

Franklin County, FL

Proposal for:
RFP No: EM2023-001
Emergency Planning, Disaster Recovery, and Mitigation Grant
Program Services

Submitted by:

The Integrity Group

Mr. Gary Yates
2120 Killarney Way, Tallahassee, FL 32309
850-739-3600
September 18th, 2023 at 4:00 pm



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September 18, 2023

Jennifer Daniels, FPED
Director, Franklin County Emergency Management
28 Airport Road
Apalachicola, FL 32320

Re: RFP-EM2023-001 Request for Proposal for Emergency Planning, Disaster Recovery, and Mitigation Grant Program Services

Dear Ms. Daniels,

In response to RFP-EM2023-001, the combined team of *The Integrity Group* and *Hunt, Guillot & Associates (HGA)*, are pleased to submit this proposal to partner with Franklin County to provide **Emergency Planning, Disaster Recovery, and Mitigation Grant Program Services**. *The Integrity Group* and *HGA* are fully prepared to leverage our intimate knowledge and extensive expertise in emergency planning, and operations of the Federal Emergency Management Agency (FEMA) Public Assistance (PA) program, including 406 hazard mitigation, FEMA 404 mitigation, and HUD CDBG-DR and CDBG-Mitigation programs, all the while staying fully compliant with all Federal laws, governing regulations, executive orders, FEMA & HUD policies and procedures, directives, 2 CFR Part 200, 44 CFR Part 206, the Robert T. Stafford Disaster Relief and Emergency Assistance Act, etc. Our team of teams has a proven track record in guiding clients through complex disaster preparation/recovery and processes, ensuring effective utilization of federal resources, and achieving resilient outcomes. Our commitment to excellence, extensive experience, and mastery of Federal and State procedures, along with *The Integrity Group's* close physical proximity headquartered in Tallahassee, FL, uniquely positions us as the ideal partner for Franklin County.

Our Distinct Expertise:

Why should FRANKLIN COUNTY select the team of *The Integrity Group* and *HGA*? Both of our firms offer complete 360 Emergency Management Services, with a combined 38 years of experience as experts in disaster recovery programs and project management services. *The Integrity Group* alone has pursued, secured, and expertly managed Federal, State, and Private funding totaling over 6,000 projects valued at over **\$4.8 Billion**, with *HGA* adding an additional proven track record of their own by successfully supporting over **\$20 billion** in disaster recovery services for federal, state, and local clients. Our significant success has been achieved through our constant focus on providing exceptional top-quality work that ensures **100% compliance** with the myriad of federal and state regulations. Not a single project that *The Integrity Group* has authored for our clients has resulted in funding claw-backs. Our team of seasoned professionals includes high-performing damage assessors; FEMA disaster recovery grant specialists; program, project, and grant managers; CDBG-DR and CDBG-Mitigation professionals; financial and performance auditors; information technologists; disaster grant appeals attorneys; federally-licensed drone pilots; training and desk-top exercise specialists; insurance specialists; environmental specialists; grant closeout specialists; and executive leaders with decades of experience and knowledge across the State of Florida. *HGA* equally brings the same level of expertise and a sundry of additional disaster recovery consulting services and offerings including Geospatial Information Services/Systems, and a highly efficient and effective project tracking and reporting service known as VistaTRAK®. Bottom Line: With our firms being deeply familiar with the FEMA, HUD CDBG-DR, and other federal and state recovery programs models and guidelines, we can seamlessly work with the County to lead and

manage the entire process, ensuring that all PA and Mitigation categories that pertain to Franklin County's recovery are effectively addressed and closed out.

Emergency Preparedness – “Recovery Ready”

Finally, *The Integrity Group* offers a unique pre-disaster “*Recovery Ready*” service to ensure that clients are fully prepared to deal with the complex recovery process. In the recovery phase of a disaster, many clients realize that they are woefully deficient in this critical element simply because they had not fully captured and documented a state of “pre-disaster” that becomes critically important “post-disaster.” These problems can be avoided or at least limited in scope by proper disaster preparedness planning, key documentation, and training. Problems and deficiencies in the procurement of goods and services, documentation of damages, and maintenance of personnel and facility records could mean lost funding and reimbursement opportunities to fully recover costs. This lack of preparation has been known to result in the loss of multi-millions of dollars that could have been received and applied to help a community recover if they had only completed effective pre-disaster steps. *Recovery Ready* is a thorough process to evaluate and update policies to ensure compliance with all grant requirements so that post-disaster recovery is a more seamless and effective process to the benefit of the impacted community of interest.

In conclusion, *The Integrity Group*, and by extension, *HGA*, bring a wealth of expertise in disaster recovery program services, FEMA PA procedures, and mitigation programs. We are confident that our team's experience, dedication, and comprehensive approach make us the ideal partner for Franklin County's disaster recovery efforts. We welcome the opportunity to discuss how we can contribute to your organization's resilience and success.

Sincerely,

Gary Yates
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Qualifications of Firm

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- Significant successful experience in FEMA Public Assistance and Mitigation, HUD CDBG-DR, and other disaster recovery programs
- Nearly \$25 billion in recovery funds managed (Integrity and HGA)
- 13 years' service in State of Florida
- Focus on top quality and full compliance, including fraud prevention & detection tools
- Compliance Matrix designed to assist in evaluation of proposal
- Documents Integrity's experience in 100% of tasks outlined in RFP
- Innovative VistaTRAK decision support solutions
- Deep experience in civil and structural engineering services
- Fundamental Values of the Integrity Group

The Integrity Group: Statement of Qualifications

The Integrity Group (dba of Blue Sky Emergency Management) has the critically needed experience and expertise necessary, coupled with a laser focus on exceptional client service, to provide Franklin County a comprehensive set of short and long-term disaster recovery services. As a result of our extensive experience, and more importantly, our success in helping communities prepare for and recover from natural disasters, we understand the policy, operational, and funding nuances of these projects. We are fully prepared to support the County through every phase, including pre-disaster planning and preparation, response and recovery operations, program administration, through to the very end to project closeout, and grant closeout. We are prepared to support all aspects of the recovery—including the FEMA Public Assistance (PA); FEMA Mitigation (406 & 404); the HUD Community Development Block Grants-Disaster Recovery (CDBG-DR) Infrastructure and Mitigation Programs; and other Federal and State resources, including the Florida Hurricane Housing Recovery Program (HHRP), the Florida State Revolving Fund (SRF), Florida Department of Transportation (DOT), and the Federal Highway Administration Program (FHWA). We are also very familiar with new legislation passed by the 2023 Florida Legislature that provides for state-funded “zero interest bridge loans” for certain communities as they await the sometimes significantly delayed payments from FEMA and other recovery services. Franklin County is 100% qualified for this important new program. We have also worked with various Community Redevelopment Agencies (CRA), to link with tax incentives and other programs. Our approach is always **comprehensive**.

We know the requirements of funding pursuit, management and closeout and will weave in best practices that focus on high quality claims, document management, monitoring and compliance of work completion, and conducting final reconciliations to effectively close out programs.

Team Integrity has a deep knowledge of disaster recovery operations through our experience with communities devastated by every major disaster that impacted Florida since 2004. Together, our team has managed or participated in major disaster recoveries in **35 Presidentially declared disasters** in Florida, Kentucky, Tennessee, Louisiana, Missouri, New Jersey, Wisconsin, Ohio, Mississippi, and North Carolina. Most of our work has been in Florida—our home state.

We have worked side-by-side with local, state, and federal officials and staff at their affiliated recovery offices. In short, our portfolio of experience and capability offerings will allow us to provide the necessary services that are critical for the County to achieve a **full recovery from any disaster event and further mitigate conditions that could lead to potential future losses**. The goal will be the **most resilient Franklin County possible!**

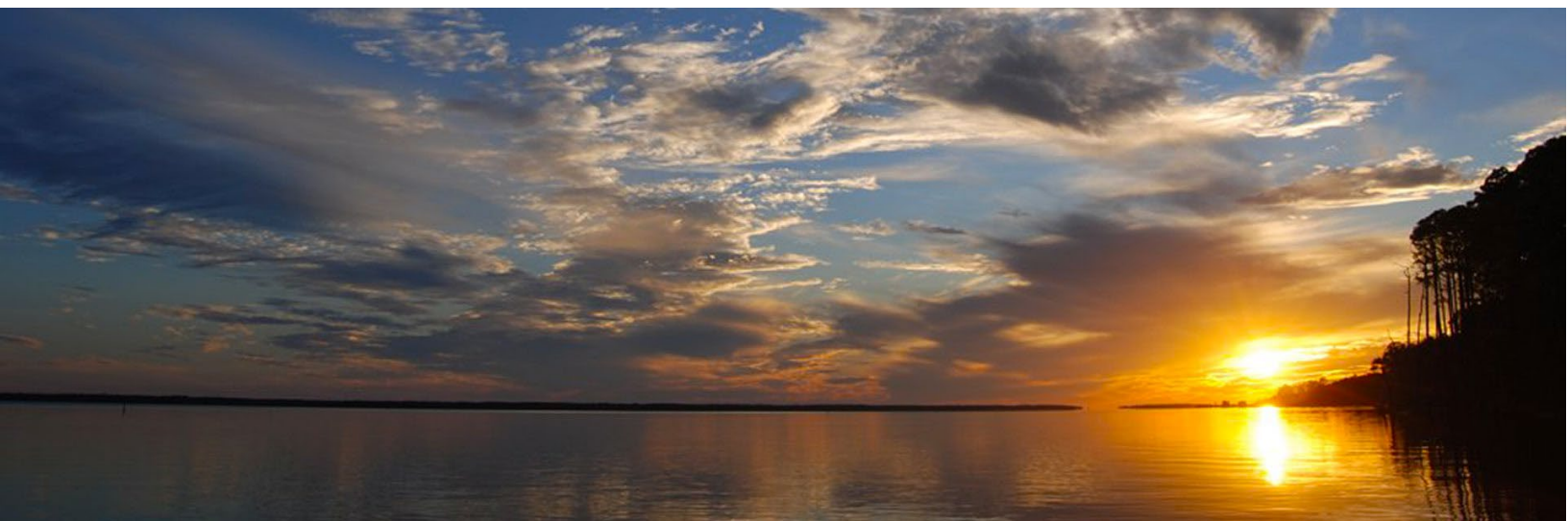
Our professionals include high-performing Damage Assessors; FEMA Disaster Recovery Grant Specialists; Program, Project, and Grant Managers; CDBG-DR Professionals; Hazard Mitigation Grant Program Specialists; Financial & Performance Auditors; Information Technologists; Disaster Grant Attorneys; Insurance Specialists; Environmental Specialists; Grant Closeout Specialists; Training & Desktop Exercise Specialists; Federally-licensed Drone Pilots; and executive leaders with decades of experience and knowledge across the State of Florida. Our team is well equipped to provide our clients with services in all aspects of disaster preparedness, response and recovery.

Unfortunately, it is also not uncommon to discover fraudulent activity and “bad actors” associated with large scale disaster relief and recovery efforts. That’s why, and in addition to those critical skill sets, we keenly **focus on fraud prevention and detection solutions** in all that we do. As a **State-licensed private investigative firm, we have access to analytical tools that are valuable to protect taxpayer dollars that may be vulnerable to abuse by unscrupulous contractors and others that may arise**. This enables our clients and their leadership to demonstrate their commitment to fiscal accountability while safeguarding taxpayer dollars.

Every task we perform for every client we serve focuses on excellence, cost-effectiveness, and responsiveness, and in this case, to the needs of the County and those served. Our combined successes in financial services, emergency management, recovery,

mitigation, FEMA, and CDBG-DR requirements are significant. This experience makes us a comprehensive, knowledgeable, productive, creative, and proven provider. Highlights of our relevant experience are as follows:

- ❖ Since 2010, our team has **developed, managed, and closed out over 6,000 FEMA PA/Mitigation, HUD CDBG-DR/Mitigation, and other disaster recovery projects valued at more than \$4.8 Billion**. This includes the Federal Highway Administration (FHWA); the Florida Department of Environmental Protection; the Florida Department of Transportation (FDOT); the Natural Resources Conservation Services (NRCS); the U.S. Army Corp of Engineer (USACE); and various Economic Development programs. Our goal is always to secure maximum funding as soon as practical, prepare projects to withstand audit review, and to close out these recovery grants as quickly as possible. We are a single source for all recovery programs and serve our clients in every step of the process—from initial damage and cost assessments to final closeout of the disaster.
- ❖ In response to the 2018 Category Five Hurricane Michael disaster, our team worked with local clients on FEMA and CDBG-DR long-term recovery planning and funding opportunities totaling over **\$280 million** for infrastructure, housing, and economic development projects. This included producing the **Bay County Long-term Recovery Plan** that has been considered among the best in the nation. Bay County officials have concluded that this plan has resulted in total public and private funding exceeding \$2 billion. That success indicates the importance of collaboration and creativity.



- ❖ Our team understands the complexity, difficulty, and urgency of managing all Federal recovery funding. A key focus of our efforts is to ensure **100% compliance with the myriad Federal and State regulations**. Our team includes former governmental Inspectors General, Chief Auditors, Investigators, Attorneys, and Licensed Insurance Adjusters that ensure full compliance and prepares our clients for future Federal and State audits. In response to RFP page 9, item 3.5.6, our team will do so through full coordination, utilizing any and all coordination methods available to us, e.g. meetings, email, memorandums, etc., with the County, insurance, and/or grant reimbursement actions as deemed necessary.
- ❖ We have key **experience with the audit/reporting requirements** of both the uniform grant guidance, Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). We have performed grant specific audits, aided with cost allocation plans, evaluated controls over grant compliance, consulted with clients concerning project reimbursements, and assisted clients in organizing the structure of their general ledger to better account for grant activity. Our compliance testing includes tests of eligibility,

proper cost allocation, and allowable costs in accordance with the Uniform Guidance and compliance supplements. Our professionals regularly attend continuing education courses to stay informed about auditing techniques and regulatory changes related to FEMA, HUD and other funding agencies.

- ❖ We offer a unique pre-disaster “**Recovery Ready**” service to ensure that clients are fully prepared to deal with the complex recovery process. In the recovery phase of a disaster, many clients realize that they are deficient in this critical element. These problems can be avoided or at least limited in scope by proper disaster preparedness planning and documentation. Problems and deficiencies in the procurement of goods and services, documentation of damages, and maintenance of personnel and facility records could mean lost opportunities to fully recover costs. Recovery Ready is a thorough process to evaluate and update policies; collect, and safely store documentation of maintenance and repair activities, to ensure compliance with all grant requirements. This will not only maximize the ability to fully recover disaster-related expenses but also to ensure the affected entities will be able to navigate through its recovery efficiently.

Current available staffing in our Emergency Management Component totals more than 60 professionals, with on-demand access to approximately 75 additional qualified staff. Our team has managed disaster recovery work for **hundreds of counties, municipalities, school districts, special districts, and non-profit organizations**. We offer one of the nation’s most respected, experienced, and productive teams. Highlights of the Integrity Group’s team experience include:

- ❖ Team experience in the HUD and FEMA Disaster Recovery Programs totals **378 years**, with the average term of experience at **6.3 years per professional**.
- ❖ Each team member has worked on an average of **twelve declared major disasters** during their time of service. **Fourteen (14)** of our team members are former recovery program employees with FEMA, state, or local governmental agencies.
- ❖ The *average* number of recovery grants for which work has been accomplished per team member is over **660**. The overall value of these grants is over **\$4.8 Billion**, for an average of **\$80 million** per person.
- ❖ Reflecting our experience and quality, **thirteen** of our current members have served as recovery **team leaders or program managers** at the local, state, or federal level.

The Integrity Group brings unique expertise to not only implement a solution but also works with our clients to look for opportunities to streamline and improve workflows. We have worked with state and federal organizations that provide guidelines and rules for disaster recovery grants. Our deep knowledge ensures that processes we implement take into consideration the rules and compliance necessary to successfully report on the County’s various sets of grant funding sources and Grantee awards. We will improve and implement processes that ensure the success of the long and critical recovery project.

Subcontractor HGA—Statement of Qualifications

The Integrity Group is pleased to partner with Hunt, Guillot, & Associates (HGA) to serve the County. In response to page 7 in the RFP, 3.4.3, our subcontractor, HGA, will primarily focus on engineering services needed and required information technology solutions that support the management and implementation of disaster recovery programs, including project tracking, reporting, and relevant dashboards, via their innovative VistaTRAK® solution referenced later in this section. HGA has extensive experience providing pre- and post-disaster support to local and state clients. Over the past 25 years HGA has helped clients administer over \$20 Billion in disaster recovery funding. Our approach is strong advocacy to ensure that clients maximize the size of their grants for resiliency and mitigation efforts. Like Integrity, because they have helped so many communities recover from a variety of disaster events, they know the issues faced in securing and managing

federal grant funding. Few communities and agencies have the expertise required of staff. HGA will combine with Integrity to provide a full spectrum of services to ensure that the County receives the maximum appropriate reimbursement from all sources in a timely manner after the occurrence of a disaster. HGA has provided full-service support for projects funded by FEMA PA, FEMA Hazard Mitigation Assistance (HMA), and the HUD Community Development Block Grant (CDBG) programs for disaster recovery (CDBG-DR) and mitigation (CDBG-MIT). They know how to draw on these different funding sources to obtain the greatest possible awards, and we know how to help grant recipients manage all types of federal grants to accomplish the recovery work they need.

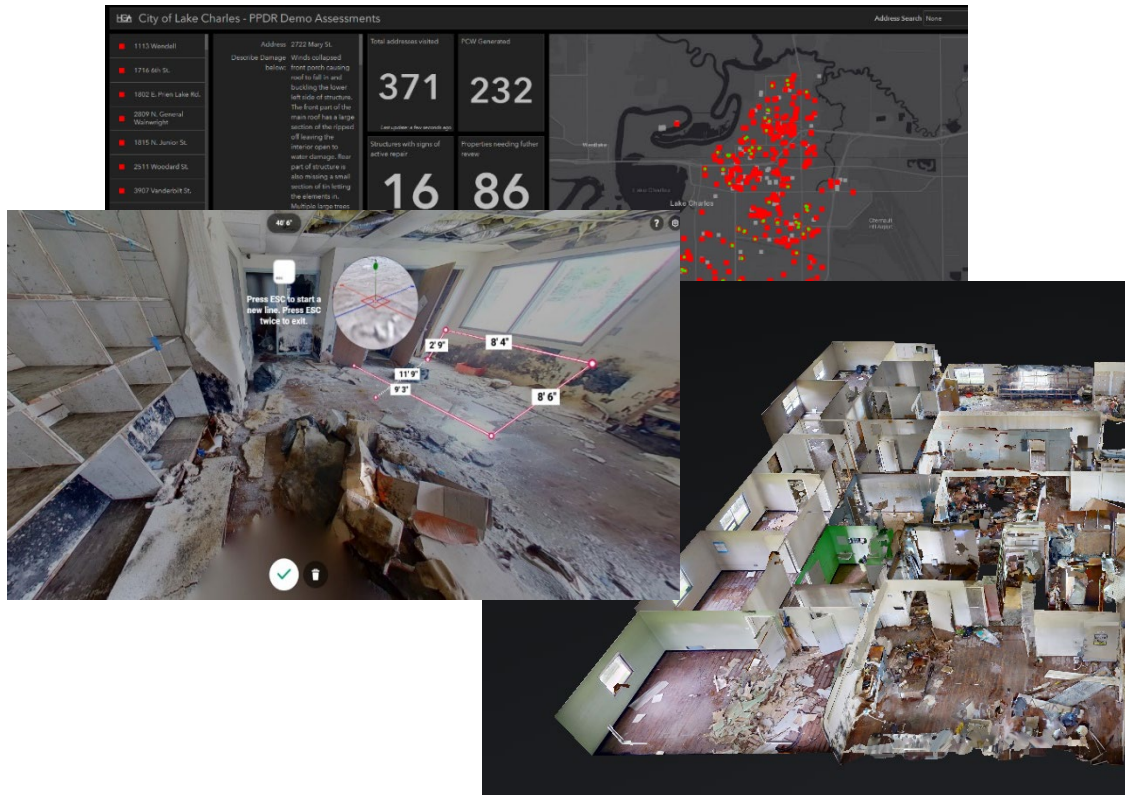
HGA has decades of experience in developing policies, procedures, and process documents for local, county, and state governments to ensure that they remain compliant, to include meeting all deadlines and federal reporting requirements. To ensure that the County's strategy for disaster recovery and cost tracking, and its related policies, procedures, and processes, are current and federally compliant, upon award notification and task order issuance, HGA will immediately work with us to review the County's existing plans, policies, and procedures. The Integrity/HGA team will make recommendations and suggest modifications if necessary to strengthen or streamline processes. Our Team will prepare draft policy and procedure documents as needed. All of this preparation will ensure that should disaster strike, the County will have strategies and systems in place to respond immediately, rather than having to change the tires while the car is moving.

HGA regularly provides training, technical assistance, and staff augmentation services to clients to build capacity within their organization. They can also assist with exercises to test plans as part of the County's preparedness efforts.

Because of the critical importance of documentation collection, analysis, and reporting, HGA will be tasked to provide their proven technological solution—the VistaTRAK Decision Support System. In response to RFP, page 9, item 3.5.5, this VistaTRAK system will be employed as the portal of choice that will reflect the status of projects, and other necessary actions to track and report on.

VistaTRAK® includes sophisticated tools to support damage assessments and site inspections. It incorporates photo management, aerial imagery, and 3D renderings to capture all the essential data needed to establish cause and extent of damage. Later, the same features can document inspections to affirm contractor performance for invoices and closeout. And these same advanced data will be critical to documented repairs and costs as part of the Integrity Recovery Ready solution. This system will be an important tool used in the "Recovery Ready" program described above.





VISTATRAK's IMAGING FEATURES. HGA's system can capture visual and GIS data, and it has advanced capabilities that allow us to assess damages and repairs remotely if necessary.

HGA has developed a number of innovations related to FEMA PA and other grant program management. HGA has instituted several tracking systems for its larger projects, including BOX (a cloud-based storage system); Click Up, which allows managers to assign tasks to team members and for all to track the progress of assignments and budgets; and an accounting system that allows clients to data dump invoices and other documents. This accounting system allows HGA to create reimbursement requests at a much faster rate, because the system can generate contract summary reports using the data fields in our system.

HGA's team of IT software developers have also created an innovative approach to developing and printing FEMA summary sheets, which are used in project formulation and reimbursement requests. This system populates the FEMA summary sheets with the required information simply by linking up with the client's accounting system.

The Integrity Group and HGA will use the VistaTRAK® software suite for project management, planning, tracking, and reporting. The suite's tools and systems, designed and updated by HGA, have the capacity to provide reporting for all required elements of a grant program. We will customize the VistaTRAK® reporting content, format, distribution method, and frequency to meet the County's needs and grant program requirements. Through this platform, The Integrity Group and HGA can provide comprehensive project-to-program status via real-time cloud-based dashboards that provide users with instant access to performance data, or via flat formatted e-mail reports sent on a defined frequency, as preferred. With automatic daily data updates, VistaTRAK® enables real-time cloud-based custom reporting, so our clients and other stakeholders (as defined) can have on-demand access to the current state of all the recovery statuses in a single platform.

HGA maintains a secure client portal within its VistaTRAK® software suite that generates real-time schedule status updates, highlighting due dates or actions required by the relevant stakeholders. The Integrity Group will coordinate with the appropriate staff person to manage invoices, contracts, change orders, and amendments to develop systems that result in the delivery of projects on time and on budget. Using HGA's VistaTRAK® system, the County will be able to track project specific performance and obtain written or electronic status reports for each project (or the entire program) at any time, 24/7.

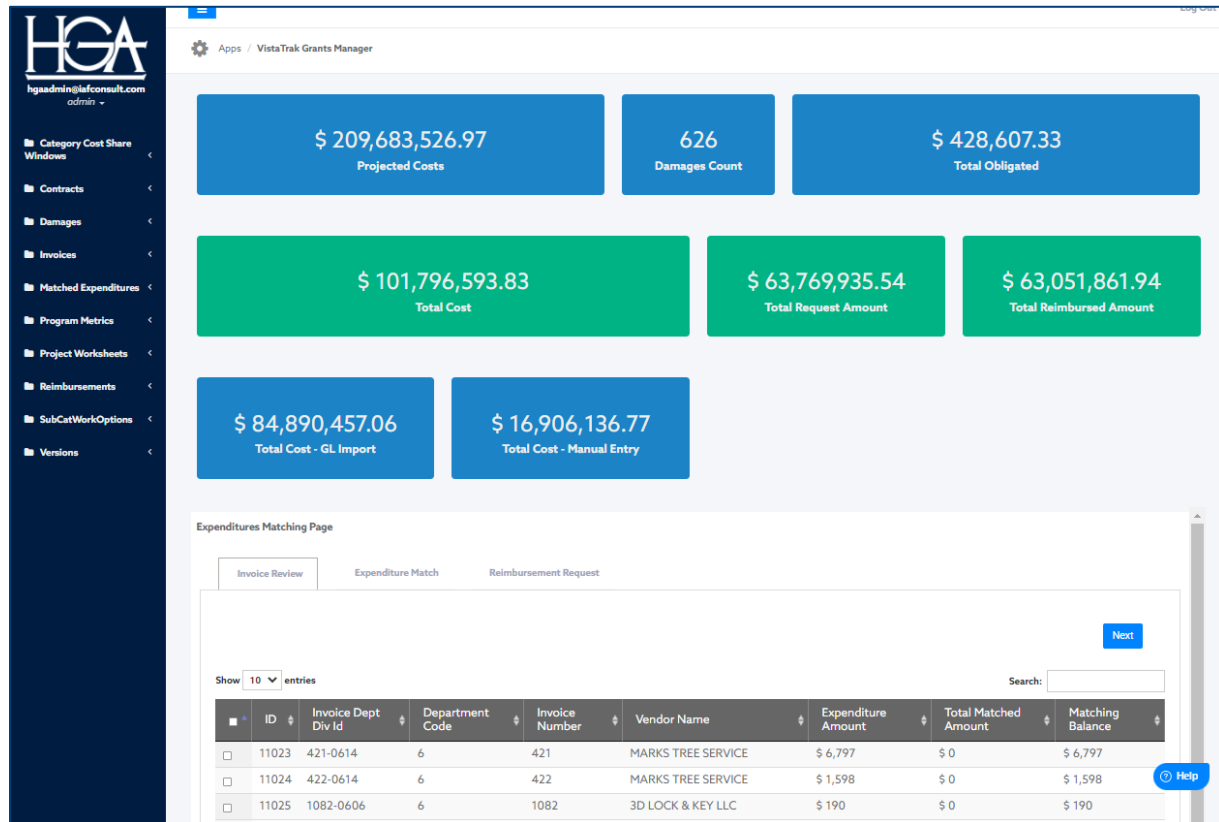


FIGURE 3: VISTATRAK'S REPORTING CAPABILITIES AT A GLANCE. *VistaTRAK enables real-time, cloud-based custom reporting to give our clients on-demand access to the latest program information.*



Compliance Matrix

In addition to our detailed Proposed Technical Approach (beginning on page 50), to assist in the review of this proposal, we provide the following RFP Compliance Matrix. This matrix includes all of the requirements and anticipated tasks outlined in the Franklin RFP, a validation that we have successful experience in each one of those presented, and relevant comments.

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
Minimum Bidder Qualifications		
<ul style="list-style-type: none"> The consultant shall be a full-service firm with a remarkably high degree of professionalism and significant experience with these services. 	YES	We have 13 years of highly successful experience in the pursuit, management, and final closeout of disaster recovery funding totaling \$4.8 billion for hundreds of local and state clients, mostly in Florida. Our subcontractor, HGA, also have a proven long history of successfully managing recovery funding over \$20 Billion.

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
<ul style="list-style-type: none"> Consultant must have comprehensive knowledge of long-term recovery planning including but not limited to preparedness, response, recovery, resiliency, and mitigation grant services. 	YES	Our team has knowledge and experience in all of these areas of emergency management. We truly are a “one stop shop” for all things Emergency Management. A recent product of our firm was the Bay County Long-term Recovery Plan after Category 5 Hurricane Michael. That plan has resulted in more than \$2 billion in public and private funding to that county and its communities.
<ul style="list-style-type: none"> Consultant must demonstrate a high degree of experience and expertise with public assistance, disaster recovery, and mitigation consulting and management services and other training and grant development services. 	YES	Integrity has 13 years of experience in FEMA Public Assistance/ Mitigation; HUD CDBG-DR/Mitigation; and all other federal and state recovery programs, as well as all types of training, planning, and consulting relative to Emergency Management.
<ul style="list-style-type: none"> Consultant must have staff members and/or sub-consultants with significant experience and qualifications in grant management, Federal and State regulatory compliance, and federal and state local permitting processes. 	YES	We have highly successful, trained and experienced professional that are among the finest in the nation. One significant focus of our firm is compliance assurance and adherence to all guidelines, including federal, state and local permitting and other regulations.
<ul style="list-style-type: none"> Consultant must be licensed to do business in the State of Florida. 	YES	We are limited liability corporation registered in active status with the Florida Division of Corporations. Also, importantly-- our team are all North Floridians.
FEMA Public Assistance Advisory Services		
<ul style="list-style-type: none"> Provide extensive knowledge related to the FEMA Public Assistance Program and Policy Guide (FEMA PAPPG) including procedures for public assistance, recovery, mitigation, and debris removal. 	YES	As described in our Statement of Qualifications, our team has extensive knowledge and experience in all areas of recovery and constantly monitors compliance with all FEMA policies, which are updated/changed often. Frankly, our professionals could teach some FEMA representatives a “real world” class on their own policies.

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
<ul style="list-style-type: none"> Provide expertise to assist the County, from inception through project closeout, to prepare and submit grant packages including documentation, procurement and contract review, payroll validation, and grant submission support. 	YES	We offer the most experienced and proven successful team in disaster recovery. We are truly the “one stop” for all aspects of disaster recovery and we are prepared to handle all steps in the complex process—from initial damage assessments to final closeout of all grants and the disaster.
<ul style="list-style-type: none"> Develop processes for obtaining, analyzing, and gathering field documentation including, but not limited to, records related to procured goods and services, timekeeping, and force account labor and equipment. This should include processes for disaster debris monitoring services and damage assessment. 	YES	Documentation is the key in any disaster recovery project and our team are experts in all areas, including the critical development of FEMA PA and Mitigation as well as CDBG-DR and Mitigation projects. We also understand full compliance with all of the reporting and documentation is critical to avoid funding denials or eventual de-obligation and claw back of funding. We have debris experts, environmental specialists, and procurement/contracting experts. In areas such as force account labor, we work hard to not miss a single dollar that should be eligible for funding. Our innovative VistaTRAK system is used throughout the process and will enable the County to track all aspects of the project.
<ul style="list-style-type: none"> Provide and gather supporting documentation for grant eligible projects and complete documentation required to receive reimbursement. 	YES	Eligibility determination is the first key step, followed by complete and accurately presented documentation. Our VistaTRAK system is a major tool that will be used to facilitate all documentation and reporting.
<ul style="list-style-type: none"> Provide emergency planning, disaster recovery and mitigation planning and program management services required by the County. 	YES	As Franklin's one stop shop, we can meet all these challenges. We do, in fact, start with development of a Short and Long-Term Recovery Plan that is then executed through the various funding sources, including zero interest bridge loans now available from the State to provide upfront funding while the sometimes long FEMA process continues.

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
<ul style="list-style-type: none"> Attend all meetings with FEMA, State, and insurance representatives, as well as regular participation with the County's designated FEMA workgroup. 	YES	Communication is ongoing and constant coordination with all of these players is a key to success. Serving as staff to the designed County leadership, we will equip and help prepare for a successful meeting with these and other entities.
<ul style="list-style-type: none"> Coordinate the scheduling of site visits with FEMA, State, or other agencies to ensure appropriate County personnel are available and prepared for such meetings. 	YES	We have coordinated and participated in hundreds of site visits. As indicated in this task, <i>preparation</i> is key, as Franklin needs to control the discussion toward a correct decision/conclusion that benefits the County. Our view is that all disasters are local!
<ul style="list-style-type: none"> Identify and communicate risks within our operation that could preclude our ability to optimize reimbursement. 	YES	This is an excellent task, as what causes funding denials, de-obligations, and claw backs usually are based in poor procurements, bad policies and procedures, and missing documentation. As we work with the County on recovery, this is an important component in our overall suggested plan. Risk assessment is an ongoing need that usually pays dividends to our clients.
<ul style="list-style-type: none"> Provide expertise to assist with Environmental and Historic Preservation (EHP) processes, documentation and approvals required for projects. 	YES	Fortunately, we have completed many EHP reviews. Most recently, many associated with the recovery from Hurricane Michael. They are complex, time consuming, and can be problematic. We clearly understand the entire process, all steps to be taken, and how we can convince FEMA to accept these assessments. Our history has taught us that the EHP area can create extensive, unnecessary delays in getting projects through the FEMA portal and obligated. We will always suggest a proactive approach to complete these in a high quality and compliant manner.
<ul style="list-style-type: none"> Provide expertise to assist in the preparation of accurate PA emergency and permanent work project estimates including but not limited to recognized cost estimating, 	YES	This task again relates to the importance of proper damage assessments, documentation, and cost estimates that are the basis of the project worksheet. The importance is in the

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
developing detailed damage descriptions and dimensions, scope of work, and proper identification of force account labor and equipment.		details outlined by the County for this task. We have team members that are expert in damage assessments and cost estimates, using Xactimate , which is the system FEMA utilizes. Our goal is to always develop these cost estimates in advance of any FEMA assessments, thereby putting the County in a position of “controlling” this critical process.
<ul style="list-style-type: none"> Provide expertise to resolve disputes with FEMA, State, or other agencies, including the preparation of appeals or responses to arbitration if necessary. 	YES	Our experienced Disaster Recovery Attorney has written many appeals during the past five years. She understands the convoluted process. An advantage is that this attorney has several years of working as a FEMA and HUD Recovery Expert. Therefore, she knows the entire process very well. This creates an important advantage in the appeals process.
<ul style="list-style-type: none"> Provide expertise to assist the County with all ancillary preparedness, response, recovery, resiliency, and mitigation needs including but not limited to training, policy analysis, grant audit, reporting, and any other needs as requested by the County. 	YES	Experience in all of these ancillary duties is what defines Integrity as the best solution available. Unlike many consultants, we don't just focus on writing the FEMA or HUD projects and submitting them to the portal. Comprehensiveness is one of our fundamental values.
Financial, Payroll, and Grant Management		
<ul style="list-style-type: none"> Ensure County disaster recovery and restoration processes comply with laws, regulations, and guidelines to maximize reimbursement for eligible disaster expenditures, optimize mitigation opportunities, and to minimize timing for reimbursement. 	YES	Staffed and led by former Inspectors General, Chief Auditors, and Investigators, compliance assurance is at the top of the priority list from our perspective. Not only does compliance help expedite payments, but always provides confidence that no funding de-obligations nor claw backs will occur.
<ul style="list-style-type: none"> Provide expertise to assist in all disaster recovery and mitigation financial reimbursement and reporting processes from FEMA, the State, or other agencies. Ensure there are no duplications of submission if varying agencies are involved. 	YES	Our comprehensive approach covers all areas of disaster recovery and a key part of that effort is avoiding any duplication of payments from the various sources of funding. Our ongoing quality assurance and

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
		compliance monitoring validates that no mistakes such as this are made.
<ul style="list-style-type: none"> Provide expertise to assist the County through FEMA, the State, or other agency's guidelines to capture force account labor eligible expenses accurately for timesheets and project cost accounting. Assist in the review of the County's personnel policies to ensure compliance for eligible cost reimbursement. 	YES	Force account labor is an important component to funding requests and our key team is expert at compiling this data in the appropriate manner. Our initial efforts will also include reviewing all relevant County personnel policies to ensure compliance and maximum funding requests.
<ul style="list-style-type: none"> Provide expertise to assist the County through FEMA, the State, or other agency's guidelines to ensure the capture of relevant data related to procured goods and services. 	YES	The key in this area of work is ensuring proper procurements and correct and timely expenditure of funds. This analysis will ultimately lead to final reconciliation and closeout of grants.
<ul style="list-style-type: none"> Provide oversight of billing to ensure all costs eligible for disaster grant funding are documented and claimed. 	YES	We work with the finance and accounting staff to validate that all funding is spent correctly and all expenditures come from the correct project. Then, the collection and reporting of these expenditures via a FEMA project worksheet leads to optimum funding to the County.
<ul style="list-style-type: none"> Perform real-time, simultaneous review and reconciliation of actual project spending to ensure project costs are accurately captured. 	YES	This can be accomplished via our VistaTRAK management system, linked to the County data. That spending activity will be available via dashboard presentation as well as detailed data for County leadership and staff. This ongoing process will end with the final reconciliation and closeout of recovery grants.
<ul style="list-style-type: none"> Conduct financial tracking of Program funds and payments. 	YES	As part of VistaTRAK and its linkage with County data this important tracking will occur.
<ul style="list-style-type: none"> Develop and submit quarterly progress reports to the County and State. 	YES	We are very familiar with the quarterly reporting process and will work to provide any version of that report that the County might want to include additional data that isn't reported to the State.

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
<ul style="list-style-type: none"> Ensure County documentation is sufficient to respond to Office of Inspector General (OIG) audits and reviews. 	YES	As our focus is on full compliance, our monitors will review all activity and ensure that there are no areas in which a future audit or inspection might discover any level of non-compliance. We write and manage projects with an eye toward avoiding audit criticism. We have carefully studied every recent Inspector General or Audit Report related to federal and state recovery funding. This has made us very familiar with common negative findings from those reviews. We have learned from others' mistakes.
Procurement and Contract Management/Monitoring Support		
<ul style="list-style-type: none"> Ensure County disaster recovery and restoration procurement processes comply with laws, regulations and guidelines as required by FEMA, the State, or other agencies. 	YES	This is an area that is critical to our monitoring process. We will suggest that we review all relevant past and new procurement documents and validate full compliance. There have been many occasions with different clients in which we have assisted in revising first drafts to be fully compatible with 2 CFR 200200 and other federal and state guidelines.
<ul style="list-style-type: none"> Provide expertise to assist in the review of the County's purchasing policies to ensure compliance for eligible cost reimbursement. 	YES	Similar to the above item, we will review all such policies and procedures to ensure they are correct and consistent with guidelines. We maintain a library of high quality policies and procedures that, if necessary, we can recommend to the County.
<ul style="list-style-type: none"> Develop processes for ensuring compliance related to contract monitoring and contract closeout as required by FEMA, the State, or other agencies. 	YES	Again, everything we do focuses on full compliance, including the County's management of contracts for full compliance with the procurement, Davis-Bacon, and other federal and state regulations. We would suggest that our disaster attorney be tasked to review all recovery related contracts prior to execution.

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
<ul style="list-style-type: none"> Ensure the County's documentation is sufficient to respond to Office of Inspector General (OIG) audits and reviews. 	YES	As discussed above, this is always a vital part of our services. None of our work has resulted in any significant adverse findings by any Inspector General or Auditor.
Information Technology and Data Management		
<ul style="list-style-type: none"> Provide expertise to assist County staff in the development of IT solutions that support the management and implementation of disaster recovery programs. 	YES	While we can assist in the development of County systems, a core part of our services is the HGA VistaTRAK system that will provide advanced systems technology to manage all disaster recovery grants and funding.
<ul style="list-style-type: none"> Provide and gather supporting documentation for grant planning, development, and closeout activities and completing documentation required of the various grant programs. 	YES	The first step we propose is the development of a Disaster Recovery Plan that includes both short-term and long-term actions. This will include the key focus on grant pursuit, management and closeout. Documentation is always key.
<ul style="list-style-type: none"> Develop processes for the County to properly collect data and document information as necessary to optimize compliance with FEMA, the State, or other agencies. 	YES	This is a fundamental and proactive aspect of our services.
Insurance and Other Funding Support		
<ul style="list-style-type: none"> Review and understand the County's insurance coverage in order to ensure the County's disaster recovery and restoration processes comply with laws, regulations and guidelines as required by FEMA, the State, or other agencies. 	YES	We will deploy our state licensed independent insurance specialists/adjusters to work with the County's Risk Manager to not only insure compliance of all insurance-related guidelines, but also set up maximum claim payments to the County.
<ul style="list-style-type: none"> Develop processes for the County in routing eligible expenses correctly including insurance coverage guidelines. 	YES	This is a critical role we play—linking the “siloes” of recovery funding efforts, and insurance proceeds are fundamental to the short and long-term recovery plans.
<ul style="list-style-type: none"> Provide expertise to assist the County with identifying other disaster recovery funding opportunities including but not limited to Community Development Block Grant Disaster Recovery programs. 	YES	Our approach is truly comprehensive to include all federal and state sources of funding as well as maximum insurance proceeds. Often times, these different programs can be linked and leveraged together to achieve optimum results.

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
		A new and important program, which the County will qualify, is a zero-interest bridge loan from the State. This will provide immediate funding while the often very slow FEMA and HUD process is undertaken. We are prepared to coordinate this important effort.
<ul style="list-style-type: none"> Ensure there are no duplications of funding or submissions if multiple agencies are involved. 	YES	Again, this is a critical part of our overall effort—the goal is maximum funding, as quickly as possible, with no duplication of funding, and no issues of non-compliance that can result in denials or claw backs.
Mitigation Support		
<ul style="list-style-type: none"> Provide expertise in identifying, developing, and evaluating opportunities for the development of mitigation programs in compliance with Sections 404 and 406 of the Stafford Act to reduce or eliminate risk from future events. 	YES	Approximately 20% of all of our FEMA Infrastructure projects (several thousand over 13 years) have included the important 406 Mitigation component. Beyond that basic mitigation of a damaged or destroyed piece of infrastructure, we have aggressively worked with our clients on 404 Mitigation projects through the Local Mitigation Strategies that guide that funding. This allows portions of the infrastructure that may not have been impacted by the disaster to be mitigated for maximum resilience. There will also likely be possible HUD CDBG-MIT funding available. We coordinate and link and avoid any duplication of funding.
<ul style="list-style-type: none"> Provide expertise to assist the County in preparing relevant documentation and analysis related to mitigation grant programs. 	YES	Documentation is always key, and mitigation documentation is in several ways different from a standard FEMA Public Assistance project. Our Mitigation experts have been extremely successful in this area of recovery.
<ul style="list-style-type: none"> Ensure County mitigation programs comply with laws, regulations and guidelines as required by FEMA, State, or other agencies. 	YES	Nothing we do or produce is non-compliant with the myriad federal and state rules and regulations.

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
Emergency Management Support Services		
<ul style="list-style-type: none"> Provide expertise related to pre- and post-disaster recovery continuity of operations, training, development of teams, monitoring, mitigation opportunities, review and test of plans related to future events. 	YES	As a full service Emergency Management Services firm, we have and can produce all of these services, including comprehensive emergency management plans, training exercises, etc.
<ul style="list-style-type: none"> The consultant may be responsible for the revision of existing plans, policies, and procedures or the development of new policies, plans or procedures directly or indirectly related to Emergency Management. 	YES	We do generally start with a review of client's existing plans, policies, and procedures and build upon/revise/update those documents to be relevant to today's needs and consistent with all federal and state guidelines.
<ul style="list-style-type: none"> Provide expertise in identifying and developing policies related to ensuring compliance with laws, regulations and guidelines as required by FEMA, the State, or other agencies. 	YES	Again, we are focused on compliance, including ongoing protocols and systems that may continue even beyond the disaster recovery period. This is part of our "Recovery Ready" process to help expedite and maximize any future disaster recovery effort. We maintain a library of "model" policies and procedures which can be offered as a basis for improvement, if needed.
<ul style="list-style-type: none"> Assist and facilitate local government staff with the PA, HMGP, CDBG and other grant processes and opportunities as requested by the County. 	YES	We are extremely competent in all of these areas of work. We also understand that the County's staff are critical for the immediate project as well as future events. Our goal is always to orient and train all staff involved in such a project.
<ul style="list-style-type: none"> Provide progress reviews and reports as required to keep the County informed of project progress. 	YES	We focus on communication via face to face meeting as well as the innovative and complete VistaTRAK management system. Our goal is that no client is ever surprised by an event related to disaster response and recovery. We serve as the front line of defense and always communicate in a timely and professional manner.

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
The Consultant should be able to meet all of the County's needs including, but not limited to, the following		
<ul style="list-style-type: none"> Provide disaster management and monitoring services for current and/or future disasters. 	YES	We are about 1 hour and 45 minutes away from Apalachicola and can deploy our team quickly for any disaster event. We are confident and will assure the County that we can deploy the team necessary for any disaster event affecting the County.
<ul style="list-style-type: none"> Prepare Project Worksheets and Detailed damage Inspection Reports as required or needed. 	YES	This is a mainstay of our FEMA services. This documentation is the basis for all claims and grants. VistaTRAK helps facilitate the development of all Project Worksheets in a highly effective and transparent manner.
<ul style="list-style-type: none"> Prepare Project Worksheet Closeout packages. 	YES	Many of our staff have served as "Closeout Specialists" for Florida disasters going back to 2004. The closeouts often result in project cost overruns will allow for the pursuit of additional funding for the County. Our teams' extensive experience in conducting closeouts actually provides a great deal of information that results in high quality projects be written and managed by our team. All of the projects are written with an eye toward closeout as well as potential future audits.
<ul style="list-style-type: none"> Provide any and all emergency planning, training, disaster recovery, and mitigation planning, and program management services required by the County. 	YES	As a full service Emergency Management firm, we are prepared to provide all of these products as part of a comprehensive emergency management and disaster recovery effort.
<ul style="list-style-type: none"> Work with homeowners and local government staff to prepare timely HMGP grant applications. 	YES	If funding is available, usually from HUD CDBG-DR we are prepared to effectively handle this nature of work. This includes community outreach and support in all areas required.
<ul style="list-style-type: none"> Conduct public and individual meetings to assist homeowners with the program requirements. 	YES	Public outreach and communication are areas in which we have excelled in the past. Most recently our work to develop the Bay County Long-term Recovery Plan included a variety of public meetings, outreach, and

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
		input from local residents, small businesses and non-profit organizations.
<ul style="list-style-type: none"> Coordinate with State and Federal Agencies. 	YES	Coordination and ongoing communication is always the key. We will proudly and strongly represent the interests of Franklin County throughout any disaster period.
<ul style="list-style-type: none"> Comply with all grant program mandates and documentation requirements. 	YES	As discussed above we understand and will deliver.
<ul style="list-style-type: none"> Review architectural plans, soil tests, foundation designs, construction details, elevations certificates and other specifications for elevation projects. 	YES	This is a critical aspect of FEMA as well as HUD CDBG-DR projects. This type of review is fundamental to effective project management and our team includes experts that understand these components and how they relate to overall goals set by the County.
<ul style="list-style-type: none"> Conduct pre-construction planning for compliance with building codes and coordinate with the planning department for any specialized design issues. 	YES	Our engineers and other experts are fully capable of planning and including building codes (which might evolve after a disaster) and project compliance. Mitigation goals often come into play in this area of work.
<ul style="list-style-type: none"> Make project eligibility determinations. 	YES	We always make preliminary eligibility determinations prior to submitting requests for funding to FEMA or other providers. In some cases, we can determine that a particular project is not eligible for a particular program, but might be eligible for another.
<ul style="list-style-type: none"> Interview contractors and sub-contractors for qualifications, experience, references, insurance, and financial stability. 	YES	This type of quality assurance review is an area we often complete. In fact, as a state-licensed investigative and security firm, we can dig deep into a possible contractor (at the direction of the County).
<ul style="list-style-type: none"> Develop construction packages for contractor bidding. 	YES	We can work with the County Code Office and Public Works to develop appropriate packages for bidding that are fully compliant and most helpful to the County.

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
<ul style="list-style-type: none"> Conduct contract closings between homeowners, contractors, and the County. 	YES	If such a program is implemented, we have experience in working with homeowners for repairs and replacements, most notably in CDBG-DR Housing initiatives.
<ul style="list-style-type: none"> Conduct financial tracking of Program funds and homeowner payments. 	YES	This will be added for the County as part of our standard VistaTRAK management system and linked to existing County databases.
<ul style="list-style-type: none"> Inspect construction for compliance with program requirements and to approve milestone payment requests from contractors. 	YES	As a company that has conducted many thousands of home inspections under the My Safe Florida Home program; the Florida Weatherization Program; and the Citizens Insurance Home Inspection Program, we are well qualified to conduct periodic and final inspections of all work—including milestone payments for contractors.
<ul style="list-style-type: none"> Coordinate change orders requested by the homeowner. 	YES	Yes, all housing programs in which we are operated include this process, which is a frequent need and requires full documentation and approval for responsible entities.
<ul style="list-style-type: none"> Conduct final inspections, make adjustments, (if required) and provide final elevation certificates to homeowners and the County. 	YES	As part of the final inspection process described above, this is a key step toward expenditure of funds and quality and compliance assurance.
<ul style="list-style-type: none"> Develop and submit quarterly progress reports to the County and State. 	YES	The VistaTRAK system will generate this review in any format desired by the County.
<ul style="list-style-type: none"> Provide Progress Reviews as required to keep the County informed on project progress. 	YES	Again, this is an important aspect of all recovery efforts. Those progress reports can be designed in any format as part of VistaTRAK.
<ul style="list-style-type: none"> Assist and facilitate local government staff with the PA, HMGP, CDBG and EDA processes. 	YES	As a comprehensive provider, our team stands ready to assist and facilitate all aspects of these programs.
<ul style="list-style-type: none"> Serve as Project Manager for elevations, acquisitions, pilot reconstruction critical facility retrofitting, safe room and emergency shelter retrofitting or constructing, and drainage projects. Project management 	YES	Our team includes experienced and high quality project managers that are capable of effective management of these types of ventures. Always in coordination with

Requirements and Anticipated Tasks as Outlined in RFP	Integrity Group Successful Experience?	Comments
<p>services cover all tasks from the application process through closeout of projects as required by grant guidelines.</p>		<p>County leadership. This will include all steps from project initiation to final closeout.</p>
<ul style="list-style-type: none"> The Consultant will be responsible for reviewing and ensuring that all documents are accurate and correct and will be liable for the errors and or omissions. All contracts and bids will be issued and entered into by the County. The Board of County Commissioners will appoint a responsible individual to serve as the County Representative and all services provided under this contract will be coordinated with the County's representative for this project. 	<p>YES</p>	<p>We understand completely and will fully comply with this high standard of performance.</p> <p>We stand ready to provide our high quality service to the County under the leadership of the County's designated project representative. We clearly understand that no actions will be taken nor key decisions made without the concurrence of that manager.</p>

The Integrity Group: Core Values

As described above, for the past 13 years, *The Integrity Group* has been a leading force in disaster preparedness, response, and recovery services to local and state governmental entities as well as non-profit organizations. The technical approach in every project we undertake is guided by a set of **core values** that not only define our methodology but also underpin our enduring success. As we embark on each new project, these values serve as unwavering guiding principles, ensuring that every task is executed with precision and unwavering dedication to achieve optimum success. Following is a discussion of our core values:

- **Comprehensiveness:** At *The Integrity Group*, our commitment to comprehensiveness is reflected in our all-encompassing suite of services that cover every facet of disaster preparedness, response, and recovery. Our expertise extends to critical areas, including FEMA Public Assistance/Mitigation and HUD CDBG-DR/Mitigation grant pursuit and management solutions. We go beyond mere convenience, providing clients with an integrated approach that streamlines recovery efforts and links funding to achieve maximum success. This holistic approach not only results in full recovery but also ensures that communities are empowered to build resilience against future challenges and disaster events. We are a “one stop shop” for all things emergency management.
- **Competence:** The cornerstone of our professional services is competence, derived from a team of experts that are proven proficient in all areas of disaster recovery. *The Integrity Group* boasts a rich talent pool, ensuring each project benefits from a wealth of experience and an in-depth understanding of disaster recovery processes. Our commitment to deploying seasoned professionals—those who have demonstrated exceptional knowledge and skills across disaster response and recovery—guarantees effective problem-solving and scrutiny-worthy solutions. This level of competence equips us to address complex recovery challenges with precision, bringing about timely and impactful results. We have learned well from many clients and their recovery efforts.
- **Compliance:** Adherence to laws, regulations and ethical standards is paramount to our approach. We recognize the significance of maintaining legal and ethical *integrity*, safeguarding the interests of our clients and the overall recovery process. Our team includes former Inspectors General, Chief Auditors, Accountants, Certified Fraud Examiners, and Investigators. We are a State-licensed Private Investigative firm with access to data that helps us promote full compliance, particularly in areas prone to fraud. This dedication to compliance not only ensures accountability but also safeguards the allocation of resources towards genuine recovery efforts. We aid our clients in being accountable and holding others accountable for taxpayer dollars.
- **Commitment:** *The Integrity Group's* commitment to our clients is unwavering and serves as the driving force behind our projects. We stand steadfast in our dedication to ensuring the successful completion of every endeavor. This commitment transcends contractual obligations, as we persistently pursue excellence, striving for outcomes that leave a positive impact on the communities, businesses, and individuals that we serve. Our mission isn't fulfilled until the recovery process reaches 100% completion. This resolute commitment is a reflection of our passion for bringing tangible relief and resilience to those impacted by disasters. We support our clients from the initial stages to the final stages of disaster recovery.
- **Credibility:** With over thirteen years of experience, our track record stands as a testament to our credibility. The management of more than \$4.8 billion in disaster recovery funding underscores our deep knowledge, skills, and capabilities. Anchored by our team members' extensive government service backgrounds, we seamlessly navigate

the complexities of working with federal, state and private funding providers, cementing our reputation as trusted professionals in disaster recovery. This rich experience uniquely positions us to anticipate challenges and develop effective strategies that lead to prompt and sustainable recovery outcomes.

- **Creativity:** Adversity fuels creativity at *The Integrity Group*. With each project, we approach challenges with innovative thinking, seeking unconventional solutions to intricate problems. Our creative mindset enables us to explore alternative pathways and design strategies that optimize recovery potential, providing clients with tailored, effective solutions that navigate the intricate web of federal, state, and private funding sources. This creative approach not only unlocks previously unseen opportunities for funding but also enables us to customize recovery strategies to the unique needs of each community. We don't just fill out funding request forms and wait for funding, we work with our clients to pursue lofty goals—making the communities we serve even better than they were before the disaster struck.
- **Communication:** Effective communication is the linchpin of our project approach. We prioritize transparent dialogues with clients, stakeholders, and partners, ensuring all parties remain well-informed and aligned throughout the project lifecycle. The groundbreaking "VistaTRAK®" information system provides real-time project updates, offering comprehensive, accurate status reports and executive-level dashboards for transparent project oversight. This innovative communication tool ensures that all stakeholders are empowered with timely, reliable information, fostering collaboration and informed decision-making. We are always available to strategize, report progress, and discuss challenges.
- **Consistency:** *The Integrity Group* prides itself on the consistency that permeates every aspect of our service delivery. Established standards and practices guide our work, ensuring that clients consistently receive top-tier quality and unwavering dedication across projects, reinforcing our reputation for excellence. This commitment to consistency serves as the bedrock upon which successful, reliable, and enduring recovery efforts are built. One practical area of consistency is in the team that we deploy. We provide a stable team that works with our clients through the entire process. There is no switching of staff or using any client for training of new staff at our firm.
- **Collaboration:** Recognizing that effective disaster recovery demands collective effort, collaboration is at the heart of our project approach. We actively engage with clients, other government agencies, non-profits, the business community, residents, and other stakeholders, fostering a collaborative environment that harnesses diverse perspectives, expertise, and ideas to create comprehensive recovery solutions. Our success lies in our ability to effectively work with all stakeholders, from federal agencies to local communities, to achieve shared recovery goals. This collaborative ethos ensures that recovery efforts are integrated, impactful, and aligned with the needs and aspirations of affected communities. There are no "cookie cutter" solutions offered by *The Integrity Group*.
- **Courage:** The challenges of disaster recovery demand courage and resilience, qualities that define *The Integrity Group's* approach. We meet each project with unyielding determination, tackling challenges head-on and embracing innovation, adaptability, and perseverance. Our team's willingness to challenge federal and state agencies and decisions when necessary demonstrates our commitment to robust, effective recovery solutions. This courage is rooted in our unwavering dedication to achieving the best possible outcomes for our clients and the communities they serve. We don't back down from a fight, but we engage in a professional manner that leads to more *respect* for our service to clients.

- **Caring:** A genuine concern for the well-being of affected communities and individuals underpins our core values. *The Integrity Group* is dedicated to making a tangible difference, ensuring that our projects prioritize the recovery and well-being of those impacted. Our caring approach fosters empathy, sensitivity, and a deep understanding of the human aspect within disaster recovery. This empathy drives us to approach each project not only as a task but as an opportunity to restore hope, stability, and dignity to those affected by disasters. As a Florida team, we and our families have all been directly affected by the many disasters that come to our beautiful state. We take our work very personally!
- **Cost Effectiveness:** Understanding the financial implications of disaster recovery, we are devoted to delivering cost-effective solutions. Our goal is to maximize recovery funding while optimizing resource allocation, alleviating financial burdens on our clients. Our "just in time" deployment strategy ensures that required skill sets are deployed precisely when needed, effectively managing costs while achieving desired outcomes. By closely aligning resource allocation with project needs, we demonstrate responsible stewardship of tax dollars while achieving meaningful and sustainable recovery milestones.

The Integrity Group is firmly grounded in these core values that have been the cornerstone of our success for more than 13 years. Our commitment to comprehensiveness, competence, compliance, commitment, credibility, creativity, communication, consistency, collaboration, courage, caring, and cost effectiveness serves as the bedrock of our service delivery. By upholding these values, we continually establish new benchmarks in disaster preparedness, response, and recovery, driving positive change and creating a lasting impact on the clients we serve. Our unwavering dedication to these values ensures that we not only provide disaster recovery services but also foster resilience, empowerment, and a path to a brighter future for all those we serve.

Proposed Staff Qualifications And Experience

- Over 350 years of relevant experience
- Team deployed “just in time” for top quality work that is cost-effective
- All skillsets needed will be deployed within the position classifications listed in the RFP — no funding surprises
- All team members have relevant credentials and certifications needed for the project—no “trainees” will ever be deployed
- The team deployed will be stable—no staff switching in and out

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Proposed Staffing for Franklin County

The following expert consultants are available for deployment to Franklin County.

Name	Project Title	Years of Relevant Experience
Lauren Scott	Project Manager (Lead)	8
David Gillespie	Project Manager (Alternate)	35
Amanda Cox	Senior Appeals Officer	8
Henri Hage	Engineer/Environmental	36
Darryl Cox	Senior Grant Specialist	16
Olivia Schmidt	Senior Grant Specialist	14
John Czernis	Senior Grant Specialist	46
Dana Arvie	Senior Grant Specialist	17
Sheila McGraw	Grant Specialist/Insurance	10
Jeremy Tidwell	Field Representative/Technical Associate	16
Bob Stinebaugh	Field Representative/Technical Associate	14
Matt Mitchell	Field Representative/Technical Associate	13

Of course, the size of the team deployed will be based upon the magnitude of the disaster and the needs of the County. Those listed above are representative of our team. The resumes for this team are provided on the following pages.

Experience Summary

Lauren Scott has over 8 years of experience in HUD and FEMA Disaster Recovery solutions, working on 13 Federally Declared Disasters. During this time, Mrs. Scott has served in a leadership role on disaster recovery grants valued at over \$85 million building relationships and rapport with 18 sub-grantees. Other Grant Management experience includes local Non-Profit Sexual/Domestic Violence Center/Shelter, managing 13 grants, maintaining compliance, and providing all required deliverables. Mrs. Scott is a resolute worker, who enjoys working under pressure and doing what is needed to get a job done effectively and efficiently. She displays a positive personality with strong communication skills. Works well on a team, and independently.

EXPERTISE

- FEMA Policies
- Grants
- Contract Management
- Finance

GRANTS

- ERA Grants
- FEMA Grants
- COVID 19
- ARPA/CARES

DISASTERS

- Hurricane Michael
- Hurricane Sally
- Tornadoes in Kentucky
- Tornadoes in Tennessee

EDUCATION

- Advanced Grant Management Programs, State of Florida
- Investigative & Fraud Prevention Solutions

CREDENTIALS/CERTIFICATES/TRAININGS

- All Relevant HUD and FEMA Courses Completed

Relevant Experience

- As part of the Florida Division of Emergency Management Public Assistance Team, assisted in the management, reconciliation and final closeout of disaster recovery grants totaling \$2.4 billion.
- Coordinated the pursuit and management of recovery grants totaling \$3.5 million for the non-profit Alliance Foundation of Florida.
- Served as part of the Bay County Long-term Recovery Planning team which resulted in the County's Strategic Plan for Recovery. This plan was the basis for over \$400 million in HUD, and other recovery funding.
- Participated in the Bay County School District disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$60 million.
- Led efforts in the Calhoun County FL for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$2.5 million.
- Served on a team that administered a total of \$25 million in COVID-19 grant funding for various clients.
- Participated in the Florida State University Disaster Recovery team in the pursuit of disaster recovery funding totaling \$50 million.
- Participated in Franklin County for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$7.5 million.
- Led efforts with the Franklin County Sheriff's Office for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$2.5 million.
- Participated in Gulf Specimen Marine Laboratory for disaster recovery funding programs. Total funding, which is now being managed, is over \$5 million.
- Administered total grant funding in excess of \$30 million for Hinds County, Mississippi with a focus on timely and accurate grant applicant services, full compliance, and maximum benefit.
- Participated in Jackson County Sheriff's Office for disaster recovery funding. Total funding, which is now being managed, is over \$5 million.
- Led emergency grant funding efforts in Okaloosa County totaling over \$10 million.
- Coordinated COVID funding for Wakulla County, Florida. Project included establishment of web-based application system, full review and approval of grant requests and anti-fraud efforts. Program funding was more than \$5 million.
- In the aftermath of Cat 5 Hurricane Michael led recovery funding pursuit efforts for six Florida School Districts with total funding secured totaling more than \$24 million.

Experience Summary

David serves as a member of the Executive Leadership team for The Integrity Group and brings a combined 35+ years of professional leadership; executive stakeholder/community engagement; grant program & project design, implementation, and management; policy development; and training experience across multiple disciplines and communities of interest

EXPERTISE

- Executive/team Leadership
- Community Engagement
- Portfolio / Program / Project Management
- Grant Management

DISASTERS

- Hurricane Katrina response, Deputy Director of Intelligence, Air Mobility Command

EDUCATION

- M.S. Criminal Justice Studies, Florida State University (FSU)
- M.S. Business Administration, Boston University
- M.S., Military Operational Art/Science, Air University
- B.S., Political Science, FSU

CREDENTIALS/CERTIFICATES/TRAININGS

- Project Management Professional (14 yrs.)
- Certified Scrum Master
- FEMA Certificates
 - IS-1000: PA Program & Eligibility
 - IS-1001: PA Delivery Model
 - IS-1012: Direct Admin Costs
 - IS-1014: Integrating 406 Mitigation
 - IS-1024: Water & Wastewater Treatment System Considerations
 - IS-322: Flood Mitigation
 - IS 393.b: Intro to Hazard Mitigation
 - IS 2900a: National Disaster Recovery Framework
 - IS-1300: Intro to Continuity of Ops
- CDBG-Disaster Recovery

Executive Vice President of the **Florida Chamber Foundation**. David led the foundation in building strategic momentum to secure Florida's future through the management, execution, and advocacy of the Six Pillars Framework and 39 goals outlined in the *Florida 2030 Blueprint* – the emphatic roadmap on what Florida needs to do to continue its climb towards becoming a top 10 global economy by the year 2030 while preserving Florida's quality of life, brand, and reputation for the betterment of Florida's residents, visitors, and its 67 counties.

U.S. Air Force officer, Lt Col, (Ret.), served in a variety of executive, operational, and programmatic leadership capacities across the globe. Highlights include David deploying and serving in various leadership capacities in six major operational conflicts and/or campaigns including serving as a senior intelligence advisor deployed to Kabul, Afghanistan, where he was charged in part to advise the Commanding General of NATO's International Security Assistance Force, and international staff on threats to nation building and coalition forces.

Project designer/leader for a global event simultaneously occurring across three continents. Project was to design the concept, then scope, plan, monitor/control and execute an event that simultaneously observed nine separate Department of Defense operations centers (3500+ personnel) participate in real-time airborne surveillance and reconnaissance missions on three separate continents. Project awarded #1 lessons learned initiative for the U.S. Air Force.

Award-winning \$1.3+ billion/8,300 personnel portfolio manager and advocate of national intelligence programs to executive Pentagon officials/offices and Congressional committees.

10 years of federal program/project/ grant management experience

Evaluator of a \$3 billion U.S. Air Force intelligence portfolio; identified \$100M in cost savings.

Program Manager for \$944 Million and 1400 personnel U.S. Air Force program

Experience Summary

Amanda serves as a Senior Consultant and Recovery Attorney for The Integrity Group's State and Local Government Practice (SLG). She has more than 8 years of experience working directly with State and local governments, in planning, grant management and auditing services related to Federal funding. She has extensive experience in auditing and compliance of Federally funded grants. Her expertise includes monitoring and complying with funding subject to the Davis-Bacon Act and Fair Labor Standards Act as well as compliance with 2CFR and 24 CFR regulations. This includes reviewing clients' procurements, policies and procedures, and project management practices to ensure full compliance. Amanda has also developed several FEMA appeals for clients and is extremely knowledgeable in that complex process.

EXPERTISE

- Knowledge of FL Law
- Compliance Management
- Auditing
- FEMA/HUD Policies

GRANTS

- ESSER
- HUD
- COVID 19
- ARPA/CARES

DISASTERS

- Hurricane Michael
- COVID 19
- Tornados in Kentucky
- Tornados in Tennessee

EDUCATION

- J.D. Stetson University College of Law
- B.A Criminology, University of Florida
- B.A, Psychology, University of Florida

CREDENTIALS/CERTIFICATES/TRAININGS

- All Relevant HUD and FEMA Courses Completed

Relevant Experience

- As part of the Florida Division of Emergency Management Public Assistance Team assisted in the management, reconciliation and closeout of disaster recovery grants totaling \$2.4 billion.
- Working with Florida's Hernando County School District, Amanda monitored compliance for federally funded ESSER funded grants. In this role, Amanda provided guidance on general compliance to the contractor's hired to perform school construction projects to assure the client remained compliant with the Davis-Bacon Wage and Fair Labor Standards Act. She also worked with the Florida Department of Education who was administering the funds to ensure compliance on the local level for the School District.
- Working with Florida's Gadsden County, Amanda assisted in the management of grants totaling \$35 million, including those funded by HUD and the American Rescue Plan Act (ARPA). Amanda helped draft and administer grant programs that provided direct funds to County residence who were negatively economically affected by the COVID-19 pandemic, as well as a separate grants program for small businesses that negatively economically affected by COVID-19. She assisted and managed a team in processing hundreds of both resident and business applications.
- While working with several local government entities and the State of Florida, Amanda, in various roles as a top senior staff, has frequently prepared briefing papers and presentation material, facilitated, and presented at large public meetings that included high ranking elected, appointed officials, staff, stakeholders, media, and citizens related to the CDBG-DR and FEMA Public Assistance Programs. An accomplished grant writer and skilled grant manager, Amanda has been successful in securing and managing millions of dollars in federal and state grant dollars for local government projects such as wastewater facility improvements, park and facilities improvements, sidewalks, bike trails, boat ramps, shelter plans, and disaster risk analysis. Amanda has extensive experience ensuring that grant programs are supported with the appropriate policies to ensure compliance with federal, state, and local laws.



36 Years of Experience

AREAS OF EXPERTISE

- Structural Engineering
- Civil Engineering
- Architecture
- Construction Management

EDUCATION

- M.S., Mechanical Engineering, The University of Michigan, Ann Arbor, MI
- M.S., Structures Engineering, The University of Michigan, Ann Arbor, MI
- B.S., Civil Engineering, The University of Michigan, Ann Arbor, MI

CERTIFICATIONS

- Registered Professional Engineer (P.E.): Louisiana, Texas, Alabama, South Carolina, Arkansas

HIGHLIGHTS

- ✓ **36 years of practice in professional engineering and construction management**, from feasibility studies, front-end loading (FEL), and detailed design through fabrication and construction of various types of projects.
- ✓ **Proficient in managing, developing, and checking calculations for the designs** of steel, concrete, timber, Hastelloy, and fiber-reinforced polymer (FRP) structures; deep and shallow foundations; storage of process tanks and vessels; cooling towers; piping components; and mechanical equipment.
- ✓ **Practiced using International Building Code (IBC), American Society of Civil Engineers (ASCE) 7**, American Institute of Steel Construction (AISC), American Concrete Institute (ACI), American Petroleum Institute (API), American Society of Mechanical Engineers (ASME), Process Industry Practices (PIP), and other design codes and standards.
- ✓ **Served as an expert witness** in several court cases involving engineering and construction.
- ✓ **Experience includes public works and environmental; water/wastewater treatment and desalination plants; oil & gas upstream, midstream, and downstream; petrochemical, refining, and energy plants; natural gas treatment facilities; flue gas desulfurization units; coal, gas, and nuclear power plants; and industrial and commercial.**

RELEVANT PROJECT EXPERIENCE

Structural Assessments Manager, LA Office of Community Development (OCD), Restore Louisiana Program—HGA, Baton Rouge, LA, January 2020–present

- Manages, directs, and performs structural assessments to address structural concerns and determine methods required for repair and construction.
- Evaluates feasibility to determine reparability or recommendation for reconstruction.
- Provides technical reports with findings, recommendations, and estimated costs of repairs.

CSA Department Manager, HGA, Baton Rouge, LA, May 2018–present

- Manages the Civil/Structural/Architectural (CSA) Department.

COMPUTER SOFTWARE

- STAAD Pro
- RISA 3D
- Lpiles
- spColumn
- MathCAD
- AutoCAD
- Bentley Plant 3D
- SmartPlant 3D
- Microstation
- Primavera

EMPLOYMENT HISTORY

- HGA, May 2018–present
- Fluor Plant Engineering Services LLC, November 2016–April 2018
- ECM Consultants, Inc., November 2015–November 2016
- Furmanite Technical Solutions, January–October 2015
- CB&I, August 2014–January 2015
- Fluor Plant Engineering Services LLC, May 2012–August 2014
- Industrial Engineering Management, May 2011–April 2012
- URS Corporation, December 2005–April 2011
- LL&G Construction, Inc., November 1998–December 2005
- Professional Engineering & Environmental Consultant, 1998
- PR Contractors, Inc., April 1996–April 1998
- Bureau Technique pour le Développement, January 1994–October 1995
- All Metal Co., June 1986–December 1993

- Serves as Engineer of Record (EOR) and performs detailed engineering and design, work force planning, and forecasting.
- Directs and provides technical guidance to overall CSA Department Engineers and Designers to assure that all project calculations, design basis documents, specifications, and drawings were accomplished safely, on schedule, within budget, and conformed to Client's requirements and practices.

Engineering and CSA Manager, Fluor Plant Engineering Services, LLC, Texas City, TX, November 2016–April 2018

- Developed complete engineering packages for front-end engineering design (FEED) and construction on medium to large projects in the petrochemical, energy, and refinery industries.
- Supervised and provided technical guidance to engineers and designers to assure that the project calculations, design basis documents, system studies, specifications, and drawings are completed safely, on schedule, and within budget.

Vice President of Engineering—ECM Consultants, Inc., Metairie, LA, November 2015–November 2016

- Directed the Engineering Disciplines of the Metairie office and provided technical guidance to CSA Engineers and Drafters to assure that all project calculations, design basis documents, specifications, and drawings are completed on time, within budget, and conform to Client requirements and best practices.

General Manager Baton Rouge Operations, Furmanite Technical Solutions, Baton Rouge, LA, January 2015–October 2015

- Managed the overall Operations and Engineering Disciplines of the Baton Rouge office.
- Established and maintained relationships with existing and new clients.
- Insured that the operation of the office was efficient, and that the engineering work was produced to the highest quality, safely, on schedule, within budget, and conformed to best practices while empathizing the requirements of the client. Reviewed and approved all proposals and staffing plans to meet project needs.

CSA Engineering Department Manager, CB&I, Baton Rouge, LA, August 2014–January 2015

- Managed the Engineering Disciplines of the CSA Department.
- Performed detailed engineering and design, work force planning, and forecasting. Directed and provided technical guidance to overall CSA Department Engineers to assure that all project calculations, design basis documents, specifications,

- and drawings were accomplished safely, on schedule, within budget, and conformed to Client's requirements and CB&I practices.

Engineering and CSA Manager, Fluor Plant Engineering Services LLC, Baton Rouge, LA, May 2012–August 2014

- Managed the overall Engineering Disciplines and the CSA Department.
- Performed conceptual engineering, front-end engineering, detailed engineering and design, work force planning, and forecasting.
- Determined staffing and assigned engineers, designers, and architects to meet project needs.
- Directed and provided technical guidance to overall Department Managers, CSA Engineers, and CSA Designer Supervisor.

Civil/Structural Department Manager, Industrial Engineering Management, Baton Rouge, LA, May 2011–April 2012

- Managed the overall Civil/Structural Engineering and Surveying Department. Developed complete engineering procedures.
- Supervised and provided technical guidance to engineers, designers, and surveyors to assure that the project calculations, design basis documents, survey data, specifications, and construction drawings are completed safely, on schedule, within budget, and to acceptable quality and best practices.

Principal Lead Civil/Structural Engineer, URS Corporation, Baton Rouge, LA, December 2005–April 2011

- Led medium to large overall engineering design projects in the petrochemical, energy, and refinery industries.
- Developed complete engineering packages for construction.
- Supervised and provided technical guidance to engineers and designers to ensure that the project calculations, design basis documents, system studies, bid specifications, and construction drawings were completed safely, on schedule, within budget, and met acceptable quality and best practices.

Construction Manager, LL&G Construction, Inc., Houma, LA, November 1998–December 2005


- Managed the engineering, surveying, estimating, negotiating, scheduling, procurement, coordinating, and controlling of the construction activities, including safety and quality control.
- Designed timber bridges, steel structures, concrete walls, cofferdams, drainage culverts, and all nonpermanent structures.

Project Engineer, Professional Engineering & Environmental Consultant, Westwego, LA, April 1998–November 1998

- Participated in the design of various engineering projects, reviewed and edited drawings and specifications, calculated and analyzed concrete, steel, and hydraulic structures, including budgeting and estimating the construction costs of the designed projects for funding purposes.

Construction Manager, PR Contractors, Inc., New Orleans, LA, April 1996–April 1998

- Managed the engineering, surveying, estimating, negotiating, scheduling, procurement, coordinating, and controlling of the construction activities, including safety and quality control.

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- Designed timber bridges, steel structures, concrete walls, cofferdams, drainage culverts, and all nonpermanent structures.

**Project Engineer, Bureau Technique pour le Developpement, JAL EL-DIB, Matn, Lebanon,
January 1994–October 1995**

- Led the entire project team, consisting of civil, structural, electromechanical, chemical, process, environmental, hydrogeology, and drafting engineers.
- Generated site surveys, designs, budgets, specifications, and contract documents. Coordinated, supervised, and controlled construction.

Owner – Project Engineer, All Metal Co., Sharjah, U.A.E., June 1986–December 1993

- Directed and supervised the engineering, fabrication, and erection team on all the design-build of all types and sizes of storage tanks, including but not limited to underground tanks, floating roof tanks, road tankers, dome roof tanks, spherical tanks, etc., using all types for various metals, like carbon steel, stainless steel, and other alloys.

Experience Summary

Darryl has over 16 years of leadership and technical consulting experience in disaster recovery and the CDBG-DR Program, working on 35 Federally Declared Disasters. During this time, he has worked on over 2,000 disaster recovery grants valued at more than \$1 billion. This service has positively impacted not only two major state-level grantees, but more than four hundred sub-grantees. Prior to becoming a professional recovery consultant, Darryl worked for the Florida Division of Emergency Management (FDEM), Bureau of Recovery, for over five years. He has served in all professional capacities, including Public Assistance Coordinator, Team Lead, Regional Manager and Project Director. His experience is in all phases of disaster recovery, including Damage Assessments; Project Development; Grant Management & Reporting; Payment processing; Final Reconciliation; and project, account, and disaster closeouts. He is highly respected by clients for his outstanding technical knowledge, keen focus on customer service and responsiveness to meet the needs of state and local applicants.

EXPERTISE

- FEMA Mitigation
- Hazard Mitigation
- FEMA/HUD Policy
- Grant Management
- PDA'S

GRANTS

- CDBG
- Housing
- COVID 19
- ARPA/CARES
- DR-HUD

DISASTERS

- Hurricane Michael
- Tornado in Kentucky
- Hurricane Frances
- Hurricane Wilma
- Tornado in Tennessee

EDUCATION

- B.A, Economics, University of South Florida, Tampa, FL

CREDENTIALS/CERTIFICATES/TRAININGS

- All Relevant FEMA and HUD CDBG-DR Certificate Courses: CDBG-Disaster Recovery
- CDBG-DR Consolidated Notice Guidebook--Understanding the Consolidated Notice Guide
- CDBG-DR Key Concepts
- CDBG-DR Overview

Relevant Experience

- As part of the Florida Division of Emergency Management Public Assistance Team assisted in the management, reconciliation and final closeout of disaster recovery grants totaling \$2.4 billion.
- Working with Gadsden County, FL, Darryl drafted grant pursuit applications and has successfully been awarded over \$35 Million for the county related to large infrastructure projects. He has managed these projects in all areas of budget, schedule, and compliance.
- Working with the City of Springfield, FL, Darryl drafted grant pursuit applications and has successfully been awarded over \$82 Million for the city related to large infrastructure and economic revitalization projects. He has managed these projects in all areas of budget, schedule, and compliance.
- While working disaster recovery for in Mayfield, KY, Darryl has assisted multiple clients across a broad range of disaster recovery to include pursuit and management of FEMA PA, CDBG-DR, Kentucky S.A.F.E. projects. These projects include the complete rebuild of over \$100 Million in major infrastructure.
- Working with the City of Lynn Haven, FL, Darryl drafted grant pursuit applications and has successfully been awarded over \$25 Million for the city related to large infrastructure and economic revitalization projects. He has managed these projects in all areas of budget, schedule, and compliance.

Experience Summary

Olivia has worked in every aspect of the Disaster Recovery Program for fourteen years. Over the course of her career, she has dealt with more than 19 disasters, including Hurricane Irma 2017 (DR 4280), Hurricane Hermine 2016, and Hurricane Matthew's DR 4283 (Florida) the category 5 Hurricane Michael DR 4399 (2018), DR 4285 (North Carolina), and the 2021 DR 4630 Tornados (Kentucky). During her career with FEMA Public Assistance, Olivia worked at the grantee and sub-grantee levels. During the 2018 Category 5 Hurricane Michael response, Olivia managed 12 applicants and over \$80 million in projects. She has also assisted in pursuing and securing approximately 15 million dollars in CDBG-DR funding for applicants to address Hurricane Michael's unmet needs.

EXPERTISE

- Legislative Liaison
- Congressional Liaison
- FEMA Policy
- HUD Policy
- Environmental Assessments

GRANTS

- CDBG-DR, CV, HRP, MIT
- FEMA MITIGATION
- HOUSING
- COVID 19
- ARPA/CARES

DISASTERS

- 2004/2005 Hurricanes
- Severe Storms and Flooding
- Tornadoes in Kentucky
- Tornadoes in Tennessee

EDUCATION

- BS Political Science, University of West Florida

CREDENTIALS/CERTIFICATES/TRAININGS

- All Relevant HUD and FEMA Courses Completed

Relevant Experience

- Participated in Dawson Springs Housing Authority, KY for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$15M.
- As part of the Florida Division of Emergency Manage Public Assistance Team assisted in the management, reconciliation and final closeout of disaster recovery grants totaling \$2.5B.
- Participated on Florida State University team in the pursuit of disaster recovery funding totaling \$50M.
- Participated in Mayfield Housing Authority for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$2M.
- Participated in NorthStar Church, Panama City, FL for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$5M.
- Led the City of Springfield, Fla's disaster recovery efforts, resulting in more than \$82M in HUD funding for unmet needs, and other funding. Now assisting in management of these funds to ensure full compliance and avoid negative audit findings and potential claw backs.
- Served on Bay County Long-term Recovery Planning team which resulted in the County's Strategic Plan for Recovery. This plan was the basis for over \$400M in HUD, and other recovery funding.
- Participated in the Bay County School District in Panama City, FL for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$60M.
- Participated in the Boys and Girls Club of Bay County for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$3M.
- Participated in City of Mayfield, KY for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$40M.

Experience Summary

Mr. Czernis serves as a Senior Partner and Chief Compliance Officer for the Integrity Group. He brings more than 46 years of public and private sector experience serving in positions of successively greater responsibility and leadership in state and local law enforcement, government compliance, and non-profit executive management. John has extensive experience in compliance and assurance services gained from his public and private sector work experience. He has firsthand experience in on-site and disaster recovery response and administrative functions as a sworn member of the Florida Highway Patrol.

EXPERISE

- Legislative Liaison
- Compliance Management
- FEMA Policy
- Auditing

GRANTS

- CDBG-DR, CV, HRP, MIT
- HOUSING
- COVID 19
- ARPA/CARES

DISASTERS

- Hurricane Michael
- COVID 19

EDUCATION

- M.P.A., Public Policy, Florida State University
- B.S., Criminal Justice, Rollins College, Winter Park, Florida
- A.S., Indian River Community College, Ft Pierce, Florida

CREDENTIALS/CERTIFICATES/TRAININGS

- All Relevant HUD and FEMA Courses Completed

Relevant Experience

• The Integrity Group

John works closely with clients and Integrity Group staff to ensure compliance with relevant federal, state, and local codes and regulations during disaster recovery operations. He maintains current knowledge of grant implementation and reporting requirements to provide timely guidance regarding appropriate procedures to ensure audits free of substantial findings and prevent funding de-obligations.

• State of Florida, Office of the Governor, Office of the Chief Inspector General

John served as the Chief Investigator in the Office of the Chief Inspector General. In this position, he worked closely with the CIG. to provide oversight and guidance to state agency inspectors general and conduct investigations regarding waste, fraud, and abuse. John reviewed investigative reports submitted by other inspectors general to ensure compliance with the duties and responsibilities of various state agencies. John provided oversight of investigations regarding whistleblower complaints and complaints of sexual harassment or discrimination.

• State of Florida, Division of Florida Highway Patrol

As the Director of the Florida Highway Patrol provided experience with criminal and administrative investigations, policy management and accreditation, personnel evaluation development, training, budget management, personnel management, and overall executive management of the agency as the Director. His experience with compliance services included the complete rewrite and publication of the agency's policy and procedures manuals, participation in the research, development, and implementation of the agency's personnel evaluation program, obtaining and maintaining the agency's national accreditation, and participation in the reorganization of the department's office of inspector general. John was involved with the on-site response to natural and man-made disasters as well as managing the support functions involving recording and reporting the activities of personnel assigned to disasters. John was responsible for the agency's budget and personnel assignments during several hurricanes impacting the State.

• Institute for Intergovernmental Research (I.I.R.)

John's service with the Institute for Intergovernmental Research involved researching and writing grant proposals for training and technical assistance. John managed one training grant from a small program to a multimillion-dollar funding opportunity. John also guided the company's review of law enforcement agency's patterns and practices on behalf of the DOJ. John assumed positions of greater responsibility, ultimately serving as president and CEO.

Dana Arvie

Senior Grant Specialist



17 Years of Experience

AREAS OF EXPERTISE

- Disaster Recovery
- FEMA Public Assistance (PA) Program
- FEMA Individual Assistance (IA) Program
- Project Management
- Grant Management
- Damage Assessment
- Project Worksheet (PW) Development and Audits
- Cost Recovery
- Project & Account Closeout

EDUCATION

- B.S., Agricultural Business and Economics, Southern University, Baton Rouge, LA, 2009

HIGHLIGHTS

- ✓ **17 years of experience with FEMA grant programs, to include 16 years with FEMA Public Assistance (PA) programs.**
- ✓ **Provided direct PA and IA grant management support to both the Federal Emergency Management Agency (FEMA) and the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP).**
- ✓ **Providing FEMA PA grant management and compliance support to three Louisiana parishes.**
- ✓ **Supported closeout of approximately 4,800 projects across the state of Louisiana.**
- ✓ **Provided FEMA PA grant management support to school district for post-hurricane recovery.**
- ✓ **Trained in FEMA PA Program Regulations.**
- ✓ **More than five years of experience in data analysis.**

RELEVANT PROJECT EXPERIENCE

Grant Manager/Compliance Specialist, Cameron Parish, PA Grant Management—HGA, Baton Rouge, LA, November 2020–present

- Helps clients to develop PA damage inventories for submission to FEMA prior to project development.
- Reviews contract, procurement, invoice, and payroll documentation associated with client's PW.
- Coordinates transmittal of client-provided documents into FEMA's Grants Portal.
- Assisting in the development of detailed Damage Description and Dimensions as well as scopes of work to ensure an expedient FEMA obligation process.

Grant Manager/Compliance Specialist, Rapides Parish, PA Grant Management—HGA, Baton Rouge, LA, November 2020–present

- Helps clients to develop PA damage inventories for submission to FEMA prior to project development.
- Reviews contract, procurement, invoice, and payroll documentation associated with client's PW.
- Coordinates transmittal of client-provided documents into FEMA's Grants Portal.

TRAINING

FEMA Emergency Management Institute (EMI) Training Courses

- FEMA NIMS Core Curriculum Courses (IS-100, 200, 700, 800)
- IS-1a: Emergency Manager Orientation
- IS-208: State Disaster Management
- IS-393: Introduction to Hazard Mitigation
- IS-403: Introduction to Individual Assistance (IA)
- IS-634: Introduction to FEMA PA Program

EMPLOYMENT HISTORY

- HGA, November 2020–present
- Serco, Inc, April 2019–October 2020
- Kinne Associates, October 2017–April 2019
- GCR Incorporated, November 2013–October 2017
- Jacobs Engineering, July 2012–November 2013
- GOHSEP, October 2006–July 2012
- FEMA, 2005–2006

- Assisting in the development of detailed Damage Description and Dimensions as well as scopes of work.

Grant Manager/Compliance Specialist, Ouachita Parish, PA Grant Management—HGA, Baton Rouge, LA, June 2020–present

- Reviews contract, procurement, invoice, and payroll documentation associated with client’s FEMA PW.
- Coordinates transmittal of client-provided documents into FEMA’s Grants Portal (a web-based tool for applicants).
- Assisting in the development of detailed Damage Description and Dimensions as well as scopes of work to ensure an expedient FEMA obligation process and ultimately an expeditious reimbursement to the client.

Policy Compliance Advisor and Technical Writer—Serco, Inc., Austin, TX, January–October 2020

- Provided technical policy expertise.
- Performed Policy Compliance reviews of all projects prior to obligation.
- Wrote determination memoranda.
- Assisted in development of formal Requests for Information (RFIs).
- Performed data analysis for the Policy Team.

Program Manager, Program Delivery Manager, and Site Inspector—Serco, Inc., Austin, TX, April 2019–December 2019

- Scheduled, coordinated, and reviewed all work products associated with FEMA PA grants.
- Wrote damage description and dimensions to determine project eligibility, scopes of work, and estimated repair or replacement costs.
- Worked with the PA Site Inspector Task Force Leader and PA Program Delivery Task Force Leader to coordinate effective, efficient, and accurate grant funding delivery.
- Coordinated the transmittal of documents through FEMA’s Consolidated Resource Centers using a web-based tool.
- Assisted with development of determination memoranda.

Quality Assurance Specialist Policy Advisor, Kinne Associates, Hollywood, FL, October 2017–April 2019

- Conducted QA reviews of grants to ensure accuracy, compliance, and proper supporting documentation.
- Audited or reviewed documents for data accuracy and compliance to regulations and policy.

- Collaborated with management to develop effective methods to solve common quality assurance problems.
- Collaborated with stakeholders to resolve issues discovered during quality assurance review.
- Ensured consistency in program delivery and development of quality grants.
- Performed initial QA review for multiple projects in Grant Manager, EMA's internal system used to process all PA projects, thus ensuring a consistent, quality project for the applicant. Also reviewed all supporting back-up documentation for each project.
- Reviewed large amounts of complex documentation to ensure that projects were in line with PA policy and standards.
- Provided QA assistance for approximately 48 disasters.

Closeout Lead and Project Manager, GOHSEP, Grant Closeout Process—GCR, Inc., Baton Rouge, LA, August 2015–October 2017

- Audited or reviewed documents for data accuracy and compliance to regulations and policy.
- Prepared project management files, reimbursement requests, reports, and other required documents to satisfy parish, GOHSEP, and FEMA stakeholders.
- Helped to resolve issues related to project closeout.
- Monitored construction work to ensure compliance with eligibility criteria and program requirements and conducted site visits.
- Worked with subgrantees to complete closeout document files.
- Managed a team of 8–10 Closeout Specialists in the review, compilation, and finalization of closeout package preparations; ensured that the closeout process was effective and that projects were being initiated into closeout.
- Examined and analyzed federal grants and related financial records (including vendor contracts, procurement bids/purchase orders, payroll, vendor invoices, vendor payments, and related documentation) to ensure that all required documentation was compliant with federal regulations.
- Helped Louisiana GOHSEP to gather required documentation for successful project closeout.
- Upon completion of construction of each project, provided closeout documents in accordance with the FEMA closeout forms.
- Served as liaison between subgrantees and GOHSEP.

Closeout Specialist, GOHSEP, Closeout for Multiple Disasters—GCR, Inc., Baton Rouge, LA, November 2013–August 2015

- Examined and analyzed federal grants–related financial records (including vendor contracts, procurement bids/purchase orders, payroll, vendor invoices, vendor payments, and related documentation) to ensure that all required documentation was compliant with federal regulations.
- Gathered required documentation for successful project closeout.

Public Assistance Funding and Closeout Specialist, New Orleans Recovery School District, Hurricane Katrina Grant Management and Closeout—Jacobs Engineering, New Orleans, LA, July 2012–November 2013

- Assisted the Recovery School District with rebuilding a large majority of the schools and closing out more than 1,200 FEMA-funded projects throughout New Orleans.
- Performed multiple project management–related functions.
- Audited files for compliance with federal regulations; worked with grantee to collect all required documentation for successful project closeout.
- Reviewed the financial and operational procedures used by the State applicant to identify and record federal grant–related revenues and expenditures.
- Made recommendations to management for improving federal grant financial and operational procedures and processes.
- Performed fiscal reconciliations.
- Reviewed financials for various capital projects.
- Monitored Hurricane Katrina projects' activity and updated tracking schedule to ensure that all required documentation was filed, all issues addressed, and all reimbursements were received on time.
- Created financial database for projects ready for closeout.

Public Assistance Financial Problem Resolution Officer and Fiscal Analyst, Louisiana GOHSEP, Baton Rouge, LA, October 2006–July 2012

- Performed in-depth financial research and reconciliations.
- Researched the cause of specific problems within the Finance Department.
- Performed reconciliations between State systems (LAPA and ISIS).
- Performed User Acceptance Test (UAT) testing for new MP3 systems being incorporated into the agency.
- Served as a lead in GOHSEP's annual financial review process.
- Trained new team member analysts in alignment with policies and objectives.

Individual Assistance Representative, FEMA, Baton Rouge, LA, October 2005–October 2006

- Responsible for administering disaster recovery funding to individuals affected by Hurricanes Katrina and Rita.
- Aided Small Business Administration (SBA), hazard mitigation, and voluntary agency clients.
- Reviewed all documentation submitted by individuals.
- Maintained the smooth operation of the Disaster Recovery Center.
- Provided applicants' claim status information via the National Emergency Management Information System (NEMIS) and the Department of Energy's Weatherization and Intergovernmental Programs (WIP) Office applications.

Experience Summary

Sheila has more than 35 years of experience working in grant management, operations, finance, auditing, and human resources. She has a proven track record in providing strategic guidance and support to clients, ensuring compliance with program regulations, and optimizing funding opportunities. She utilizes her exceptional analytical and problem-solving skills to assist organizations in navigating complex funding programs successfully.

EXPERTISE

- FEMA Policies
- Grants
- Analytical Skills
- Finance

GRANTS

- ERA Grants
- FEMA Grants
- COVID 19
- ARPA/CARES

DISASTERS

- Hurricane Michael
- Hurricane Sally
- Tornados in Kentucky
- Tornados in Tennessee

EDUCATION

- Business Administration-Accounting,
Fort Lauderdale College of Tallahassee

CREDENTIALS/CERTIFICATES/TRAININGS

- All Relevant HUD and FEMA Courses
Completed

Relevant Experience

- Coordinated the pursuit and management of recovery grants totaling \$3.5 million for the non-profit Alliance Foundation of Florida
- Participated in Gulf Specimen Marine Laboratory for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$5 million. Worked with Gulf Specimen Marine Laboratory to pursue and manage a total of millions in CDBG-DR funding for unmet needs.
- Served on a team that administered a total of \$100 million in COVID-19 grant funding for multiple applicants.
- Administered total grant funding in excess of \$30 million for Hinds County, Mississippi with a focus on timely and accurate grant applicant services, full compliance, and maximum benefit to the community.
- Participated in Jackson County Sheriff's Office for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$5 million. Worked with Jackson County Sheriff's Office to pursue and manage a total of millions in CDBG-DR funding for unmet needs.
- Provided complete disaster recovery services to the Tallahassee Memorial Hospital in the aftermath of the COVID Pandemic with funding totaling \$7.5 million.
- In the aftermath of Cat 5 Hurricane Michael led recovery funding pursuit efforts for six Florida School Districts with total funding secured totaling more than \$24 million.

Experience Summary

Jeremy serves as CIO of The Integrity Group and is actively involved in all phases of the company's disaster recovery service offerings, focusing on technology solutions and full compliance. In addition to his time at The Integrity Group, Jeremy has ten years of proven leadership with an international non-profit organization in the areas of finance and information technology. With a keen understanding of emerging technologies and vision to implement innovations for long-term, sustainable delivery of services, Jeremy brings passion and expertise to our team. Jeremy is a Project Management Professional (PMP) as well as a Certified Scrum Master (CSM) and has over 16 years of experience working with Agile development teams.

EXPERTISE

- Knowledge of FL Law
- Compliance Management
- Auditing
- FEMA/HUD Policies

GRANTS

- ERA Grants
- Law Enforcement
- COVID 19
- ARPA/CARES

DISASTERS

- Hurricane Michael
- COVID 19
- Tornadoes in Kentucky
- Tornadoes in Tennessee

EDUCATION

- MDiv, Theology, Southwestern Baptist Theological Seminary
- BA, Public Relations/Political Science, Florida State University

CREDENTIALS/CERTIFICATES/TRAININGS

- Project Management Professional (PMP)
- Certified Scrum Master (CSM)

Relevant Experience

- Built and maintains The Integrity Group's disaster recovery data management system. This system compiles all FEMA, HUD, and other project worksheets and grants financial information. The system is accessible by client leadership and staff for tracking and linkage with client systems.
- Working with an international organization, worked on various outreach, support and other services focused on low- and moderate-income residents facing serious challenges and in need of support in many areas—including housing.
- Developed and implemented a grant portal workflow that takes users through the process of application, review, and payment. This system has been utilized to award over \$200 million in local, state, and federal funds. Most recently used in the CARES, ARPA, and ERA/ERA2 programs. This system includes fraud prevention and detection tools.
- Lead the Housing Branch of the Bay County Long Term Recovery Planning Committee after Hurricane Michael. Played a key role in finalizing the document that has allowed Bay County to bring in over \$750 million in funding for its recovery efforts.
- Served as Scrum Master on a 3-year effort to create a three phase, custom expense report application used enterprise-wide and improve processes within the finance office for expense report review producing a 500k annual savings to the organization through personnel costs and overhead reduction.
- Lead an innovative program that provides staffing for school safety officers in 22 Leon County Florida schools, deploying fully certified law enforcement officers. The five -year program now totals over \$60 million.

Experience Summary

Bob has over 14 years of leadership and technical consulting experience in the area of disaster recovery with FHWA and the FEMA Public Assistance Program, working on no less than 12 Federally Declared Disasters. During this time, he has worked on over thousands of disaster recovery grants valued at close to a billion dollars. Prior to becoming a professional recovery consultant, Bob worked for the Florida Division of Emergency Management (FDEM), Bureau of Recovery, for exactly 3 years, and FEMA for 2 years. He has served in all professional capacities, including Public Assistance Coordinator, Team Lead, and Regional Lead. His experience is in all phases of disaster recovery, including Damage Assessments; Project Development; Grant Management & Reporting; Payment processing; Final Reconciliation; and project, account and disaster closeouts. He is highly respected by all clients for his technical knowledge, outstanding customer service and responsiveness to meet the needs of state and local applicants.

EXPERTISE

- FEMA Mitigation
- Hazard Mitigation
- FEMA/HUD Policy
- Grant Management
- PDA'S

GRANTS

- CDBG
- COVID 19
- ARPA/CARES
- DR-HUD

DISASTERS

- Hurricane Michael
- Severe Storms and Flooding
- Hurricane Frances
- Hurricane Wilma
- Tornado in Tennessee

EDUCATION

- 72 Hours Leadership/management with CCAF

CREDENTIALS/CERTIFICATES/TRAININGS

- Public Adjuster 6-20 All Lines
- Road and Bridge Maintenance
- All Relevant FEMA and HUD CDBG-DR Certificate Courses:
- CDBG-DR Consolidated Notice Guidebook--Understanding the Consolidated Notice Guide
- CDBG-DR Key Concepts
- CDBG-DR Overview
- Overview of Allocation Announcement Notice (AAN) & the Consolidated

Relevant Experience

- Participated in City of Dresden, TN for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$5 million. Worked with City of Dresden, TN to pursue and manage a total of millions in CDBG-DR funding for unmet needs.
- Participated in First Christian Church of Mayfield KY for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$2.5 million. Worked with First Christian Church of Mayfield KY to pursue and manage a total of millions in CDBG-DR funding for unmet needs.
- Participated in Catalyst Church, Mayfield Ky for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$2.5 million. Worked with Catalyst Church, Mayfield Ky to pursue and manage a total of millions in CDBG-DR funding for unmet needs.
- Participated in Mayfield First Methodist Church for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$4 million. Worked with Mayfield First Methodist Church to pursue and manage a total of millions in CDBG-DR funding for unmet needs.
- Participated in First Presbyterian Church Mayfield KY for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$5.7 million. Worked with First Presbyterian Church Mayfield KY to pursue and manage a total of millions in CDBG-DR funding for unmet needs.
- As part of the Florida Division of Emergency Manage Public Assistance Team assisted in the management, reconciliation and final closeout of disaster recovery grants totaling \$2.4 billion.
- Participated in Holmes County for disaster recovery funding programs for all categories of projects. Total funding, which is now being managed, is over \$35 million. Worked with Holmes County to pursue and manage a total of millions in CDBG-DR funding for unmet needs. .

Matt Mitchell

Technical Associate



13 Years of Experience

AREAS OF EXPERTISE

- Application Development
- Web Development
- Business Analytics
- Web Design
- Operations
- Staffing
- Recruiting
- Reporting
- Invoicing

EDUCATION

- M.B.A., Business Administration, Louisiana Tech University, Ruston, LA, 2009
- B.S., Business Economics, Louisiana Tech University, Ruston, LA, 2008

EMPLOYMENT HISTORY

- HGA, 2010–present
- Louisiana Tech University, 2008–2009

HIGHLIGHTS

- ✓ **Automates processes and solves business problems** through web application development.
- ✓ **Designed Louisiana Statewide Buyout System application**, which streamlined the lengthy application process for housing assistance.
- ✓ **Developed management, logging, and reporting system to facilitate COVID-19 contact tracing.** Features included geo-tagging, queue management, and detailed analytics.
- ✓ **Developed multiple applications for HGA** with features that include geo-tagging, queue management, and detailed analytics.
- ✓ **Proficient in Python, Django, Javascript, Amazon Web Services, Deltek Vision, PHP, HTML, and CSS.**

RELEVANT PROJECT EXPERIENCE

Application Developer, Louisiana OCD, LaBuyout System—HGA, Ruston, LA, January 2017–present

- Developed a web-based application that allows applicants to complete their housing assistance program applications online.
- Ensured that the application was compliant with the State of Louisiana’s Information Security policy.
- Broke the program application down into manageable sections, added dashboard for tracking metrics, and added issue flagging to alert Case Managers to potential issues.

Web Application Developer—HGA, Ruston, LA, January 2017–present

- Developed management, logging, and reporting system to facilitate COVID-19 contact tracing. Features included geo-tagging, queue management, and detailed analytics.
- Developed system for generating and managing purchase orders. Included third-party access to receive line items, detailed Excel imports and exports, and macro- and micro-level reporting.
- Created application for field personnel to use to complete daily reports, complete with geo-tagging, file management system, and customized exports for the accounting group.
- Automated the monthly bank financials for each of HGA’s four business units.

Project Analyst, Staffing Division—HGA, Ruston, LA, December 2014–December 2016

- Conducted analytics, improved processes, and solved business problems through software use.

Staffing Manager—HGA, Dubai, UAE, December 2013–December 2014

- Established Staffing business unit for HGA's Dubai branch.

Operations Manager, Staffing Division—HGA, Ruston, LA, 2012–December 2013

- Managed recruiting for technical positions (Pipeline Services, Staffing, and Engineering business units) during rapid growth (headcount increased from 150 to 300 employees).
- Created weekly tracking reports for Staffing.
- Created and implemented policies and procedures for Staffing business unit.
- Manage Staffing invoicing, on-boarding, work order creation, budget creation, and recruiting.
- Managed, trained, and directed three direct reports.
- Took ownership over HR/Applicant Tracking software used company-wide. Oversaw installation, implementation, training, and policy creation.

Recruiter, Staffing Division—HGA, Ruston, LA, 2010–2011

- Identified, screened, and interviewed candidates for engineering and technical positions in the oil & gas, petrochemical, pulp and paper, biomass, and specialty chemical industries.
- Managed recruiting for technical positions during rapid growth.
- Created weekly financial and tracking reports for Staffing Division.
- Performed administrative functions for the staffing division (opening projects, filing project change notices, on-boarding new hires etc.).
- Negotiated rates with contractors.

Graduate Assistant, College of Business—Louisiana Tech University, Ruston, LA, 2008–2009

- Managed computer lab employees and kept inventory of lab supplies.
- Handled scheduling of IT/lab employees.

Project Approach

3

- Timely Deployment of Team
- Strategic Approach to Optimum Recovery Funding
- Correct and Full Damage Assessments, Leading to:
 - Maximum and Timely Insurance Payments
 - Damage and Cost Information for all FEMA PA and Mitigation Claims (Categories A-G and Z)
- Close and Aggressive Management of all recovery claims (FEMA and HUD)
- Constant Work with FEMA, & State Commerce
- Focus on Timely Reimbursement
- Always Ensure 100% Compliance with all Federal and State Guidelines
- Ongoing Fraud Prevention & Detection
- Expedite Final Reconciliations and Closeout of FEMA Projects
- Coordinate potential "bridge loans" from State of Florida.

PROPOSED TECHNICAL APPROACH FOR FRANKLIN COUNTY

As presented in the Compliance Matrix on page 12, the County has provided an excellent Scope of Work for disaster recovery. The following Proposed Technical Approach provides details concerning the actions that are suggested to be taken for the County in preparation, response and recovery from a future disaster event. This chart includes the suggested project steps and brief comments about those steps.

We will be prepared to provide trained and experienced staff for the major activities outlined in the RFP (in the aftermath of a declared disaster). Of course, we will work at the direction and with the oversight of the County's Project Manager, yet we are experienced and skilled enough to get to work immediately on any issue that may impact the County's recovery.

The availability of expert staff is the most critical component in any recovery effort. We would serve as staff augmentation to the County and work for your organization. Our approach will be based upon the following points. Of course, the team size will be based upon the magnitude of the disaster and specific needs of the County. Key standards that we will always meet in such a deployment include the following:

- In response to RFP, page 7, item 3.4.4, all Integrity Group team members live and serve in Florida. All necessary key personnel would be readily available during normal day to day business. In addition, during times of emergency or disaster events, The Integrity Group and HGA combined team would make any and all personnel needed to assure Franklin County's recovery as quickly as possible.
- All staff deployed will have at least five years of relevant experience. No trainees will ever work in Franklin County.
- Our team deployed to Franklin County will be stable for the duration of the event—through final closeout of grants.
- Our firm (and our Subcontractor HGA) has sufficient resources and available bench staff to meet all needs of the County. We will never shift resources away from the project just to assign them to another client.
- Our historical focus has been on North Florida, as our entire team are North Floridians.
- Our values include effective communication with clients. We will always be available to meet face to face with the County and attend any meeting with FEMA, FDEM, HUD, and State Commerce to support Franklin County.
- Our availability guidelines are simple—we will be there when needed as we are approximately one hour and 45 minutes from Apalachicola.
- Our focus will also include close quality assurance to validate 100% compliance in all that is produced—FEMA Projects, Procurements, Reports, Budget Calculations, etc. Our team is comprised of several former Inspectors General, Chief Auditors, and an experienced Recovery Attorney that help our clients avoid de-obligations or claw backs of funding and aggressively pursue any appeals that may be necessary.
- Our "Just in Time" deployment model will ensure that the proper expertise is provided, but only when truly needed. This results in high quality work, but contains costs as well,
- Our proven, highly advanced "VistaTRAK" system will meet or exceed all expectations for Franklin County leadership and staff.
- Our team will provide leadership and staff training regarding the grant pursuit and management process, perhaps helping the County streamline and improve processes that will be helpful during non-disaster periods.
- Our team will include a rare asset that many of our competitors do not provide—that is Florida-licensed Insurance Adjusters that will work for the County, not the Insurance industry. This will result in maximum payout from the insurance provider and usually much faster payments than FEMA and other Federal recovery providers.

While the primary focus of the County's RFP is FEMA Public Assistance and Mitigation, we also provide a suggested approach to funding that may be available through the HUD Community Development Block Grant-Disaster Recovery & Mitigation Programs administered by the Florida Department of Commerce and other funding sources. Therefore, this Proposed Technical Approach is comprised of two components—FEMA PA/Mitigation and HUD CDBG-DR/Other funding.

FEMA PUBLIC ASSISTANCE & MITIGATION PROGRAMS

NOTE: These Actions will be taken concurrently with those actions related to HUD CDBG-DR Funding (see page 60)

1

Contract Kick-off

- Finalize contract
- Determine any current work required
- Implement initial task order for current work
- Determine size of staff needed
- Set deployment date and specifics

2

Inform leadership and staff at FDEM and the Department of Commerce of our new support role to the County

- We have an excellent relationship with FDEM Bureau Chief of Recovery Melissa Shirah, and Public Assistance Officer Kevin Adkinson (former member of Integrity Group).
- We have well forged professional relationships with key leadership and staff at Florida Department of Commerce (formerly DEO).
- Notify those officials that we are working with Franklin County on an Action Plan to meet all requirements, secure all funding, and effectively close out all current grants.
- These agencies fully understand that our focus is on high quality and full compliance.

3

Research current Franklin County processes

- In response to RFP pages 8-9, Item 3.5.4, we stand ready to fully devote the time necessary to research the current process of how the County is seeking federal reimbursement and how that process could be streamlined, as well as how the County can better prepare before a loss to document a claim. This is precisely what our Recovery Ready process is designed to do (see number 4).

4

Implement “Recovery Ready” in advance of future disasters

- Like many aspects of recovery, Recovery Ready will vary based on needs and goals. However, some of the basic activities that we will ensure are reviewed and updated before every disaster year include, but are not limited to the following:
- Review of all new policy updates from FEMA and the State and ensure that all existing contracts remain in compliance with these updates
- Review Procurement Policies to ensure compliance
- Ensure employee policies to maximize force account labor reimbursements
- Ensure that the department heads have the necessary documentation and training to ensure accurate reporting of time, equipment, and materials as early as 72 hours prior to the disaster.
- Ensure that County leaders have access to a decision matrix that allows them the freedom to make emergency decisions to protect life and property and not jeopardize reimbursement
- Review or create yearly maintenance records for all departments to eliminate de-obligations and denial determinations
- Document the status of all facilities and public property, including roads, paved and non-paved, to eliminate de-obligation and determinations. This can include video and photos produced by our federally-licensed drone pilot.
- Work with Finance to establish strategies to document all disaster-related spending up to 72 hours prior to a declared disaster.
- Review Franklin’s long-term goals and plans
- Establish relationships with shelters and provisions for response
- Ensure the County is fully prepared to deal with the complex recovery process.
- In the recovery phase of a disaster, many clients realize that they are deficient in a critical element. These problems can be avoided or at least limited in scope by proper disaster preparedness planning and documentation.
- Problems in the procurement of goods and services, documentation of damages, and maintenance of personnel and facility records could mean lost opportunities to fully recover costs.
- Recovery Ready is a thorough process to evaluate and update policies to ensure compliance with all grant requirements. This will not only maximize the ability to fully recover disaster-related expenses but also ensure that the affected entities will be able to navigate through its recovery efficiently.

5

Pre-event Preparedness

- Maximize disaster preparedness
- Training County staff on FEMA, HUD, Debris Contracts, Debris Monitoring policies and procedures.
- Evaluate current contracts that will be used in disaster response and recovery
- Proper documentation related to infrastructure, maintenance, equipment, etc.
- Develop model procurements that may be required, in advance of event.

6

New Event Recovery Project Start-up

- Enter into Specific Task Order
- Agree on deployment details
- Identify specific staff and roles
- Deploy team (pre-landfall if possible)
- Set up and integrated recovery management system, VistaTRAK.
- Establish timeline for project tracking and reporting protocols

7

Implement Disaster Protocols

- Set up provisions for each department to implement in order to maximize reimbursements and minimize de-obligations and determinations

8

Initial Damage Assessments

- Perform immediate assessments to ensure the applicant's eligibility and report findings to the state and FEMA

9

Preliminary Damage Assessments

- Performs more in-depth assessments to ensure all damages are documented through photos and other software. This will also help with insurance to ensure all findings are accurately documented by both the insurance and private adjusters.

10

Disaster Declaration Issued

- Ensure that the applicant receives all assistance that they qualify for, Public and Individual assistance.

11

County Files Request for Public Assistance

- Assist County with providing and filing all necessary documentation for eligibility for disaster assistance.

12**County Pursues Maximum Insurance Claims**

- Work with insurance and private adjusters to ensure that all insurance proceeds are maximized. This will provide the County with immediate access to funds, and eliminate the need for FEMA to anticipate insurance findings.

13**Recovery briefings**

- FDEM conducts Applicant Briefing
- Initial FEMA contact & deployment

14**Disaster Recovery Planning—Short and Long-term**

- We will meet with the County leadership and department leaders to ensure that the applicant's goals are clearly identified. This will help us make strategic decisions to ensure the applicant's goals are met throughout the process.

15**Set up Project Communication and Reporting Protocols**

- To ensure that the County's needs are fully met, we will conduct weekly (or more frequently if desired) conference calls to identify and manage issues as they arise.
- Our team will be available to assist in responding to any inquiries from FEMA or other grantor agencies.
- This close work with each individual project promises prompt and accurate responses to any FEMA inquiries.

16**Implement VistaTRAK Project Tracking System**

- VistaTRAK will provide a central digital repository of all project information and documents that will also function as a process monitor. It will allow you the opportunity to manage documentation in one place on a secure, password protected web-based system.

- We are extremely proud that we are the leaders in performance and quality control.
- As projects are formulated, our in-house expert QA/QC team will perform reviews to provide a final look at the project before it is submitted for approval. Our QA/QC team has reviewed thousands of projects and has found that this practice helps expedite the approval process by identifying and correcting any errors, omissions, or missed opportunities before the project is advanced, thus saving time and money by minimizing the effort that must be spent making corrections.
- We have developed and implemented numerous QA/QC procedures and engaged in extensive internal performance reporting to ensure the on-time completion of all deliverables. Our team has demonstrated this commitment consistently and has never failed to meet a deliverable requirement.
- The skill and experience of our PA staff will provide the County with confidence that the disaster funds flowing to the County will be maximized to the greatest extent possible, while all FEMA rules, regulations, and requirements are adhered to completely.
- Of special note is our familiarity and expertise with the entire suite of new federal procurement regulations. We are prepared to assist the County with any issue that may arise under 2 C.F.R. 200.317- 200.326 to ensure that any procured services, materials, and/or supplies are fully eligible for reimbursement by FEMA.

- This is the major component of a FEMA recovery effort. The development of all Project Worksheets in all Categories (A-G) is the basis for all funding to the County.
- Based on our experience, we believe the best way to ensure compliance and accuracy of project worksheet development is through coordination with FEMA and FDEM.
- Representing the County here is very important because the State's funding agreement ultimately places the responsibility for the grant on the recipient.
- Reliance upon FEMA and State staff alone to provide all necessary support to ensure maximum federal contribution is not an adequate control. Our team takes a multi-phased approach to project formulation and worksheet development. This step includes a high degree of planning, review of documentation, fieldwork as necessary, and reporting.

- FEMA has two separate programs for mitigation. The 406 mitigation program is additional funding added to PA-specific projects damaged in the disaster to eliminate future damages. The 404 mitigation program is for problems identified over time but not damaged during the disaster. Many times, this can include stormwater projects or buy-out programs, but it can include many types of project types.

20

Projects Submitted to FEMA for review, approval and obligated

- Projects will be submitted to FEMA when all of the documentation is completed and put together in a solid project capturing the maximum amount of costs associated with the project. FEMA often will rush to obligate a project leaving many of the costs off of the initial obligation. This requires versions and revisions to the project to capture the additional costs, slowing down the process and limiting the dollars available for drawdown.

21

Pursue & Manage Bridge Loans from the State of Florida

- This new program will allow the County to receive zero interest bridge loans from the State.
- Loans will be based upon specific claims filed to FEMA and other recovery programs.
- This will provide timely funding while the lengthy and complex FEMA or HUD process is underway.
- We will assist in pursuit and management of these funds to ensure compliance and proper payment back to the State when federal recovery funds are provided to the County.

22

Projects and Budgets approved are obligated by FEMA and Funding provided to Florida Division of Emergency Management

- We will maintain a project list with anticipated and actual obligated dollars. As projects are obligated we will monitor the progress and make sure amendments, RFAs, and RFRs are submitted in a timely manner to provide access to funds to the applicant as fast as reasonably possible.

23

County submits a RFR (Request for Reimbursement) for obligated amount

- We will work with the County to set up a plan to trigger RFRs, whether after a specific amount of money is expended or after any invoice is paid. This is entirely customizable to the County's wishes and need for access to funds.

24

Funds disbursed to County

- Once funds are dispersed to the County we will assist in maintaining records for closeout and to ensure all compliance, reporting, and audits are handled in a timely manner. Also coordinate any repayment process to the State bridge loan program described above.

25

Grant Management Begins (internal inspections, alternative projects, amendments, etc.)

- Based on the goals and wishes of the applicant we will do our best to submit projects with the most flexibility to meet their goals. In the event that amendments or alternate projects must be submitted we will address all concerns and combine projects and scopes of work to meet their needs. We will maintain full compliance with both the State and Federal agencies and work with staff to enforce timely turn around on projects, amendments, time extensions, and other requests made through the portals.

26

Quarterly Reports to FEMA (Via FDEM)

- Our firm will handle all quarterly and monthly (if required) reporting. Reaching out to the applicant to ensure accuracy and transparency before submission

27

Perform Interim & Final Reconciliations

We will complete all the following reporting and closeout tasks:

- Validate and document completion of all small projects
- Perform routine & final inspections of all large projects, certify completion, and submit final cost accounting
- Make recommendations for interim disbursements and final reconciliations
- Provide technical assistance for database administration that facilitates project tracking and quarterly reporting to FEMA for the County
- Work with the County, State and FEMA to close out public assistance grants after all applications have been closed

28

Capture all Administrative Costs for FEMA Reimbursement to the County

- A key part of our efforts from initial project development, to monitoring, to inspections and final closeouts will be the documentation of administrative costs eligible for reimbursement by FEMA
- Our staff will utilize our experience and system in documenting both direct and indirect costs. Our team has developed more than 900 DAC projects totaling over \$62 million in reimbursements for Florida
- We will use this knowledge and experience to ensure that the County is able to claim as much administrative costs as possible to minimize its financial exposure.

29

Final project review and reconciliation of expenditures

- Our firm takes pride in compliance and reporting, therefore final reconciliation before closeout should be a quick and systematic process. The County will be provided at request a full breakdown of expenditures and payments. And will have access to our management software to stay current on progress, making final reconciliation more of a formality.

30

Project closeout and additional payments made (if cost overruns occur) via RFRs or project amendments

- In the event of a cost overrun, we will submit interim amendments to increase the obligated dollar amount as soon as we see the possibility of an overrun. This is easier to accomplish earlier in the disaster, but we will ensure that the correct paperwork is submitted to include the additional costs and work to provide clear and concise documentation to expedite validation by the state, leading to a prompt payment process.

31

Cost Under-runs processed

- Cost underrun strategies vary based on the type of project. Small projects that complete the scope of work and are signed off are not required to return the overages in the event of an underrun. In the event that the applicant has a 428 project that has an underrun, we will apply for closeout and move the excess funding to another project or goal for the applicant. Only large projects can utilize the 428 program, FEMA recently increased the large project threshold to \$1 million, allowing for quicker funding for small projects but increasing the burden for flexibility of projects. We will work with the County to identify and group projects together that reach their goals while minimizing the amount of 'paperwork' necessary to access those funds.

32

FEMA Disaster Accounts Closed Out

- As a firm we write projects with closeout in mind. We gather invoices and payments throughout the process maintaining files and folders in groupings to expedite payment through RFRs but to also make closeout a quick and painless process. From the beginning of the disaster, we will include and upload all necessary documentation to the project as well as organize summaries, proof of payments, invoices, purchase orders, and policies. Any amendments or other requirements for the project will also include the comprehensive documentation to ensure that validation is as efficient as reasonably possible.

HUD CDBG-DR/MITIGATION AND OTHER PROGRAMS

NOTE: These Actions will be taken concurrently with those actions related to FEMA tasks (above)

We propose the following actions upon our deployment in a future disaster event:

1

Strategic Advice to the County

- Provide advice and consultation to key County leaders/staff regarding long-term recovery.

2

Initial Funding Action Plans

- Build and engage funding “action plans” in advance of grant applications. These are to be built upon past and current grant guidelines and ongoing discussions with grantors. The purpose is to prepare for expeditious submission of high-quality grant applications.

3

Unmet Needs Assessments

- Conduct unmet needs assessments and collect preliminary funding request data for the HUD CDBG-DR funding to be administered through the Florida Department of Commerce.

4

Submit Grant Applications

- Develop and submit (after approval) other comprehensive grant applications that are fully compliant with federal, state and local guidelines.

5

Communication & Periodic Reporting

- Provide status reports and recommendations to the County as grant pursuit efforts progress.

6

Identify Incentives That Drive Recovery

- Identify and communicate the potential financial and tax-related incentives that can be paid for by CDBG-DR, shifting this burden from local governments.

7

Community Outreach

- Develop and implement any required “citizen participation plans” for HUD and other funding.

8

Learn From Others

- Review previous disaster recovery projects in other jurisdictions to identify “best practices” to be replicated and identify issues/problems to be avoided.

9

Continually Review all Grant Projects

- Work with County leadership to review all FEMA permanent projects (Category C-G) and FEMA 404 Mitigation projects to determine designation of long-term projects that are linked to non-FEMA long-term projects.

10

Link Private Investment

- Coordinate the pursuit of private investments in the County from entities (local, national and international) which fit into the overall goals and major needs for the community.

11

Ongoing Analysis re: Progress

- Implement and operate grant management protocols to effectively track, report and validate achievement of goals and objectives. These tasks will be consistent with best practices and include financial and programmatic reviews

to identify any potential non-compliance or concerns that could lead to potential interruption of funding. The first step in this process will be a complete risk assessment of all potential grant projects.

12

Base Grants on County Action Plans

- Build and engage funding “action plans” in advance of grant applications. These are to be built upon past and current grant guidelines and ongoing discussions with grantors. The purpose is to prepare for expeditious submission of high-quality grant applications.

13

Go Beyond FEMA, HUD Funding Opportunities

- Identify and develop new funding initiatives (Federal, State, and private) for the multi-year recovery process.
- Aggressively pursue funding to achieve maximum recovery, including all funding available (at present and in the future) from various Federal and State agencies as well as the private sector.
- Coordinate pursuit and management of disaster recovery grant funds allocated to 15 federal and 12 state agencies.
- Identify and pursue all additional funding sources in a manner consistent with the priorities established by County leadership.

14

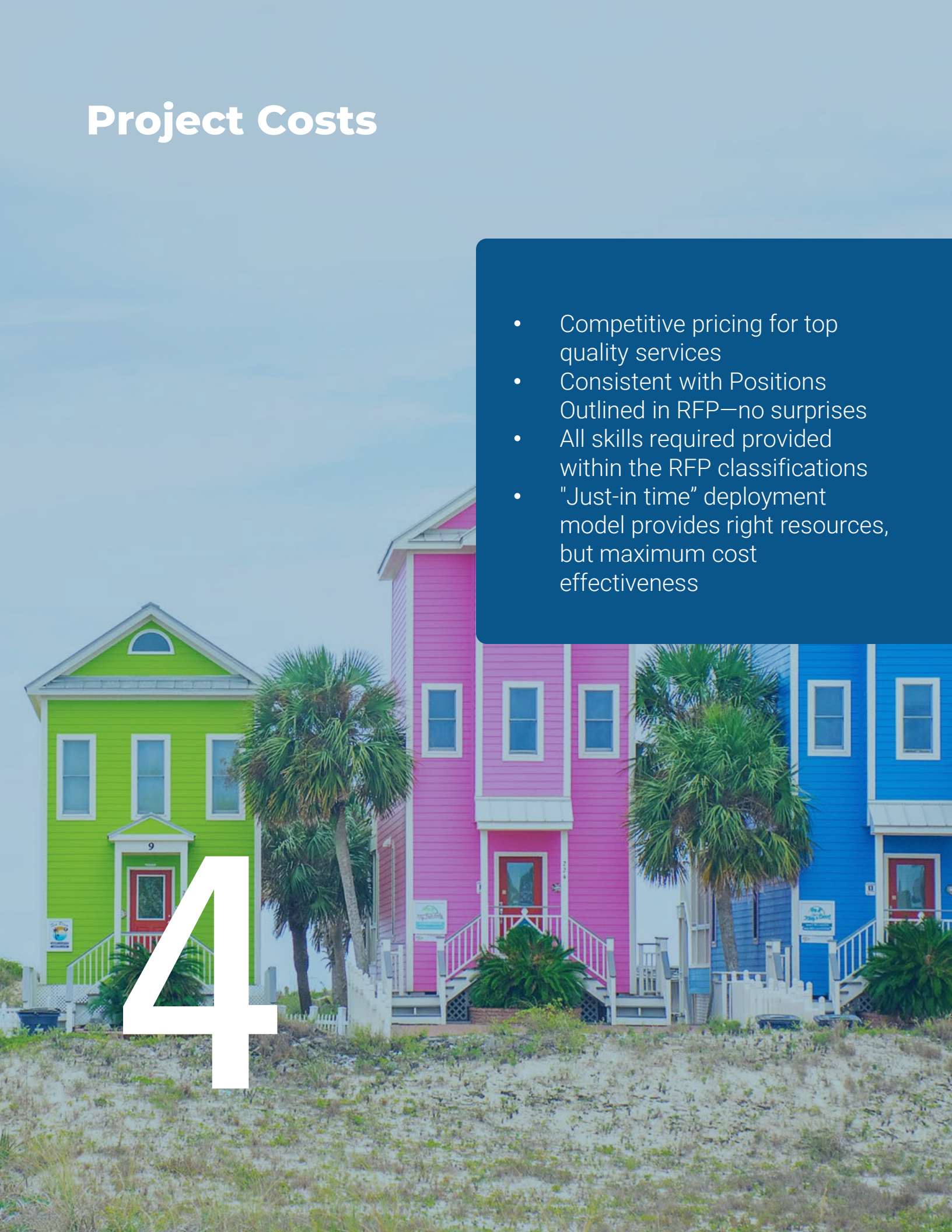
Close Project Tracking & Reporting

- Provide effective project tracking and reporting tools for County Leadership and other stakeholders. This will include a grant and project “dashboard” for access by key stakeholders.

Project Costs

- Competitive pricing for top quality services
- Consistent with Positions Outlined in RFP—no surprises
- All skills required provided within the RFP classifications
- "Just-in time" deployment model provides right resources, but maximum cost effectiveness

4



Proposed Fee Schedule

Position Title	Rate	Average Days/Month	Hours/Day	No. of positions	Cost/Mo.
Project Manager	\$160.00	22	8	1	\$28,160.00
Sr. Appeals Officer or Legal Counsel	\$160.00	0.5	8	1	\$640.00
Engineer or Environmental Scientist	\$185.00	0.5	8	1	\$740.00
Sr. Grant Specialist	\$150.00	22	8	1	\$26,400.00
Grant Specialist or Insurance Specialist	\$125.00	22	8	1	\$22,000.00
Field Representative or Technical Associate	\$125.00	5	8	1	\$5,000.00
Administrative/Clerical Work	\$30.00	5	8	1	\$1,200.00
			8		\$0.00
			8		\$0.00
			8		\$0.00
Month Estimated Total	\$935.00				\$84,140.00

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

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

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

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

A note from The Integrity Group: We assure Franklin County that we would "right size" the team, with the number of people per position required to meet the disaster activation needs pre/during/post-disaster as appropriate.

References


- Accomplishments similar to potential needs of Franklin County
- Lessons learned from these and other clients can be applied
- No non-compliance issues leading to negative audit findings nor claw-backs.
- Efforts go beyond just FEMA, HUD and traditional funding source, including:
 - Private investment
 - State appropriations
 - Non-traditional funding


5


REFERENCES

CONTACT

 Kathy O'Nan
Mayor of City of Mayfield

 270-251-6251

 konan@mayfieldky.gov

 211 East Broadway,
Mayfield, KY 42066

CITY OF MAYFIELD, KENTUCKY

DISASTER RECOVERY SERVICES

In December 2021, a devastating EF4 tornado ripped through the town of Mayfield, severely damaging or destroying all the city facilities and leveling the entire downtown area. Our firm was brought on to assist them with their recovery. During the last 18 months, we have provided them with guidance and services to support their recovery. We have worked closely with community leaders and citizens to meet their specific recovery needs. We attended town hall meetings and continue to attend City Council meetings to ensure that all stakeholders maintain clear lines of communication across all aspects of rebuilding. The Integrity Group has guided the client through the Direct Federal Assistance (DFA) process, drafted multiple federally compliant RFPs, utilized our public adjuster partners to ensure maximum insurance payouts, and coordinated with many federal agencies and numerous issues. Our team was instrumental in securing state funding through the SAFE program, ensuring that there was/is no duplication of funding. The estimated total recovery funding for the City is \$95 million (FEMA and HUD). This includes approximately \$10 million in Mitigation funding from FEMA and CDBG-DR.

Currently, we are working with architects and engineers on bi-weekly meetings to ensure that policy is followed, and the city's goals are achieved. We will be representing the city at the state legislature to assist them in finding funds to fill the gap between, insurance, FEMA, and actual costs. We have supported the City in every endeavor regarding recovery and will soon be taking on their CDBG-DR funding once the Notice of Funding is released. As a firm, we pride ourselves in being the one-stop to do everything to support our applicants in all aspects of their recovery.

CONTACT

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Economic Development
Director

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 bjanke@cityoflynnhaven.com

 817 Ohio Ave.
Lynn Haven, FL 32444

CITY OF LYNN HAVEN, FLORIDA

GRANT ADMINISTRATION

The City of Lynn Haven was heavily impacted by Hurricane Michael's ravaging winds and constant downpours. The devastation caused by this storm in conjunction with very public acts of impropriety by former City leadership and staff made it extremely important for the City to choose a contractor with the highest level of, and focus on integrity. A proven history of compliance assurance was vital in the City's selection. The Integrity Group was chosen by the City to identify priority needs, formulate grant solutions, develop program linkages, review, develop policies and procedures, and administer grant programs. We also were assigned the important task of monitoring contractors and project activities ensuring program compliance while tracking and managing program funds. Since the inception of our contract with the City we have secured over \$10.6 Million in competitive HUD CDBG-DR & Mitigation grants. These awards will be a major component of the City's full and long-term recovery.

REFERENCES

CONTACT

 Robert Carroll
Chair of Bay County
Board of Commissioners

 850-248-8140

 rcarroll@baycountyfl.gov

 840 West 11th Street,
Panama City, FL 32401

BAY COUNTY, FLORIDA

BAY COUNTY LONG-TERM RECOVERY PLAN

Bay County was severely impacted by Category Five Hurricane Michael in October of 2018. One of the first firms hired by the County was The Integrity Group. We were tasked to provide staffing to support and lead the Bay County Long-Term Recovery Task Force. The Task Force was comprised of officials from all municipalities and the School District. Integrity's focus was on the development of our Long-term Recovery Plan which was used to support the successful pursuit of FEMA and HUD CDBG-DR funding which totaled over \$800 million across the County. This funding included FEMA PA; FEMA Mitigation (406 & 404); and HUD CDBG-DR Infrastructure and Mitigation. The Integrity Team worked very closely with local officials and staff on the development of the plan and ensured full compliance with the myriad HUD and State regulations.

In full compliance with the FEMA National Disaster Recovery Framework {NDRF} and HUD guidelines our team worked with six major branches Health & Social Services (including schools), Infrastructure, Economic Development, Housing, Natural & Cultural Resources and Planning & Capacity. The project included the participation of more than eight hundred residents, business leaders, and other stakeholders who participated in 250 public meetings, special research sessions, and open discussions. Additionally, many hundreds of residents participated via a special recovery website and social media.

This very successful project resulted in a "model" Long-term Recovery Plan that resulted in numerous accolades from Federal and State agencies. And, more importantly than the \$300 million mentioned above, this effort resulted in total funding into Bay County (including private investment) totaling nearly \$2 billion.

REFERENCES

CONTACT

 Lee Walter
Executive Director of
Facilities

 850-767-4100

 waltell@bay.k12.fl.us

 1311 Balboa Ave.
Panama City, FL 32401

BAY COUNTY SCHOOL DISTRICT, FL DISASTER RECOVERY SERVICES

The Bay County School District took a devastating hit from Hurricane Michael. The district has submitted approximately \$180 million in FEMA Public Assistance projects to rebuild and repair the extensive damage felt. This included projects for FEMA 406 Mitigation, associated with FEMA project worksheets. The effort also resulted in the District participating in the Bay County Local Mitigation Strategy update and the receipt of 404 Mitigation funding for eight schools across the district. Our team was tasked to review all their open projects and assist them in the setting of goals for completion of their recovery effort .. Our team continues to work on outstanding RFRs, satisfying advances, requesting project revisions to meet the 50% rule, working on amendments for interim projects, and amendments to satisfy RFRs and time extensions.

One of the most significant issues the District faces is its "non-428" projects. Like many other Hurricane Michael applicants, the District started with many projects intended for the 428 PAAP program. Unfortunately, many of their projects were moved to standard lane after FEMA ended the program for lack of progress. This put the District in a compromised position. Moving these projects to the standard lane removes the ease of flexibility granted to the 428 program and requires applicants to use the alternate improved project and the ability to use excess funding. We have been working diligently with FEMA to identify all of the Standardized projects that can be moved to an Alternate Improved Amendment.

Out of the 15 clients we represented from the beginning of the Hurricane Michael disaster, no 428 projects were lost or sacrificed due to missing deadlines. All of our clients were able to implement their plans. Some of those plans were 10-15 year plans that we will be able to accomplish in 5 or 6 years.

REFERENCES

CONTACT

 Ralph Hammond
Mayor of City of
Springfield

 850-872-7570

 rhammond@springfield.fl.gov

 408 School Ave.
Springfield, FL 32401

CITY OF SPRINGFIELD, FLORIDA

DISASTER RECOVERY SERVICES

The City of Springfield was in the direct path of the eye of Hurricane Michael on October 10, 2018. The City suffered almost complete devastation, including hundreds of homes lost or heavily damaged; almost every business destroyed; lost every City building, including the City Hall, the Police and Fire departments, Public Works; All City Parks, and all Warehouses were destroyed or heavily damaged. Almost every roadway and water system were heavily damaged by the disaster or the massive debris removal efforts that took place after the event.

Since the day of impact, we have assisted the City in every phase of disaster short and long-term recovery, including FEMA PA; FEMA Mitigation (406 & 404); and HUD CDBG-DR and Mitigation. We coordinated the City's involvement in the development and implementation of a Long-term Recovery Plan. Overall, the long-term plan has resulted in total federal, state, and private investment funding totaling over \$100 million. As part of this effort, we led efforts to secure over \$30 million in CDBG-DR infrastructure and mitigation funding to meet the enormous infrastructure, housing, and economic needs of the community. We coordinated FEMA funding requests and set up management systems to ensure compliance with over \$40 million in all categories of the FEMA Public Assistance Program, including the FEMA 428 program which provided flexibility in the relocation and construction of a new state-of-the-art Consolidated Government Complex. Additionally, we assisted the City in obtaining \$1.5 million in state grant funding for certain costs not covered by FEMA or HUD.

During the COVID Pandemic and its aftermath, we also assisted the City in securing Federal Funding totaling \$8 million and assisted them in carrying out related programs in full compliance with a funding plan consistent with the CARES and ARPA funding guidelines. We continue to provide direction and leadership as the City moves ahead, to ensure no claw back nor de-obligation of funding occurs. As part of our ongoing effort to make sure that our clients are prepared for potential future disasters, and through the Integrity "Recovery Ready" program, we captured all data related to City projects and ongoing maintenance and work with the City to update and maintain all critical policies and procedures.

Finally, due to diligent planning efforts and the linkage of recovery incentive funding, our efforts resulted in a large development firm purchasing in excess of 350 acres in the City to develop a planning community with hundreds of new homes, an apartment complex, shopping venues and park space for what is referred to as the "new Springfield." Private investment in this development is approximately \$30 million. This will bring many new jobs, better housing options, increased ad valorem tax revenues, and enhanced recreational services.

Forms

- Respondent's certification
- Public entity crimes
- Americans with disabilities act (ada) disability nondiscrimination statement
- Business entity affidavit (vendor/bidder disclosure)
- Drug-free workplace compliance form
- No Lobbying Affidavit
- Vendor certification regarding scrutinized companies lists
- Certification for contracts, grants, loans, and cooperative agreements
- E-verify compliance form
- Other forms

6

DATE: September 14, 2023

MEMORANDUM FOR RECORD

This memorandum serves to answer two questions contained within Franklin County, FL, RFP-EM2023-001, page 8, items 3.4.7 and 3.4.8:

3.4.7: This is a statement to confirm that both (1) The Integrity Group, and its subcontractor, (2) Hunt, Guillot, and Associates (HGA), have not been a party to a lawsuit of any kind, in the last five years, related to, in any manner, the type of services requested in this RFP.

3.4.8: This is a statement to confirm that both (1) The Integrity Group, and its subcontractor, (2) Hunt, Guillot, and Associates (HGA), are licensed, permitted, and/or certified to do business in the State of Florida. Please refer to enclosed Florida business licenses for both firms.



Gary Yates
Senior Partner
The Integrity Group



Jack Hunt
Principal
Hunt, Guillot and Associates, LLC

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: # 1 # # # # # #

The Integrity Group

NAME OF BUSINESS

Mary Yates
SIGNATURE

Gary Yates, Senior Partner

NAME & TITLE, TYPED OR PRINTED

MAILING ADDRESS

2120 Killarney Way

Tallahassee, FL 32309

CITY, STATE, ZIP CODE

Gary.Yates@theintegritygroup.net

E-MAIL ADDRESS

() 850-739-3600

TELEPHONE NUMBER

The Integrity Group Acknowledges that as of 9-14-23, we downloaded and reviewed 8 Response Questions that were posted to the FRANKLIN county website. The Integrity Group is unaware of any Addendum(s) posted.

STATE OF FLORIDA
COUNTY OF LEON

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, on SEP 13 2023 (date) by GARY YATES (name of officer or agent, title of officer or agent) of THE INTEGRITY GROUP (name of corporation acknowledging), a FLORIDA LLC (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced (type of identification) as identification.

[Notary Seal]



JOHN T. CZERNIS
Commission # HH 269908
Expires June 1, 2026

John T. Czernis
Notary Public

Name typed, printed or stamped

My Commission Expires: 6-1-2026

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:

Gary Yates, Senior Partner

(print individual's name and title)

for: The Integrity Group

(print name of entity submitting sworn statement)

whose business address is: 2120 Killarney Way; Tallahassee, FL 32309

and (if applicable) its Federal Employer Identification Number (FEIN) is: 45-3113187

*(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.

Mary Yates
Signature

STATE OF FLORIDA
COUNTY OF LEON

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9-13-2022 (date) by CARLY YATES (name of officer or agent, title of officer or agent) of THE Integrity Group (name of corporation acknowledging), a FLORIDA LLC (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced — (type of identification) as identification.

[Notary Seal]



JOHN T. CZERNIS
Commission # HH 269908
Expires June 1, 2026

John T. Czernis
Notary Public
Name typed, printed or stamped
My Commission Expires: 6-1-26

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:

Gary Yates, Senior Partner

(print individual's name and title)

for: The Integrity Group

(print name of entity submitting sworn statement)

whose business address is: 2120 Killarney Way; Tallahassee, FL 32309

and (if applicable) its Federal Employer Identification Number (FEIN) is: 45-3113187

(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 Stat 327, 42 USC 12101-12213 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 42 USC Section 3601-3631.

Gary Yates
Signature

STATE OF FLORIDA
COUNTY OF LEON

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9-13-2020 (date) by GARY YATES (name of officer or agent, title of officer or agent) of THE INTEGRITY GROUP (name of corporation acknowledging), a FLORIDA LLC (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



JOHN T. CZERNIS
Commission # HH 269908
Expires June 1, 2020

John T. Czernis
Notary Public

Name typed, printed or stamped

My Commission Expires: 6-1-2020

Attachment 'F'

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

I, Gary Yates, being first duly sworn
state:

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

45-3113187

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

The Integrity Group

Name of Entity, Individual, Partners or Corporation

2120 Killarney Way; Tallahassee, FL 32309

Street Address Suite City State Zip Code

OWNERSHIP DISCLOSURE AFFIDAVIT

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

Full Legal Name

Address

Ownership

Gary Yates

2120 Killarney Way Tall, FL 32309

100 %

%

%

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

Gary Yates
Signature of Affiant

9/13/23
Date

STATE OF FLORIDA
COUNTY OF LEON

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9-13-2023 (date) by GARY A. YATES (name of officer or agent, title of officer or agent) of THE INTEGRITY GROUP (name of corporation acknowledging), a FLORIDA LLC (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



JOHN T. CZERNIS :
Commission # HH 289908
Expires June 1, 2028

John T. Czernis
Notary Public

Name typed, printed or stamped John T. Czernis

My Commission Expires: 6-1-2028

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 The Integrity Group 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: Mary Yates Date 9/13/23

Print or Type Name/Title Gary Yates / Senior Partner

STATE OF FLORIDA
COUNTY OF LEON

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9-13-2023 (date) by GARY T. YATES (name of officer or agent, title of officer or agent) of THE INTEGRITY GROUP (name of corporation acknowledging), a FLORIDA LLC (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



JOHN T. CZERNIS
Commission # HH 269908
Expires June 1, 2026

Notary Public

John T. Czernis

Name typed, printed or stamped

My Commission Expires: 6-1-2026

NO LOBBYING AFFIDAVIT

STATE OF FLORIDA

COUNTY OF LEON

This 13th day of SEPT 2023.

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

The Integrity Group (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.

Gary Yates
Affiant

Gary Yates, Senior Partner
Print / Type Name & Title

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9-13-23 (date) by GARY J. YATES (name of officer or agent, title of officer or agent) of THE INTEGRITY GROUP (name of corporation acknowledging), a FLORIDA (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

My commission expires:



JOHN T. CZERNIS
Commission # HH 289908
Expires June 1, 2026

[Signature]
Notary Signature

John T. Czernis

**VENDOR CERTIFICATION
REGARDING SCRUTINIZED
COMPANIES LISTS**

Respondent Vendor Name: The Integrity Group
Vendor FEIN: 45-3113187
Vendor's Authorized Representative Name and Title: Gary Yates, Senior Partner
Address: 2120 Killarney Way
City: Tallahassee State: FL Zip: 32309
Phone Number: 850-739-3600
Email Address: Gary.Yates@theintegritygroup.net

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: The Integrity Group
who is authorized to sign on behalf of the above referenced company.
Authorized Signature Print Name and Title: Gary Yates, Senior Partner *Gary Yates*
Date: 9/13/23

STATE OF FLORIDA
COUNTY OF LEON

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9-13-23 (date) by GARY YATES (name of officer or agent, title of officer or agent) of THE INTEGRITY GROUP (name of corporation acknowledging), a FLORIDA LLC (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



JOHN T. CZERNIS
Commission # HH 269906
Expires June 1, 2026

John T. Czernis
Notary Public

John T. Czernis

Name typed, printed or stamped

My Commission Expires: 6-1-2026

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.

Gary Yates
AFFIANT

Gary Yates, Senior Partner

Typed Name of AFFIANT / AFFIANT Title

9/13/23
Date

STATE OF FLORIDA
COUNTY OF LEON

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9-13-2023 (date) by GARY J. YATES (name of officer or agent, title of officer or agent) of THE INTEGRITY GROUP, INC. (name of corporation acknowledging), a FL. LLC (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced — (type of identification) as identification.

[Notary Seal]



JOHN T. CZERNIS
Commission # HH 269908
Expires June 1, 2026

[Signature]
Notary Public John T. Czernis

Name typed, printed or stamped
My Commission Expires: 6-1-2026

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: The Integrity Group

Authorized Signature: Gary Yates

Print Name: Gary Yates

Title: Senior Partner

Date: 9/13/23

Phone: 850-739-3600

Email: Gary.Yates@theintegritygroup.net

STATE OF FLORIDA
COUNTY OF LEON

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9-13-2023 (date) by GARY J. YATES (name of officer or agent, title of officer or agent) of THE INTEGRITY GROUP (name of corporation acknowledging), a FLORIDA LLC (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced _____ (type of identification) as identification.

[Notary Seal]



JOHN T. CZERNIS
Commission # HH 269908
Expires June 1, 2026

Notary Public

John T. Czernis

Name typed, printed or stamped

My Commission Expires: 6-1-2026



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

**Information Sheet
For Transactions and Conveyances
Corporate Identification**

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

Is this a Florida Corporation: YES ^(Circle One) or NO

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

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

Is it in good Standing? YES or NO

Authorized to transact business in Florida? YES or NO

State of Florida, Department of State, Certificate of Authority Document No: L11000098314

Does it use a registered fictitious name? YES or NO

Name of Officers:

President: Gary Yates
Vice President: _____
Director: _____
Other: _____

Secretary: _____
Treasurer: _____
Director: _____
Other: _____

Name of Corporation (As used in Florida): BlueSky Emergency Management LLC DBA
(Spelled exactly as it is registered with the State or Federal Government)

Corporate Address:

Post Office Box: _____
City, State, Zip: _____
Street Address: 2120 Hillarney Way
City, State, Zip: Tallahassee, FL 32309

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

Federal Identification Number: 45-3113187
(For all instruments to be recorded, taxpayer's identification is needed)

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

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

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

Gary Yates



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

CONTACT FOR CONTRACT ADMINISTRATION

Designate one person authorized to conduct contract Administration.

NAME: Gary Yates

TITLE: Senior Partner

COMPANY NAME: The Integrity Group

ADDRESS: 2120 Killarney Way

CITY: Tallahassee

STATE: FL **ZIP:** 32309

TELEPHONE NUMBER: 850-739-3600

FAX NUMBER: 850-739-3606

EMAIL: Gary.Yates@theintegritygroup.net

SIGNATURE: Gary Yates

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 Hunt, Guillot & Associates, LLC (HGA) 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: 

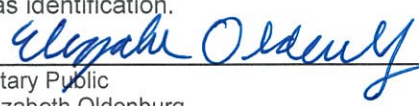
Date 9/11/2023

Print or Type Name/Title Jack Hunt, Principal

STATE OF Louisiana
COUNTY OF East Baton Rouge Parish

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 9/11/23 (date) by Jack Hunt (name of officer or agent, title of officer or agent) of Hunt, Guillot & Associates, LLC (name of corporation acknowledging), a Louisiana (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced driver's license (type of identification) as identification.

[Notary Seal]


Notary Public
Elizabeth Oldenburg

Name typed, printed or stamped

My Commission Expires: Lifetime Commission



2023 FOREIGN LIMITED LIABILITY COMPANY ANNUAL REPORT

DOCUMENT# M07000004115

Entity Name: HUNT, GUILLOT & ASSOCIATES, LLC**Current Principal Place of Business:**603 E. REYNOLDS DRIVE
RUSTON, LA 71270**Current Mailing Address:**603 E. REYNOLDS DRIVE
RUSTON, LA 71270 US**FEI Number:** 72-1354146**Certificate of Status Desired:** No**Name and Address of Current Registered Agent:**REGISTERED AGENT SOLUTIONS, INC.
155 OFFICE PLAZA DR.
SUITE A
TALLAHASSEE, FL 32301 US*The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.***SIGNATURE:** JACLYN WRIGHT

04/17/2023

Electronic Signature of Registered Agent

Date

Authorized Person(s) Detail :

Title	MEMBER
Name	GUILLOT, JOHN
Address	603 E. REYNOLDS DRIVE
City-State-Zip:	RUSTON LA 71270

Title	MEMBER
Name	HUNT, ALEXANDER T. III
Address	603 E. REYNOLDS DRIVE
City-State-Zip:	RUSTON LA 71270

Title	MEMBER
Name	HUNT, ALEXANDER T. IV
Address	603 E. REYNOLDS DRIVE
City-State-Zip:	RUSTON LA 71270

Title	MEMBER
Name	HUNT, JACK
Address	603 E. REYNOLDS DRIVE
City-State-Zip:	RUSTON LA 71270

I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am a managing member or manager of the limited liability company or the receiver or trustee empowered to execute this report as required by Chapter 605, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.

SIGNATURE: JOHN GUILLOT

MEMBER

04/17/2023

Electronic Signature of Signing Authorized Person(s) Detail

Date



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

Detail by Entity Name

Foreign Limited Liability Company
HUNT, GUILLOT & ASSOCIATES, LLC

Filing Information

Document Number	M07000004115
FEI/EIN Number	72-1354146
Date Filed	07/09/2007
State	LA
Status	ACTIVE
Last Event	LC AMENDMENT
Event Date Filed	06/14/2017
Event Effective Date	NONE

Principal Address

603 E. REYNOLDS DRIVE
RUSTON, LA 71270

Changed: 04/12/2018

Mailing Address

603 E. REYNOLDS DRIVE
RUSTON, LA 71270

Changed: 04/12/2018

Registered Agent Name & Address

REGISTERED AGENT SOLUTIONS, INC.
2894 REMINGTON GREEN LANE
SUITE A
TALLAHASSEE, FL 32308

Name Changed: 04/23/2014

Address Changed: 04/27/2023

Authorized Person(s) Detail

Name & Address

Title MEMBER

GUILLOT, JOHN
603 E. REYNOLDS DRIVE
RUSTON, LA 71270

Title MEMBER

HUNT, ALEXANDER T., III
603 E. REYNOLDS DRIVE
RUSTON, LA 71270

Title MEMBER

HUNT, ALEXANDER T., IV
603 E. REYNOLDS DRIVE
RUSTON, LA 71270

Title MEMBER

HUNT, JACK
603 E. REYNOLDS DRIVE
RUSTON, LA 71270

Annual Reports

Report Year	Filed Date
2021	04/13/2021
2022	04/20/2022
2023	04/17/2023

Document Images

04/17/2023 -- ANNUAL REPORT	View image in PDF format
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04/13/2021 -- ANNUAL REPORT	View image in PDF format
04/08/2020 -- ANNUAL REPORT	View image in PDF format
04/18/2019 -- ANNUAL REPORT	View image in PDF format
04/12/2018 -- ANNUAL REPORT	View image in PDF format
06/14/2017 -- LC Amendment	View image in PDF format
04/10/2017 -- ANNUAL REPORT	View image in PDF format
04/18/2016 -- ANNUAL REPORT	View image in PDF format
04/19/2015 -- ANNUAL REPORT	View image in PDF format
02/10/2015 -- LC Amendment	View image in PDF format
04/23/2014 -- ANNUAL REPORT	View image in PDF format
03/22/2013 -- ANNUAL REPORT	View image in PDF format
01/05/2012 -- ANNUAL REPORT	View image in PDF format
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07/18/2008 -- ANNUAL REPORT	View image in PDF format
07/09/2007 -- Foreign Limited	View image in PDF format



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Detail by Entity Name

Florida Limited Liability Company
BLUE SKY EMERGENCY MANAGEMENT, LLC

Filing Information

Document Number	L11000098314
FEI/EIN Number	45-3113187
Date Filed	08/26/2011
Effective Date	08/30/2011
State	FL
Status	ACTIVE
Last Event	REINSTATEMENT
Event Date Filed	06/10/2014

Principal Address

2120 Killarney Way
TALLAHASSEE, FL 32309

Changed: 07/30/2019

Mailing Address

2120 Killarney Way
TALLAHASSEE, FL 32309

Changed: 07/30/2019

Registered Agent Name & Address

YATES, GARY J
2120 Killarney Way
TALLAHASSEE, FL 32309

Address Changed: 07/30/2019

Authorized Person(s) Detail

Name & Address

Title MGRM

YATES, GARY J
6000 BOYNTON HOMESTEAD
TALLAHASSEE, FL 32312

Annual Reports

Report Year	Filed Date
2020	01/15/2020
2021	01/29/2021
2022	03/02/2022

Document Images

03/02/2022 -- ANNUAL REPORT	View image in PDF format
01/29/2021 -- ANNUAL REPORT	View image in PDF format
01/15/2020 -- ANNUAL REPORT	View image in PDF format
07/30/2019 -- ANNUAL REPORT	View image in PDF format
04/09/2018 -- ANNUAL REPORT	View image in PDF format
04/05/2017 -- ANNUAL REPORT	View image in PDF format
03/29/2016 -- ANNUAL REPORT	View image in PDF format
01/08/2015 -- ANNUAL REPORT	View image in PDF format
08/26/2011 -- Florida Limited Liability	View image in PDF format



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
07/20/2023

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).

PRODUCER CoverWallet, Inc. One Liberty Plaza, Suite 3201 New York, NY 10006	CONTACT NAME: Seamus King PHONE (A/C, No, Ext): (646) 844-9933 E-MAIL ADDRESS: customer.service@coverwallet.com FAX (A/C, No):
INSURED Blue Sky Emergency Management Consulting 6000 boynton homestead Tallahassee, FL, 32312	INSURER(S) AFFORDING COVERAGE INSURER A: Hiscox Insurance Company Inc. NAIC # 10200 INSURER B: Hiscox Insurance Company Inc. NAIC # 10200 INSURER C: INSURER D: INSURER E: INSURER F:

COVERAGES

CERTIFICATE NUMBER:

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
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <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:			P100.358.493.6	06/27/2023	06/27/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 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
	AUTOMOBILE LIABILITY <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) \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			N / A			PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			P100.099.630.6	02/13/2023	02/13/2024	Liability (Each claim): \$1,000,000 Liability (Aggregate): \$1,000,000

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

CERTIFICATE HOLDER

Proof of Coverage

CANCELLATION

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

Margaret M. Reff

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