processes, and technology to achieve targeted business results. Demonstrated excellence in executive consulting, strategic planning, and system implementation. Specialty areas include unemployment insurance/compensation systems, disaster recovery programs, and grants management programs and systems.*

## EXPERIENCE

### Canopy Management Consulting Group

January 2023 - Present

#### Chief Information Officer and Director of IT Consulting & Advisory Services

- Specializes in providing comprehensive IT consulting, management consulting, and grants management consulting services for private organizations and state and local government entities.
- Provides expertise and consulting services in the areas of IT advisory services, program management, project management, organizational development, business process analysis, and organizational change management.
- Specialty areas include unemployment insurance/compensation programs and systems, disaster recovery programs and systems, system implementation, and organizational people and culture strategies.
- Partnership opportunities comprise of pre-procurement client-specific consultations, strategy and planning consultative services, and post-procurement implementation consultation and technology services.

### Florida Department of Economic Opportunity

May 2015 - January 2023

#### Chief Information Officer

Chief Information Officer, July 2017 - January 2023

Chief of Strategic Business Support, May 2015 - July 2017

- Managed over 150 staff including state employees and contracted staff.
- Accountable for all things Information Technology including 24x7 Operations, Application Development, Information Security, Enterprise Architecture, as well as IT-related Budget and Procurements. Our passion was to enable the business of DEO by providing services that fit the needs and priorities defined by the business; that are reliable, secure, cost effective, and compliant.
- Accountable for IT budget and all IT-related procurements for ongoing operations as well projects to deliver new or changed IT services.
- Defined and initiated the transition of all DEO systems to cloud-based services.
- Consulted with executive leadership to establish and deploy agency and IT goals, strategies, and initiatives.
- Increased accountability to Agency priorities via governance and executive visibility into project requests, resource utilization, and project status.
- Deployed consistent Information Technology Service Management policies and procedures IT-wide.
- Served as Sponsor for the planning and initiation of the Modernization Program for Florida's Reemployment Assistance (Unemployment) System, which included over 20 unique projects.

### Florida Department of Revenue

February 2009 - May 2015

#### Director of Project Management Office

- Established and operated Project Management Office including establishment of processes, templates and tools to support both proposal management and project management.
- Led project for development of shared business case processes and content for all five Revenue programs.
- Defined and deployed ISO/IEC 20000 compliant policy, processes, and procedures for the generation of New and Changed Services. This included the audit and certification of both proposal management and project management processes as part of new service generation.
- Managed critical enterprise technology projects, programs, and portfolios.

---

## Advanced Strategies, Inc.

1994 - 2009

### Regional Manager and Senior Consultant

- Provided consulting and training services from offices in Atlanta, GA and St. Paul, MN.
- Served five years as Regional Manager of Mid-Western Practice (opened MN office in 1998).
- Emphasized business planning, project identification, portfolio management, and project initiation (facilitating stakeholder agreement of the business need, business requirements including process improvement, and framework of a total solution) and then transitioning to solution-specific specialists for the provision of one or more solution components.
- Provided one-on-one leadership coaching for technology managers and directors.

---

## Price Waterhouse

1989 - 1994

### Manager and Senior Consultant

- Worked on a variety of client business analysis and technology development projects in FL, UT, CT, & OH.
- Served as Managing Consultant responsible for business development, project delivery, customer satisfaction, staff utilization, project profitability, and staff performance reviews.
- Repeatedly recognized for distinctive customer service.
- Instrumental in developing and deploying a document management system for a nuclear power station.

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## EDUCATION

### Florida State University

Bachelor of Science in Business Administration; with a major in Management Information Systems and a minor in Computer Science

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## CERTIFICATIONS

### Certified Project Management Professional (PMP)

2007

Project Management Institute

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### Certified Information Technology Information Technology Information Library (ITIL) v2 Foundations

2009

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### Foundation Certificate in IT Service Management according to ISO/IEC 2000

2013

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## SKILLS

Unemployment Insurance/Reemployment Assistance Systems & Programs

Disaster Recovery Systems & Programs

Organizational Change Management

Organizational Design & Development

IT Governance Processes

Project & Portfolio Management

Organizational Leadership

Information Technology Service Management

Strategic Planning

Business Relationship Management

IT Operations Management

Leadership Development

Succession Planning



## Will Currie

Senior Consultant at Canopy Management Consulting Group

Phone: 850.524.3539  
Address: 12022 Wadesboro RD  
Website: [www.canopymcgroup.com](http://www.canopymcgroup.com)  
Email: [Will.Currie@cmcgfla.com](mailto:Will.Currie@cmcgfla.com)

*Seasoned leader and analyst with over 16 years of hands-on experience in state accounting and financial reporting, state and federal grants management, budgeting, personnel, payroll, and procurement. 5+ years of experience with disaster recovery grant programs including programmatic design, procurements and contracting, systems development, reporting, and implementation.*

## EXPERIENCE

### Canopy Management Consulting Group

November 2021 - Present

#### Senior Consultant

- Specializes in providing comprehensive management consulting, and grants management consulting services for private organizations and state and local government entities
- Provides expertise and consulting services in the areas of financial administration and reporting, organizational design and development, project management, business process analysis, and organizational change management
- Specialty areas include unemployment insurance/compensation programs and systems, disaster recovery programs and systems, system implementation, and organizational people and culture strategies

### Florida Department of Economic Opportunity

April 2014 - October 2021

#### Chief Financial Officer, November 2020 – October 2021

Managed 100 staff in the areas of Budget, Finance and Accounting, Grants Management and Monitoring, Human Resources, and General Services. Directed the fiscal operations of a multi-billion+ dollar budgeted agency.

- Collaborated on the department's implementation of the Hazard Mitigation Grant Program for local government infrastructure resiliency development.
- Implemented CARES and ARPA federal programs including development of programmatic and systems requirements.
- Member of the Strategic Leadership Team, providing guidance and recommendations for agency level decision making on program management, contract and procurement, and revenue management strategies.
- Expanded the department's grant management system to incorporate new programs and functionality, including state funded programs.

#### Chief of Budget Management, June 2016 – October 2020

Manage 4 managers and 18 professional staff in the agency's Bureau of Budget Management, overseeing disbursements, receipts, budget, and FLAIR account maintenance.

- Collaborated on the department's implementation of the Community Development Block Grant - Disaster Recovery program including development of financial controls and grant award tracking.
- During the Pandemic, oversaw the administration and disbursement of over \$20 billion of federal aid.
- Oversee the management of a \$1.2 billion annual operating budget and \$1.4 billion in revenues.
- Support and provide analysis and recommendations to senior leadership on financial matters.

#### Budget Manager, April 2014 – June 2016

Managed 3 professional budget staff in the management of agency budget, Legislative Budget Requests (LBR), Schedule I, trust fund monitoring, budget amendments.

### Florida Department of Revenue & Executive Office of the Governor

July 2001 - March 2014

#### Finance & Accounting Director III, July 2012 – April 2014 (DOR)

Managed 6 staff in the preparation of agency financial statements, monitoring of payroll and salary overpayments, monitoring account balances and financial transactions, and developing procedures and agency policies for more effective management.

#### Senior Governmental Analyst, December 2011 - July 2012 (EOG)

Performed analysis on assigned state agency trust funds, revenues and operating budgets and reviewed proposed legislative changes for impacts.

#### Assistant Finance & Accounting Director III, July 2009 – November 2011 (DOR)

Supervised 3 employees within the Financial Systems & Analysis section of DOR, overseeing agency property and payroll processes and assisting in preparation of agency financial statements.

Accounting Services Supervisor, February 2007 – July 2009 (DOR)

Supervised 5 employees in Accounting Services section, monitor deposit processing of over \$34 billion annually including reconciling and reporting on collections.

EDUCATION

Florida State University 2008  
Bachelor of Science, Accounting

Florida State University 2006  
Bachelor of Arts, History  
Minor in Communications

SKILLS

- Financial Reporting, Data Analysis
- Budgeting, Forecasting
- Unemployment Insurance/Reemployment Assistance Systems
- Disaster Recovery Systems
- Financial Systems
- Banking Systems
- Organizational Design & Development
- Leadership and Building Teams
- Strategic Planning
- Organizational Change Management
- Business Relationship Management
- Leadership Development
- Succession Planning
- Coaching & Mentorship
- Communicating Expectations and Results



## Joseph Gaines

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Senior Consultant

Phone: 850.391.0596

Address: 118 N. Monroe St., Unit 402, Tallahassee, FL 32301

Website: [www.CanopyMCGroup.com](http://www.CanopyMCGroup.com)

*Experienced Information Technology consultant with a results-oriented focus on achieving desired outcomes by enabling informed, data-driven decisions based on the unique needs and circumstances of each individual situation. Demonstrated proficiency in team and project leadership, organizational project governance, business analysis, and system implementation. Over 10 years of professional experience in the workforce development sector of state government, including policy, process, performance and reporting, and information technology systems. Specialty areas include business analysis, project management, business relationship management, Federal and State workforce programs, and unemployment insurance/compensation systems.*

## EXPERIENCE

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### Canopy Management Consulting Group

March 2021 - Present

#### Senior Consultant

Specializes in providing comprehensive IT consulting, management consulting, and grants management consulting services for private organizations and state and local government entities

- Provides expertise and consulting services in the areas of project management, business process analysis, organizational project governance, and organizational design and development
- Specialty areas include workforce development programs and systems, disaster recovery programs and systems, system implementation, and organizational people and culture strategies
- Performed grants management review and coordination for federally funded disaster recovery program activities
- Performed business process analysis and optimization for grant, contract, and program management aspects of state government agencies

### Florida Department of Economic Opportunity

November 2018 - March 2021

#### Chief of Strategic Business Support

Led 30+ IT personnel in functional areas including project management, business analysis, application development, and organizational change management

- Served as a member of the IT Leadership team and established technology goals and strategies for the agency
- Developed and implemented coherent strategies to align initiatives, projects, and operational processes with agency vision and goals
- Led implementation, performance, and ongoing improvement of the agency's IT project governance process
- Accountable for the performance and improvement of the IT resource management, business relationship management, and organizational change management programs
- Led departmental IT efforts to design, develop, and deploy grants management and disaster recovery systems
- Led improvement efforts for Florida's Reemployment Assistance benefits system, including design, implementation, and ongoing improvement operations of a claimant intake platform

### Florida Department of Economic Opportunity

September 2017 - November 2018

#### Manager of Enterprise IT Project Management & Business Analysis

- Managed a team of 7 staff responsible for performing business analysis and project management of initiatives involving IT across the agency
- Managed critical enterprise technology projects and portfolios
- Provided business relationship management services on behalf of IT to establish, and continue to bolster, strategic partnerships between IT and the business units of the organization
- Facilitated discussions with agency staff and leadership to identify business needs, determine requirements, and ensure successful implementation of appropriate solutions

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## Florida Department of Economic Opportunity

June 2014 - September 2017

### Performance Reporting & Business Systems Analyst

Served on the Performance Reporting & Analysis team responsible for state and federal performance reporting and data analysis of Florida's statewide workforce/labor-related programs, as well as research and analysis for ongoing improvement and innovation for the systems supporting those programs

- Served as Team Lead, including overseeing and reviewing day-to-day activities for the overall team and individual team members, and serving as the lead on major projects/initiatives for which the team was responsible, including allocation and coordination of team tasks
- Served as project lead for User Acceptance Testing and Interfaces for the Workforce IT System Project, including integrations between the Employ Florida system, internal DEO systems, such as CONNECT, and other external partner systems
- Facilitated requirements gathering and Joint Application Design (JAD) workshops with business, IT, and leadership of DEO and Local Workforce Development Boards throughout Florida to design requirements for some of the agency's flagship systems
- Served as a statewide Administrator of Employ Florida, the state's online labor exchange and case management system for many workforce/labor-related programs administered by DEO
- Led the coordination, development, and presentation of Annual Performance Reviews DEO presents to the executive leadership of each of Florida's Local Workforce Development Boards

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## Florida Department of Economic Opportunity

December 2011 - June 2014

### Business Systems Analyst

- Performed business analysis, including defining business needs, gathering requirements, and assessing potential solutions based on functional and technical ability to satisfy requirements
- Led team projects and initiatives to implement programs and processes
- Implemented the department's Adobe Connect learning management system, which is used to provide online training to DEO and Local Workforce Development Board staff throughout Florida
- Administered Adobe Connect system and content, including content creation, front-end system configuration, and user management
- Assisted in development of DEO's Tier One training program and final examination
- Performed legislative bill analysis

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## Florida Department of Economic Opportunity

January 2011 - December 2011

### Business Support Analyst

- Provided assistance to jobseekers and employers with all aspects of Employ Florida, the state's online labor exchange and case management system for many workforce/labor-related programs administered by the department
- Provided information to customers about workforce programs and services administered by the department and Local Workforce Development Boards
- Analyzed team processes and implemented process improvements to increase efficiency

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## EDUCATION

### Valdosta State University

Bachelor of Arts in Political Science

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## SKILLS

Unemployment Insurance/Reemployment Assistance Systems & Programs

Disaster Recovery Systems & Programs

Organizational Change Management

Organizational Leadership

IT Governance Processes

Project & Portfolio Management

Business Analysis

Problem Solving

Process Analysis & Improvement

Information Technology Service Management

Strategic Planning

Business Relationship Management





## Punam Bhakta

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Consultant

**Phone:** 850.756.3123  
**Address:** 118 N. Monroe St., Unit 402  
Tallahassee, FL 32301  
**Website:** [www.CanopyMCGroup.com](http://www.CanopyMCGroup.com)  
**Email:** [Punam.Bhakta@cmcgfla.com](mailto:Punam.Bhakta@cmcgfla.com)

*Analyst eager to apply strong analytical skills and passion for problem-solving to drive organizational growth. Adept at analyzing business processes, identifying areas for improvement, and recommending strategic solutions. As a strong communicator and collaborator, I am dedicated to working closely with stakeholders and technical teams to ensure successful project outcomes and contribute to the overall success of the organization.*

## EXPERIENCE

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### Canopy Management Consulting Group

September 2021 - Present

Consultant

- Managed individual grant management projects including continuous communication with stakeholders, assembling project documentation, and managing project schedules to ensure all task and deliverables are complete.
- Assisted senior consultants in conducting business requirements gathering sessions and documenting client's needs, ensuring accurate understanding and alignment with project goals.
- Conducted user acceptance testing (UAT) to validate Grant Management system functionality, identified defects, and worked closely with development teams to ensure timely resolution.
- Conducted regular peer-review audits of disaster-recovery documentation, verifying compliance with funding agency requirements and providing recommendations for corrective actions.
- Assisted in the preparation and submission of validation workbooks which includes detailed breakdown of budget, narrative writing, and supporting documentation, adhering to strict deadlines and guidelines.
- Collaborated with team to track grant expenditures, monitor budget utilization, and provide financial analysis to support decision-making and ensure proper fund allocation.

### City of Tallahassee

March 2020 - September 2021

Administrative Specialist II

- Led and managed key financial & professional development training program initiatives and projects for the City of Tallahassee to scale Diversity, Equity, & Inclusion training and reduce turnover. Develop and implement a City-wide Talent Development Plan.
- Successfully coordinated logistics for a nine-month leadership training program, managing schedules, venue arrangements, and participant communications for 30 participants.
- Managed and evaluated Anti-Harassment and D&I training to over 200 supervisors in all 10+ departments through engagements of company culture.; Strategized and defined Anti-Harassment training specialized for the Tallahassee Police Department.
- Developed and maintained project documentation, including project plans, timelines, and progress reports, to effectively track and communicate project status to City of Tallahassee Leadership.
- Utilized various analytical tools, such as Excel and Tableau, to extract and manipulate data for strategic plan and training purposes, resulting in data-driven insights and recommendations.
- Monitored and evaluated program outcomes, leveraging data-driven insights to continuously refine strategies and drive measurable impact on the organization's diversity and inclusion goals.

### City of Tallahassee

2020-2021

NPSI Co-facilitator

- Successfully coordinated logistics for a nine-month leadership training program, managing schedules, venue arrangements, and participant communications for 30 participants.
- Co-facilitated an immersive leadership training program, spanning across 10 different training modules on effective communication, strategic planning, team building, public speaking, and leadership theories.
- Collaborated closely with department leads and trainers to design and deliver engaging training sessions, ensuring alignment with program objectives and participant needs.
- Implemented rigorous training evaluation measures, including 50+ different pre- and post-training surveys and follow-up assessments, to

assess training effectiveness, measure knowledge retention, and identify areas for continuous improvement within the training program.

Tallahassee Women’s Magazine

2019-2021

Marketing & Training Project Coordinator

- Developed and delivered comprehensive training programs for print media professionals, including journalists, editors, and graphic designers, to enhance their skills and knowledge in the industry.
- Created and conducted workshops on print media best practices covering topics such as journalistic writing, copyediting, page layout, and print production techniques.
- Provided hands-on training and guidance to staff on print media software and tools, including Adobe InDesign, Photoshop, and Illustrator, to optimize workflow and improve productivity.
- Collaborated with industry experts and guest speakers to deliver informative sessions on print journalism ethics, storytelling techniques, and photojournalism.
- Stayed updated with industry advancements, attending conferences and workshops, and incorporating the latest industry practices into training programs.

Tallahassee Museum

2018-2019

Marketing & Communications Specialist

- Developed and delivered educational training programs and workshops for museum visitors and summer camp community.
- Led guided tours and provided engaging and informative explanations about exhibits.
- Designed and co-facilitated hands-on activities and demonstrations to enhance visitor learning.
- Collaborated with museum staff to create educational materials, such as brochures and activity sheets.
- Developed training materials, including manuals, guides, and interactive presentations, to support the learning process and provide an ongoing reference for trainees.
- Facilitated hands-on, age-appropriate workshops and activities, designed to reinforce learning outcomes.

EDUCATION

Flagler College

Bachelor of Arts in Business Administration

SKILLS

Compliance Management | Data Integrity | Process Analysis & Improvement | Program Development & Management | Project Management | Quantitative & Qualitative Analysis | Strategy & Planning | Subject Matter Expertise | Training Development & Presentation | Written & Oral Communication | Advanced Excel | Organizational Change Management



# Nicholas Clarke

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**Phone:** (850) 619-3310  
**Address:** 336 Beulah Rose Drive  
Murfreesboro, TN 37128  
**Email:** [nclarkephd@gmail.com](mailto:nclarkephd@gmail.com)

*Nicholas Clarke is an Economic Consultant specializing in issues related to project management, corporate finance, and economic valuation. Dr. Clarke earned a Ph.D. in Finance with a support area in Econometrics from Florida State University in 2020. In addition to providing consulting services, he is also an Assistant Professor of Finance at Middle Tennessee State University.*

## EXPERIENCE

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### Middle Tennessee State University

*August 2020 – Present*

Assistant Professor of Finance

Dr. Clark currently teaches graduate and undergraduate level finance curriculum as well as conducting finance related research for the university. Dr. Clarke's research focuses on empirical corporate finance, with a particular concentration in economic valuation related to payout policy, equity issuance, and financial technology. His research has been published in leading financial journals and has been presented at national and international financial conferences.

- Leading multiple research teams of up to four people
- Leading finance and accounting projects for College of Business at Middle Tennessee State University
- Presenting advanced findings to academics, practitioners, and regulators

### Canopy Management Consulting Group

*November 2020 – Present*

Consultant

Dr. Clarke has consulted for numerous engagements serving local and state governments, such as the Illinois Department of Financial and Professional Regulation, New York Office for People with Developmental Disabilities, and Florida Division of Emergency Management. He primarily serves in a lead role, leading teams of up to twenty people in the implementation and execution of compliance reviews and quality control processes in the FEMA-PA Grant Program.

Specialized Skills:

- Developing theoretically sound finance and accounting policies with practical relevance.
- Designing cutting edge statistical methodologies
- Collecting and organizing large amounts of data

### Florida State University

*2015 - 2020*

Research Assistant

- Leading multiple research teams of up to four people
- Leading finance and accounting projects for College of Business at Florida State University
- Presenting advanced findings to academics, practitioners, and regulators

## EDUCATION

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### Florida State University

*2020*

Ph.D. Finance

### University of West Florida

*2014*

B.S.B.A., Finance

## SKILLS

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SAS  
Stata  
Microsoft Office Suite



# Leah Mixon

Junior Consultant

Phone: 813.210.6145  
Address: 232 Hayden Rd, Tallahassee, FL 32304  
Website: [www.CanopyMCGroup.com](http://www.CanopyMCGroup.com)  
Email: [leah.mixon@cmcgfla.com](mailto:leah.mixon@cmcgfla.com)

Junior consultant with a results-oriented focus on achieving desired outcomes by enabling informed, data-driven decisions based on the unique needs and circumstances of each individual situation. Demonstrated proficiency in research, statistical analysis, organizational programs and policies, and financial processes and systems. MBA candidate at Texas A&M University.

## EXPERIENCE

### Canopy Management Consulting Group

August 2023 - Present

#### Junior Consultant

- Specializes in providing comprehensive IT consulting, management consulting, and grants management consulting services for private organizations and state and local government entities
- Provides expertise and consulting services in the areas of financial systems and processes, business process analysis, and organizational design and development
- Specialty areas include financial accounting systems, organizational training, and organizational people and culture strategies

### Florida State University

January 2022-May 2023

#### Alumni Association Ambassador

- Collaborated with cross-functional teams to design and scale Diversity Equity and Inclusion programs, as well as career development programs to improve campus culture and engagement
- Coordinated and facilitated leadership development program among students to promote professional opportunities and career readiness
- Assisted in alumni-student relations by coordinating mentorship programs, facilitating networking events, and planning workshops

## EDUCATION

### Texas A&M University

2024

#### Master of Business Administration

### Florida State University

2023

#### Bachelor of Science in Marketing

## CERTIFICATIONS

### Project Management Essentials

2023

Microsoft

### International Business Associate

2021

CIW - Certified Internet Web Professional

### Office Applications

2016-2019

Microsoft

2016 Word | 2016 PowerPoint | 2016 Excel | 2019 Excel

## SKILLS

Adaptability | Business Analysis | Communications Management | Microsoft Applications

Organizational Skills | Problem-Solving | Project & Portfolio Management



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/26/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS **WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Doug Croley Insurance Services P.O. Box 13619  Tallahassee FL 32317	<b>CONTACT</b> <b>NAME:</b> John W Croley <b>PHONE</b> (A/C, No, Ext): (850) 386-1922 <b>E-MAIL</b> <b>ADDRESS:</b> commercial@dougcroleyins.com	<b>FAX</b> (A/C, No): (850) 385-1685
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURER A:</b> Lloyd's		
<b>INSURER B:</b> Technology Insurance Company,		42376
<b>INSURER C:</b>		
<b>INSURER D:</b>		
<b>INSURER E:</b>		
<b>INSURER F:</b>		

**COVERAGES**KC **CERTIFICATE NUMBER:** Cert ID 12962**REVISION NUMBER:**

THIS IS TO CERTIFY THAT 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. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y		PSL0239692555	06/28/2023	06/28/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/>	N/A	TWC4262443	06/28/2023	06/28/2024	PER STATUTE <input checked="" type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	<b>Errors and Omissions</b>			PSL0239692555	06/28/2023	06/28/2024	E&O - Limit \$ 1,000,000
A	<b>Cyber Liability</b>			PSL0239692555	06/28/2023	06/28/2024	Limit \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

BayFirst National Bank ISAOA/ATIMA

700 Central Avenue  
Mail Code 206  
St. Petersburg FL 33701

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03)

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