

# BIDDER QUESTIONNAIRE

REQUEST FOR PROPOSAL

## Disaster Mitigation, Preparedness, Response, and Recovery Services Contract

SOLICITATION NUMBER: 124469 O5

### Prepared for

The State of Nebraska,  
Department of Administrative Services,  
Materiel Division, State Purchasing Bureau

### Prepared by





March 3, 2026

Craig Palik  
Procurement Contract Officer  
State of Nebraska Purchasing Bureau  
1526 K Street, Suite 130  
Lincoln, NE 68508

**RE: Request For Proposal for Services Contract | Solicitation No. 124469 O5**

Dear Mr. Palik and Members of the Selection Committee:

AC Disaster Consulting (ACDC), a certified Small Business Administration (SBA) Woman-Owned Small Business (WOSB), is pleased to submit this proposal to the State of Nebraska Purchasing Bureau in support of the Nebraska Emergency Management Agency (NEMA). ACDC brings decades of hands-on experience supporting states and local governments in disaster preparedness, response, recovery, and mitigation programs administered under the Stafford Act and National Flood Insurance Act (NFIA).

Emergency management continues to evolve as hazards increase in complexity, federal requirements shift, and funding frameworks change. Nebraska communities, particularly rural and agricultural areas, must manage these challenges while maintaining day-to-day operations with limited staff capacity. The State's risk profile includes severe thunderstorms, tornadoes, straight-line winds, riverine and localized flooding, winter storms, and ice events, along with the secondary impacts these hazards have on transportation systems, energy, water, and communication infrastructure, agricultural operations, and public facilities. These dynamics call for technical support that is practical, responsive, and aligned with how Nebraska communities operate.

ACDC closely monitors Federal Emergency Management Agency (FEMA) operational trends, policy interpretations, and regional review practices to support the State based on the real-time application of critical federal programs. This awareness will help NEMA and its subrecipients anticipate potential issues, protect eligibility, and keep recovery and mitigation activities moving forward without unnecessary delays, ultimately maximizing the federal investment in Nebraska's recovery and long-term resilience.

 **Supporting Nebraska Communities.  
Protecting the Good Life.**

## **OUR CAPACITY + EXPERTISE TO SUPPORT NEBRASKA**

Plainly stated, we are an emergency management organization through and through. As such, ACDC has intentionally built a team with experience supporting state and local government in federal grant compliance, eligibility, documentation, insurance coordination, and closeout. This expertise enables us to protect funding while remaining mindful of operational realities, particularly for rural communities managing complex projects with limited internal resources.

To support NEMA's needs, ACDC has partnered with AECOM, combining a state-embedded, client-focused approach with national technical experience supporting FEMA through the Public Assistance Technical Assistance Contract (PA-TAC), Consolidated Resource Center (CRC), and Hazard Mitigation Technical Assistance Program (HMTAP). Together as the ACDC team, this partnership provides additional insight into FEMA review expectations while maintaining an on-the-ground presence in NEMA offices, applicant communities, and disaster-impacted areas, as requested by the State.

ACDC brings experience supporting disaster recovery and mitigation efforts nationwide, along with a strong working presence in FEMA Region VII. We are currently supporting Kansas in a similar capacity and maintain collaborative working relationships with FEMA regional staff that help resolve issues efficiently while respecting state priorities.

## **ACDC'S THREE C'S: COMPETENT, CARING, + CONNECTED**

Our work is guided by three core principles: *Competent. Caring. Connected.* These values serve as the foundation for everything we do, from how we operate as a firm to how we deliver exceptional service to our clients. Our approach to serving the State reflects our central values as follows:

- **Competent:** With a bench of over 145 professionals across 30 states, we deliver expert technical assistance and advisement in disaster recovery, mitigation, and compliance. ACDC boasts 3 CEMS, and 10 PMPs. This team has successfully managed over \$75B in federal disaster recovery funds across FEMA Public Assistance, Individual Assistance, and Hazard Mitigation Grant Program.
- **Caring:** We lead with empathy, recognizing the critical need for focused solutions that align with state priorities. We recognize the pressures facing Nebraska communities and focus on clear, realistic support that aligns with local capacity and priorities.
- **Connected:** In partnership with AECOM, we combine local familiarity with national FEMA review experience. Our proposed Senior Advisor for Public Assistance, Molly Bargmann, previously served as Nebraska's State Coordinating Officer and State

Public Assistance Officer, bringing institutional knowledge and long-standing relationships within Nebraska's emergency management community.

## **COMMITMENT TO NEBRASKA**

While we bring experience from across the country, we approach every engagement with the understanding that each state and disaster is diversely different. We work closely with our clients to understand how they operate and tailor our level of support to match state priorities, local capacity, and preferred ways of working. With staff based in Seward, Lincoln, and Omaha, and additional team members who have spent significant time supporting recovery efforts across Nebraska, we bring both national perspective and local familiarity to our work.

ACDC's commitment to emergency management is long-standing. While we have built strong technical capability in grant compliance and program oversight, our foundation remains in supporting emergency management agencies as they serve their communities. We understand the responsibilities NEMA carries, the expectations placed on local governments, and the importance of delivering recovery and mitigation outcomes that are practical, compliant, and sustainable...work that ultimately supports the people, communities, and way of life that make Nebraska The Good Life.

*ACDC acknowledges addendum one.*

Thank you for considering our proposal. We look forward to the opportunity to discuss our capabilities and qualifications with the State of Nebraska.

Sincerely,



*Alyssa Carrier*

**Alyssa Carrier**

FOUNDER + CEO

Email: [acarrier@acdisaster.com](mailto:acarrier@acdisaster.com)

Phone: 940-367-8094







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**PROPOSAL**

# **CORPORATE OVERVIEW**







**Attachment A  
Bidder Questionnaire  
RFP 124469 O5**

**Bidder Name: AC Disaster Consulting LLC**

**Bidder should provide a response to all questions in this attachment to meet the requirements of the RFP.**

**CORPORATE OVERVIEW**

**BIDDER IDENTIFICATION AND INFORMATION**

**1.1** The bidder should provide the full company or corporate name, address of the company's headquarters, entity organization (corporation, partnership, proprietorship), state in which the bidder is incorporated or otherwise organized to do business, year in which the bidder first organized to do business and whether the name and form of organization has changed since first organized.

**COMPANY INFORMATION**

<b>REQUESTED INFORMATION</b>	<b>ACDC COMPANY INFORMATION</b>
<b>Company Name:</b>	AC DISASTER CONSULTING LLC
<b>Address of Headquarters:</b>	1800 Glenarm Place, Suite 300, Denver, CO 80202
<b>Entity Organization:</b>	Corporation
<b>State of Incorporation / Organization:</b>	Texas
<b>Year of Organization:</b>	2018
<b>Changes to Name or Form:</b>	No Changes to Name or Form Since Incorporation

*Table 1*

## TEAM OVERVIEW

### ACDC



ACDC was founded by our CEO, Alyssa Carrier, in 2018 as a full-spectrum emergency management firm with a singular goal: to provide competent, caring, and connected consulting services to communities engaged in disaster response, recovery, and resilience. Alyssa's north star was to build an emergency management consulting firm that encompassed her core values with the goal of helping whole communities prepare, recover, and rebuild a better more resilient future.

As a premier provider of emergency management solutions, ACDC offers our clients creative and collaborative services, including planning, response, recovery, mitigation, and program management. We are proud of the services and expertise our nationally recognized team of professionals bring to each of the clients and communities we support. It is an honor for us to be entrusted with helping manage some of the most impactful disasters and catastrophic incidents our nation has experienced with a commitment to competence, compassion, and connectivity.

ACDC has been actively engaged in offering disaster recovery services throughout the U.S., including consultancy and advisory roles for projects across the country. ACDC partners with governmental agencies, businesses, and non-profit entities of all sizes to ensure comprehensive awareness of potential threats and hazards facing their communities. We aim to equip our clients with the essential tools and processes to minimize risk, mitigate losses, effectively respond to emergencies, and facilitate a streamlined recovery process.



Figure 1: Alyssa Carrier, Founder + CEO, and Team Arriving On-site in Oregon Following the Historic Oregon Wildfires



The ACDC team has successfully managed over \$75B in federal disaster recovery funds across FEMA Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation Grant Program (HMGP). We specialize in providing technical assistance and strategic advisement that ensures regulatory compliance, minimizes risks, and maximizes federal investments in Nebraska's recovery and long-term resilience. Aligned with the State's Scope of Work (SOW), we bring expertise in the following areas:

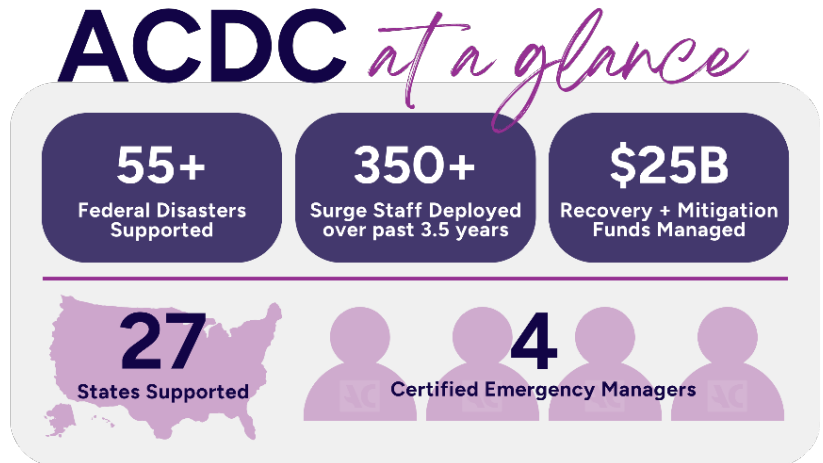


Figure 2

- **Pre-Disaster Planning:** Strengthening the State's readiness through training and proactive strategy alignment.
- **Project Worksheet Management:** Ensuring accurate, compliant, and timely documentation to secure funding.
- **Grant Closeout + Risk Mitigation:** Delivering efficient, audit-ready solutions that reduce administrative burdens.
- **Strategic Advisement:** Providing actionable insights to streamline recovery processes, align priorities, and expedite outcomes.

*ACDC also integrates applicant-focused outreach, training, and education into our delivery model to strengthen statewide recovery capacity. Through consistent engagement and a regional approach to applicant support, we help communities of all sizes improve their understanding of eligibility, documentation, and compliance requirements, reducing preventable delays while supporting equitable access to recovery resources in Nebraska. We also understand the larger economic landscape in which disaster recovery takes place. Nebraska's farming and ranching communities, small municipalities, and rural infrastructure face unique vulnerabilities that extend well beyond physical damages. Our team brings expertise in supporting economically vulnerable and historically underserved communities, meeting applicants where they are and helping them fully navigate the recovery process (from initial damage documentation through final closeout).*



Figure 3: Image of TEMA (Tennessee) Applicant Briefing pertaining to Tropical Storm Helene



This experience is underpinned by staff that deeply understand the State’s communities, landscape, and needs, many of whom have previous experience working with NEMA and state-level Nebraska agencies:



Molly Bargmann of ACDC is a resident of Nebraska and brings more than a decade of progressive emergency management experience within the state, having served in multiple state-level roles with NEMA, as well as at the county level in Adams County. From 2014 - 2022, Molly advanced through key recovery and PA leadership positions, beginning as a Planning Specialist in Response and Recovery and later serving as Recovery Section Supervisor and Recovery Section Manager. She currently volunteers as Conference Chair for the Nebraska Association of Emergency Management Conference and serves as the Nebraska Representative for IAEM Region 7 Leadership Board.



Grace Fennelly of ACDC is a resident of Nebraska and brings direct state-level experience with NEMA, providing her with a strong understanding of Nebraska’s emergency management landscape and recovery operations. From July 2021 through November 2024, she served as the State PA Officer and acted as the state’s subject matter expert (SME) on the FEMA PA program, including governing policies and guidance.



Ashton Tennis of ACDC is an experienced emergency management professional specializing in disaster recovery, PA, and federal grants management. Ashton brings direct experience supporting Nebraska’s disaster recovery operations through prior service with NEMA in Lincoln, Nebraska during the largest disaster in the State’s history (DR-4420).



Mark Schaffer of ACDC is a Nebraska resident with extensive experience supporting state-level FEMA PA programs. At ACDC, Mark has worked on several contracts with state emergency management agencies across 20+ declared disasters providing programmatic analysis and support to ensure the efficient administration, compliance, and financial oversight of FEMA PA funding.





## AECOM

# AECOM

AECOM is a multi-disciplinary firm offering integrated services across the full spectrum of disaster recovery, grants management, planning, design, and public outreach. AECOM has a long history of responding to federal and state disaster declarations, including floods, fires, and other natural disasters. With over 25 years of experience delivering FEMA PA, IA, and Section 404 Hazard Mitigation Assistance (HMA) programs, AECOM is well-equipped to navigate funding gaps, regulatory hurdles, and logistical challenges. The firm’s extensive expertise has supported thousands of grantees and subrecipients, helping them avoid common pitfalls and maximize resources for seamless disaster recovery. For Nebraska, this means a trusted partner who understands the unique challenges of the region and can tailor solutions to meet local needs.

## ACDC + AECOM TEAM

*local perspective*



RESIDENT of NE

Katie Ringland

of AECOM brings over 12 years of state-level Nebraska experience working with The Nebraska Department of Natural Resources Division of Floodplain Management, seven years of which were the Chief of the Floodplain Management Section. Her experience includes managing FEMA’s CTP program, State NFIP Coordination, and Flood Mitigation Assistance grants.

AECOM’s strategic approach integrates best practices in program management, technology-driven solutions, and deep regulatory expertise. AECOM’s teams utilize GIS mapping and data analytics to streamline documentation, improve transparency, and reduce the administrative burden for applicants. The firm prioritizes compliance with FEMA’s PA program requirements while optimizing workflows to minimize delays and maximize funding utilization. This commitment contributes to efficient and impactful recovery efforts in Nebraska.

As the only firm to lead all three FEMA staff augmentation contracts (PA Technical Assistance [PA-TAC], Consolidated Resource Center [CRC], and Hazard Mitigation Technical Assistance Program [HMTAP]), AECOM possesses unmatched insight into FEMA’s processes and decision-making. This expertise allows AECOM to guide clients



through shifting responsibilities, maintaining compliance and efficiency throughout the project lifecycle. The firm's strong advocacy for appeals, alternate projects, and mitigation initiatives has consistently resulted in favorable outcomes for its clients.

AECOM has managed over 700 disaster events and developed more than 30,000 SOWs specifically for PA projects. The firm's proven ability to oversee significant recovery initiatives includes managing approximately \$50B in recovery projects across the nation. This scale of experience allows us to deliver results that meet FEMA standards and timelines effectively. AECOM's Program Delivery Model (PDM) creates a seamless approach to optimizing reimbursements while advancing FEMA grant programs. By integrating resiliency and sustainability initiatives while maintaining transparency through robust tracking systems, AECOM provides effective and accountable support tailored to Nebraska's needs.

## FINANCIAL STATEMENTS

The bidder should provide financial statements applicable to the firm. If publicly held, the bidder should provide a copy of the corporation's most recent audited financial reports and statements, and the name, address, and telephone number of the fiscally responsible representative of the bidder's financial or banking organization.

- 1.2 If the bidder is not a publicly held corporation, either the reports and statements required of a publicly held corporation, or a description of the organization, including size, longevity, client base, areas of specialization and expertise, and any other pertinent information, should be submitted in such a manner that solicitation evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference.

The bidder must disclose any and all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization, or state that no such condition is known to exist.

The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.

## FINANCIAL CAPACITY AND JUDGEMENT HISTORY

ACDC has provided the company's most recent audited financial statements and a banking reference letter as a separate attachment. We respectfully request that all financial statements and associated information be treated as confidential.

ACDC affirms that there are no judgments, pending or expected litigation, or other real, or potential financial reversals which might materially affect the viability or stability of the organization to disclose.





### CHANGE OF OWNERSHIP

- 1.3** If any change in ownership or control of the company is anticipated during the twelve (12) months following the solicitation response due date, the bidder should describe the circumstances of such change and indicate when the change will likely occur. Any change of ownership to an awarded bidder(s) will require notification to the State.

There is no anticipated change to ownership or control of the company over the next 12 months.

## FOUNDER + CEO



*Alyssa Carrier*

- ▶ Founded on a purpose-driven mission to strengthen and care for communities
- ▶ Focused on a whole-community approach with compassionate guidance and deep expertise



## OFFICE LOCATION

- 1.4 The bidder's office location responsible for performance pursuant to an award of a contract with the State of Nebraska should be identified.

## LOCAL PRESENCE

ACDC's office is located at 1800 Glenarm Place, Suite 300, Denver, CO 80202. Our team is committed to on-site presence in support of NEMA and its subrecipients; staff will not work remotely unless prior written approval is obtained from the State. Several of the key professionals who will service this contract are Nebraska residents and are positioned to provide immediate, in-person support at NEMA offices, applicant locations, and disaster sites across the state. If needed, ACDC will establish a physical office space in Nebraska to support program needs.



Figure 5



### RELATIONSHIPS WITH THE STATE

**1.5** The bidder should describe any dealings with the State over the previous ten (10) years. If the organization, its predecessor, or any Party named in the bidder’s solicitation response has contracted with the State, the bidder should identify the contract number(s) and/or any other information available to identify such contract(s). If no such contracts exist, so declare.

## HISTORY OF STATE LEVEL CONTRACTS

Over the past 10 years, ACDC has not entered into a formal contract with the State of Nebraska that included a State contract number.

Over the past 10 years, AECOM has entered into the following contracts with the State of Nebraska.

Agency	Contract Number
Nebraska Department of Roads	<ul style="list-style-type: none"> <li>• BK23331-000</li> <li>• BK23331-001</li> <li>• BK2330_001</li> <li>• BK2330_000</li> <li>• BK2306_001</li> <li>• BK2306_000</li> <li>• BK2305_000</li> <li>• BK2113_000</li> <li>• BK2027_002</li> <li>• BK2027_001</li> <li>• BK2027_000</li> <li>• QK2215_000</li> <li>• BK2049_001</li> <li>• BK2049_000</li> <li>• VK1625_002</li> <li>• VK1625_001</li> <li>• VK1625_000</li> <li>• QK1708_000</li> <li>• QK1613_000</li> </ul>
Nebraska Department of Roads	<ul style="list-style-type: none"> <li>• BK1619_000</li> <li>• BK1621_000</li> </ul>
Nebraska Military Department	<ul style="list-style-type: none"> <li>• CON88370</li> <li>• CON79239</li> <li>• CO175491</li> <li>• CON75491</li> </ul>
Nebraska Public Power District	<ul style="list-style-type: none"> <li>• Nebraska Public Power MSA #19A-MS7</li> </ul>

Table 2



### **BIDDER'S EMPLOYEE RELATIONS TO STATE**

If any Party named in the bidder's solicitation response is or was an employee of the State within the past twelve (12) months, identify the individual(s) by name, State agency with whom employed, job title or position held with the State, and separation date. If no such relationship exists or has existed, so declare.

- 1.6** If any employee of any agency of the State of Nebraska is employed by the bidder or is a subcontractor to the bidder, as of the due date for solicitation response submission, identify all such persons by name, position held with the bidder, and position held with the State (including job title and agency). Describe the responsibilities of such persons within the proposing organization. If, after review of this information by the State, it is determined that a conflict of interest exists or may exist, the bidder may be disqualified from further consideration in this solicitation. If no such relationship exists, so declare.

### **EMPLOYMENT HISTORY WITH THE STATE**

No party listed in this proposal has been employed by the State of Nebraska within the past 12 months. ACDC does not employ any current employee of the State of Nebraska, nor does ACDC utilize any current State of Nebraska employee as a subconsultant.



Figure 6



## CONTRACT PERFORMANCE

If the bidder or any proposed subcontractor has had a contract terminated for default during the past ten (10) years, all such instances must be described as required below. Termination for default is defined as a notice to stop performance delivery due to the bidder’s non-performance or poor performance, and the issue was either not litigated due to inaction on the part of the bidder or litigated and such litigation determined the bidder to be in default.

- 1.7 It is mandatory that the bidder submit full details of all termination for default experienced during the past ten (10) years, including the other Party's name, address, and telephone number. The response to this section must present the bidder’s position on the matter. The State will evaluate the facts and will score the bidder’s solicitation response accordingly. If no such termination for default has been experienced by the bidder in the past ten (10) years, so declare.

If at any time during the past five (5) years, the bidder has had a contract terminated for convenience, non-performance, non-allocation of funds, or any other reason, describe fully all circumstances surrounding such termination, including the name and address of the other contracting Party.

## ACDC

During the past 10 years, ACDC has not had any contracts terminated for default. Within the past 5 years, ACDC had one contract terminated with Hardee County, Florida. This termination was not related to performance or contract compliance. Rather, it resulted from a change in county administration, during which existing agreements were reviewed and certain contracts were discontinued as part of broader cost-containment and administrative restructuring efforts.

## AECOM

During the past 10 years, AECOM has had no contracts terminated for cause. Over the past 5 years, AECOM has had the following contracts terminated for convenience:

Termination Date	Client / Agency	Reason for Termination	Point of Contact
12/02/2021	City of South Tucson	Environmental services contract terminated for convenience	Veronica Morena 1601 S. 6th Ave, South Tucson, AZ 85713 / (520) 792-2424
05/02/2022	Gilead Sciences, Inc.	Client placed aspects of project on hold	Wendy Gifford 333 Lakeside Dr, Foster City, CA 94404 / (650) 574-3000



05/12/2022	Burbank-Glendale-Pasadena Airport Authority	COVID pause; restart required program reboot	Frank Miller 2627 N. Hollywood Way, Burbank, CA 91505 / (818) 840-8840
05/31/2023	Norfolk Southern Railway Company	Services contract terminated for convenience	Aaron Bondurant
07/27/2023	Clarke Energy USA (Veolia Project)	Subcontract PO terminated for convenience	Andy Malcolm N19W24400 Riverwood Dr, Waukesha, WI 53188 / (262) 565-5020
06/17/2024	Southwestern Energy Company	Agreement terminated for convenience	Camille Doig PO Box 12559, Spring, TX 77391
06/20/2024	City of Carlsbad	Terramar CEQA project terminated for convenience	Eric Zielke 1635 Faraday Ave, Carlsbad, CA 92008 / 760-602-2795
09/2024 (eff. 12/31/24 + 3/31/25)	ExxonMobil	Terminated for convenience due to pending dispute	Claudia Stinson Claudia.c.stinson@exxonmobile.com
10/29/2024 (eff. 11/28/24)	CRS Commerce Center, LC	Contractual termination right; no breach/penalties	John Harrison; 1900 Reston Metro Plaza, Floor 10, Reston, VA 20190 / (703) 230-1985
10/29/2024 (eff. 11/28/24)	CRS-RR Hotel, LLC	Contractual termination right; no breach/penalties	John Harrison; 1900 Reston Metro Plaza, Floor 10, Reston, VA 20190 / (703) 230-1985
03/27/2025	County of Fresno Dept. of Public Works & Planning	Chevron discontinued permit/EIR preparation	David Randall drandall@fresnocountyca.gov
03/31/2025	Equilon Enterprises LLC	Terminated by mutual agreement	Barbara Stoykes
09/23/2025	Miami-Dade County (Parks, Recreation & Open Spaces)	PSA terminated for convenience	Mahe Brunet 275 NW 2nd St, Miami, FL 33125 / (305) 755-7800
11/24/2025	Virginia Tech	Terminated due to award of new term contract (policy)	Not available
12/16/2025 (eff. 12/31/25)	Southern Indiana Gas & Electric Co. (Vectren)	EPCM agreement terminated for convenience	Not available

Table 3





## SUMMARY OF BIDDER'S CORPORATE EXPERIENCE

The bidder should provide a summary matrix listing the bidder's previous projects similar to this Solicitation in size, scope, and complexity. The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the solicitation response.

The bidder should address the following:

- 1.8
- i. Provide narrative descriptions to highlight the similarities between the bidder's experience and this Solicitation. These descriptions should include:
    - a. The time period of the project,
    - b. The scheduled and actual completion dates,
    - c. The bidder's responsibilities,
    - d. For reference purposes, a customer name (including the name of a contact person, a current telephone number, a facsimile number, and e-mail address); and
    - e. Each project description should identify whether the work was performed as the prime Vendor or as a subcontractor. If a bidder performed as the prime Vendor, the description should provide the originally scheduled completion date and budget, as well as the actual (or currently planned) completion date and actual (or currently planned) budget.
  - ii. Bidder and Subcontractor(s) experience should be listed separately. Narrative descriptions submitted for Subcontractors should be specifically identified as subcontractor projects.
  - iii. If the work was performed as a subcontractor, the narrative description should identify the same information as requested for the bidders above. In addition, subcontractors should identify what share of contract costs, project responsibilities, and time period were performed as a subcontractor.

## THE ACDC TEAM'S PREVIOUS PROJECT EXPERIENCE

The ACDC team brings practical experience in program management, disaster recovery, and grant compliance, supporting government partners across the country. Our staff have worked on a wide range of emergency management, preparedness, hazard mitigation, and resilience efforts, supporting communities impacted by wildfires, floods, hurricanes, tornadoes, winter storms, and public health emergencies, including the COVID-19 pandemic.



In addition to traditional disaster events, we have successfully tackled non-traditional and complex challenges, including the Surfside, Florida building collapse; the fentanyl crisis in Portland, Oregon; migrant sheltering in New York and Colorado; and housing and homelessness crises nationwide. We work closely with our clients to identify and mitigate risks, improve recovery outcomes while reducing timelines, and ensure compliance with program requirements at every stage of the recovery process.

We bring a whole community approach, compassionate guidance, and decades of hands-on experience to all our projects. We are innovative and results-oriented, and we focus on actionable solutions in complex situations. Our solution framework includes immersion in the many nuances of grant programs and an ability to successfully navigate each program's unique requirements. We bring an unwavering record of accomplishment with successful project closeouts and client satisfaction, as evidenced by our many repeat clients in the emergency management, disaster recovery, and grant management disciplines.

We are fully prepared to support the State in ensuring appropriate management and compliance as it pertains to state and Federal laws, regulations, and guidance to maximize reimbursement for eligible disaster expenditures. The ACDC team has assisted thousands of subrecipient applications for PA funding. Our team understands the challenges faced at a local level in navigating the FEMA PA system and our staff is experienced in how to assist local municipalities, tribes, counties, and Private Non-Profits (PNP) through the process to streamline results and speed recovery.

The ACDC team has also provided technical assistance staffing and program management support for recovery operations including HMGP, long-term recovery, disaster closeout assistance, state Hazard Mitigation Plan (HMP) update efforts, and support for finance divisions in multiple states. Over the course of many projects, we have provided both hazard mitigation and PA support staff who act on behalf of our clients to work together with sub-recipients and guide them through the FEMA grant process, support application development, and Benefit-Cost Analyses (BCAs) as well as provide oversight up to and through closeout. Additionally, we have provided staff for damage assessments and debris management for contracts in multiple regions of the U.S.

The following pages provide an overview of our extensive PA/recovery experience, noting our team's portfolio runs deeper than just the contracts shown herein. Key states are identified either because they are within Region VII or our team has a programmatic level role in their state recovery initiatives.



# NATIONWIDE EXPERIENCE. LOCAL APPLICATION.

\*SUBCONSULTANT ROLE

## ALABAMA

- Medical Staffing - COVID-19

## ARIZONA

- Medical Staffing - COVID-19
- (AzDEMA) 2025 Emergency Mgmt. Training Services

## CALIFORNIA

- (Monterey County) Disaster Recovery - 2023 Flood Events
- MSA for Public Health Related Technical Assistance

## COLORADO

- (DHSEM) SEOC AAR – 2025 Elk + Lee Fires; TTX for Recovery; SEOC AAR – 2024 Winter Storm; SEOC Staff Augmentation + GIS Services; Funeral Incident Response
- (Dept. of Personnel + Admin) Statewide ARPA SLFRF Compliance Assistance
- (City + County of Denver, CO) 2025 North Central Region (NCR) Event EAP Toolkit; 2025 NCR Public Alert + Warning Framework; 2023 Migrant Sheltering; 2021 COVID-19 AAR; Recovery / FEMA PA Support
- (Boulder County) Marshall Fires - Staff Augmentation, Debris Oversight + Call Center Support; CDBG-DR Housing Program for Private Roads + Bridges
- (Park County) ARPA Grant Support

## FLORIDA

- Statewide Residential Hazard Mitigation (Elevate Florida Program)
- NQS Credentialing / DEMES Support
- Statewide Mutual Aid Services
- Statewide Debris Oversight + Mgmt. (including Waterway Removal)
- Statewide Staff Augmentation Response + Recovery
- Housing Support + Shelter Operations
- F-ROC Training
- FMAG Program Support
- Long-Term Recovery Planning
- COOP Exercises
- Call Center Support
- Medical Staffing (COVID-19)
- Duplication of Benefits + Pre-Event Monitoring Stand-by Contracts
- 17 City/County/ Other Disaster Recovery / FEMA PA Support

## HAWAII

- 2023 Maui Wildfires AAR

## IOWA

- (IEMA) BRIC Services\*

## KANSAS

- (KDDEM) 2025 Disaster Recovery Contingency Staffing - South Owl Wildfire FMAG; South Plan Review + Exercise\*

## KENTUCKY

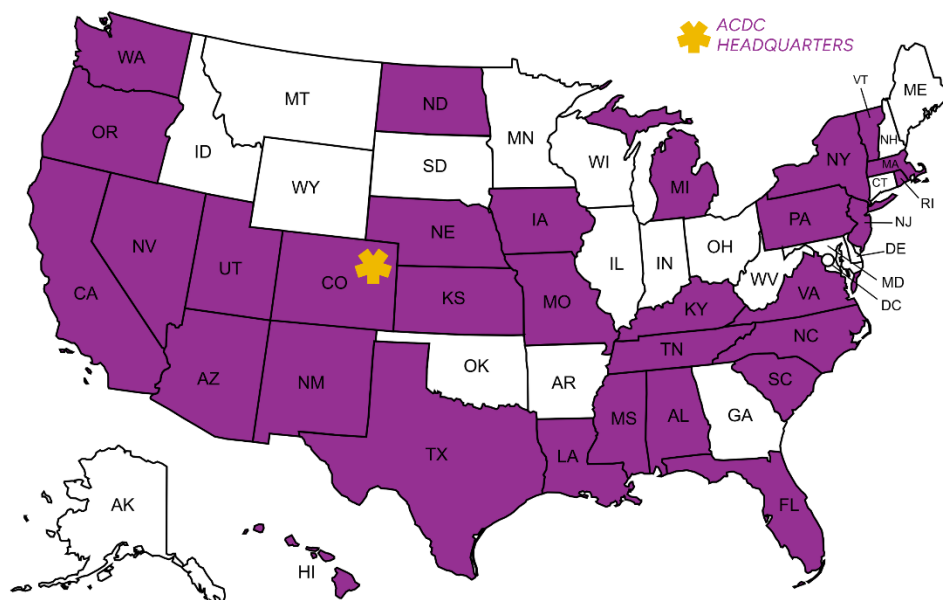
- Response + Recovery for 2021-2022 Flooding, and Tornadoes
- Response + Recovery for 2024 - 2025 Flooding and Tornadoes (3 Events)

## LOUISIANA

- (Dept. of Health) Medical Staffing - COVID-19

## MASSACHUSETTS

- Grant Mgmt. Services - COVID-19
- (City of Cambridge) ARPA SLFRF Compliance Assistance



ACDC HEADQUARTERS

## MICHIGAN

- Medical Staffing - COVID-19

## MISSISSIPPI

- Medical Staffing - COVID-19

## MISSOURI

- (American Red Cross) St. Louis Tornadoes Hotwash

## NEBRASKA

- (Omaha Public Power District [OPP]) Planning Services - 2022 Omaha Ice Jam
- (City of Wymore) FEMA PA - 2022 Tornado

## NEVADA

- Medical Staffing - COVID-19
- (Clark County) Disaster Recovery Plan
- (City of Henderson) Disaster Recovery Plan

## NEW MEXICO

- (Doña Ana County) All-Hazards Mitigation Plan\*
- (FEMA Office of Recovery + Response Technical Support Services – Federal Contract T.O.) Recovery Staff Augmentation - Hermit's Peak Wildfires\*

## NEW JERSEY

- (Dept. of the Treasury) SEOC Emergency Center Planning + Staffing Services

## NEW YORK

- Medical Staffing - COVID-19
- (DHSES) Disaster Recovery Services\*
- (NYC) AAR for NYCCEM's Asylum Seeker Operations (ASO); MSA for Various EM Programs; 2023 Migrant Sheltering
- (NYC Health + Hospitals) 2025 Public Health Rapid Response
- (Westchester County) Planning + Preparedness Services – 2025 CEMP Update + COOP Development; 2024 Shelter Training DAFN Update

## NORTH CAROLINA

- (Dept. of Public Safety) EMAC Validation Services - Hurricane Helene + Debby

## NORTH DAKOTA

- (Dept. of Commerce) Grant Management Consultant Services - Economic Resiliency Grant (ERG) (CARES Act)
- (Dept. of Emergency Services) Planning Services - Organizational / Capacity Assessment

## OREGON

- (OEM) Owner's Representative for Recovery for Six Declared Disasters; AAR for 2020 Labor Day Wildfires
- (OHA) Emergency Repatriation Exercise; 5-Year Strategic Plan (2024 – 2029); Medical Surge Staffing + Planning Support; CHEMPACK Training; Portland 90-Day Fentanyl Emergency Declaration Response
- (ODOT) Duplication of Benefits
- (City of Canby) EOP Update + Exercises
- (City of Portland) Emergency Drinking Water Distribution Planning; Operational Continuity + Policy Planning; Crisis Communication Guidance

## PENNSYLVANIA

- (Tioga County) Debris Mgmt. Training

## RHODE ISLAND

- Medical Staffing - COVID-19
- (Emergency Management Agency [RIEMA]) 2024 Disaster Recovery Closeout Services for COVID-19

## SOUTH CAROLINA

- Medical Staffing - COVID-19

## TENNESSEE

- Disaster Recovery Closeout Services for Legacy Disasters
- FEMA Public Assistance for 2024 Hurricane Helene

## TEXAS

- (TxGLO) CDBG-DR Case Management + Call Center - Hurricane Harvey
- (TDOT) Debris Monitoring - Hurricanes Laura + Delta
- (Harris County) Disaster Recovery Program Management Services
- (Montgomery County) BRIC Grant Management Services
- (University of Texas System) 2024 Exercise + Training; 2022 Emergency Operations Program
- (City of San Antonio) Disaster Finance Management Policy + Procedures

## UTAH

- (Division of Emergency Management) Recovery and Technical Services\*

## VERMONT

- (City of Barre) Emergency Professional Consulting Services - Flood Events
- (Green Mountain Power Corp.) Lamoille River Project Functional EAP Exercise
- (Montpelier Commission for Recovery + Resilience) Emergency Operations Plan "MAPLE"
- (Two Rivers Ottauquechee Regional Commission) Flood Mitigation Services

## VIRGINIA

- Medical Staffing - COVID-19

## WASHINGTON

- (Dept. of Health) CHEMPACK Assessment
- (City of Renton) 2025 Family Reunification Plan
- (City of Sammamish) Planning Services - 2024 Needs Assessment for the Emergency Management Program (EMP) + EOC; Public Awareness Strategy; 2025 EOC Training

Figure 7





# SUMMARY MATRIX OF PREVIOUS EXPERIENCE

★ Highlighted in Proposal Narrative

PROJECTS	DISASTER	Region VII Experience	PA Project Development	HM Project Development	IA Support	Damage Assessments	Grant Administration	Sub-Recipient Project Review	Project Management	Project Closeout	Financial Oversight
★ [Oregon Office of Emergency Management] Response & Recovery (Owner's Rep / Six Declared Disasters)	Wildfire, Pandemic, Flooding, Severe Weather		✓	✓		✓	✓	✓	✓	✓	✓
★ [Tennessee Emergency Management Agency] FEMA PA Consulting Services	Hurricane		✓	✓		✓	✓	✓	✓	✓	✓
★ [Florida Division of Emergency Management] Response & Recovery (Owner's Rep / Multiple Events)	Hurricane, Pandemic, Wildfire, Flooding, Building Collapse		✓	✓	✓	✓	✓		✓	✓	✓
★ [Rhode Island Emergency Management Agency] Consultant Services - Disaster Grant Closeout	Hurricane, Pandemic, Wildfire, Flooding, Building Collapse		✓	✓		✓	✓	✓	✓	✓	✓
★ [State of Vermont] Professional Consulting Services*	Flooding			✓			✓	✓			✓
★ [North Carolina Department of Public Safety] EMAC Validation	Tropical Storm										
★ [Kansas Division of Emergency Management] Disaster Recovery Contingency Staffing	Wildfire, Tornadoes, Pandemic, Severe Storms + Winds, Flooding	✓	✓			✓		✓	✓	✓	✓
[Kentucky Office of Emergency Management] FEMA PA Consulting Services*	Tornado		✓		✓	✓	✓			✓	
[Colorado Department of Public Safety] Disaster Recovery Services (Miscellaneous)	Winter Storm, Wildfire		✓	✓		✓	✓			✓	✓
[Iowa Department of Administration] HM Planning Services*	N/A	✓		✓							
[Iowa Emergency Management Agency] BRIC Services*	N/A	✓	✓	✓		✓	✓			✓	✓
[City of Wymore, NE] FEMA PA Consulting Services	Tornado	✓	✓								
[Park County, CO] ARPA Services + Multi-Jurisdictional HM Plan Update	N/A			✓			✓				✓
[Boulder County, CO] Response & Recovery	Wildfire		✓	✓		✓	✓			✓	✓
[City of Denver/Denver Co., CO] Recovery, Grant Mgmt., and Planning	Wildfire, Winter Storms		✓	✓			✓			✓	✓
[Florida Department of Transportation] FEMA PA Consulting Services	Hurricane		✓			✓	✓			✓	✓
[City of Mexico Beach, FL] FEMA PA + Grant Consulting Services	Hurricane		✓	✓		✓	✓	✓	✓	✓	✓
[City of Blountstown, FL] Disaster Recovery Consulting Services	Hurricane		✓	✓		✓	✓			✓	
[DeSoto County, FL] FEMA PA Consulting Services	Hurricane		✓			✓	✓	✓	✓	✓	
[Levy County, FL] Recovery Services	Hurricane		✓			✓	✓	✓	✓		✓
[Sarasota Memorial Hospital, FL] FEMA PA Consulting Services	Hurricane		✓	✓		✓	✓	✓	✓	✓	✓
★ [USACE Omaha District] Waconda Levee Repair Final Design	Flooding										
[FEMA] FEMA Public Assistance Technical Assistance Contract (PA-TAC)	Mutli-Hazard: Floods, Hurricanes, Wildfires, Earthquakes, Severe Storms		✓	✓		✓	✓		✓	✓	✓
[FEMA] FEMA Consolidated Resource Center (CRC) Support Contract	Mutli-Hazard (Nationwide FEMA Disasters)		✓			✓					
[Monterey County, CA] Grant Management & HMGP	Flooding, Severe Winter Storms		✓	✓			✓		✓		
[City of Mandeville, LA] FEMA HMGP Grant Management	Hurricanes, Flooding			✓			✓		✓		
[Sacramento Municipal Utility District, CA] HMGP Grant Management	Wildfire, Severe Storms		✓	✓		✓	✓		✓	✓	✓
[Lee County Schools, FL] Hurricane Ian Emergency Remediation	Hurricane		✓			✓	✓		✓	✓	✓
[Los Angeles Department of Water & Power, CA] Wildfire Recovery	Wildfire, Straight-line Winds		✓			✓			✓		

AECOM



## PROGRAM EXPERIENCE NARRATIVES



### Oregon Emergency Management Program Delivery Manager for Grants (PDMG) on Six Federally Declared Disasters

Project Overview			
Project Time Period:	08/2024 – 09/2025		
Scheduled   Actual Completion Date:	09/2025   09/2025		
Contractor Role:	Prime (ACDC)		
Authorized Project Budget   Project Value to date:	\$15,300,000   \$15,270,032.00		
Bidder Responsibilities:	<ul style="list-style-type: none"> <li>✓ FEMA PA Technical Guidance</li> <li>✓ Financial Oversight</li> <li>✓ Eligibility Reviews</li> <li>✓ ROE + Call Center</li> <li>✓ Duplication of Benefits</li> <li>✓ PIO / Stakeholder Coordination</li> </ul>		
Disasters: DR-4432; DR-4452; DR-4499; DR-4519; DR-4562; DR-4599			
Customer Reference Information			
Name of Contact:	Julie Slevin	Email:	<a href="mailto:Julie.slevin@state.or.us">Julie.slevin@state.or.us</a>
Telephone #:	(503) 378-2235	Fax #:	N/A

Table 5

ACDC served as the Oregon Emergency Management’s (OEM’s) FEMA PDMG on six federally declared disasters for applicants within the State of Oregon, totaling more than \$1.7B in anticipated damages. This role included serving as a liaison between applicant/FEMA/state, providing guidance on federal regulations, cost reimbursement best practices, and discussing other funding opportunities for mitigation measures. This role requires a deep understanding of FEMA reimbursement policies, including reviewing costs to avoid duplication of benefits. Over the years, we have supplied 11 PA, 12 debris oversight, 5 call center representatives, and 4 data team members.

A key area of work was for Oregon’s Labor Day 2020 Wildfire, which was the state’s largest disaster in modern history. On September 7, 2020, the State of Oregon experienced historical wildfires, with over 1M acres burned and over 4,000 structures damaged or destroyed. The below provides highlights of our PDMG services for this event.

**Recovery Project Management:** Our team provided comprehensive disaster recovery grant management, administrative services, and project management support. Key





services included FEMA PA technical guidance, ensuring subrecipients complied with grant requirements (such as procurement, contracting, and cost documentation, and eligibility reviews) to verify expenditures met federal, state, and local regulations. The team provided technical assistance to subrecipients for project formulation within FEMA systems, conducted compliance reviews for reimbursement requests, and supported project amendments and closeouts. **To date, over 2,305 projects have been obligated worth \$2,399,561,752.**

**Right-of-Entry:** Working in coordination with OEM, Oregon Department of Transportation (ODOT), the Department of Environmental Quality (DEQ), FEMA, and the Environmental Protection Agency (EPA) to facilitate obtaining Right-of-Entry (ROE) forms from impacted residents. These ROE permits grant access to EPA to conduct hazardous waste cleanup, the first phase before the larger debris cleanup begins. ACDC staff liaised between the nine impacted counties as well as the state and FEMA to ensure effective and timely communication with residents. Our team developed a data management tracking system to manage the ROE permits received, completing Quality Assurance (QA) and Quality Checks on all forms to ensure accurate information. This information was then passed to the EPA to map out the areas ready for the first phase of the cleanup mission. This first phase of the cleanup mission was extremely time-sensitive, requiring our team to conduct outreach in 9 counties to thousands of residents in 4 weeks. Considering the widespread nature of the fires and proximity to many rivers, hazardous waste contamination was a significant concern and mitigation was a top priority. There were 4,499 ROEs, 3,316 requests, and 1,183 paper ROEs.

**ROE Call Center:** ACDC created and staffed a call center to take phone calls from property owners who sustained damage from the Oregon wildfires of Labor Day 2020 (DR-4562). Staff were equipped to receive calls from residents to assist them in enrolling in the state's debris removal program, provide guidance on completing an online questionnaire describing the debris and specifics of their property, and answer questions ranging from insurance to anticipated timing of work on their property. The call center was also structured to make calls to property owners to reaffirm the ROE authorization status and to notify them as work orders were issued for debris removal. Since the call center's inception in December 2020, ACDC has provided bilingual representatives 7 days a week to assist over 3,500 Oregonians impacted by the fires.

**Duplication of Benefits:** As ODOT's consultant for the Oregon Wildfire Recovery – Debris Insurance Collection Program, ACDC is assisting ODOT in recovering property insurance proceeds or benefits for property owners affected by the 2020 Oregon Wildfires. Our assistance mitigates any Duplication of Benefits (DOB) between federal aid and insurance benefits available to property owners. ACDC has deployed a highly collaborative team

that, in conjunction with ODOT, has collected these wildfire recovery insurance proceeds and ensured strict adherence to FEMA compliance for maximum reimbursement. We also integrated specialized software to streamline data collection and management, providing real-time updates and ensuring compatibility with ODOT systems. Additionally, ACDC has supported ODOT as a SME on FEMA reimbursements, advising on appeals related to liability assessments within the Debris Insurance Collection Program. Our efforts also include robust public outreach and technical expertise, ensuring seamless stakeholder coordination.

**PIO / Stakeholder Coordination:** Multiple stakeholders, DEQ/OEM/ODOT on the task force, and we had to coordinate debris removal through all three, including local and Federal partners involved. We were embedded locally in the emergency operations center (EOC), spun up a call center, reported to all levels (including FEMA, providing owner’s representative services to ensure contract compliance from every side of the fence [consultants, environmental firms, haulers, monitors]), and engaged with ODOT Public Information Officer (PIO) team to communicate quickly changing guidance and wildfire resources (dashboards, website, etc.).

The Oregon engagement demonstrates ACDC's model of embedded, on-site support, as staff were physically present at the EOC, in the field conducting damage assessments, and deployed across nine counties to engage directly with residents and local agencies. This is the same model we bring to Nebraska: our team does not provide remote-only advisement. We show up.



*Figure 8: Snapshot of the Oregon Wildfires from above*





## Tennessee Emergency Management – Disaster Recovery Staff Augmentation

Project Overview			
Project Time Period:	10/2024 – Ongoing		
Scheduled   Actual Completion Date:	10/2028   10/2028		
Contractor Role:	Prime (ACDC)		
Authorized Project Budget   Project Value to date:	\$18,297,320.00   \$8,963,649.00		
Bidder Responsibilities:	<ul style="list-style-type: none"> <li>✓ FEMA PA Technical Guidance</li> <li>✓ Applicant Briefings</li> <li>✓ Development of Damage Inventories</li> <li>✓ Grant Management</li> </ul>		
Disasters: DR-4832; DR – 1909; DR-4293; DR-4427; DR-1974; DR-4476; DR-4541; DR-4550; DR-4878; DR-4514; DR-4594; DR-4645; DR-4691; DR-4601; DR-4609; DR-4637; DR-4701; DR-4742; DR-4712; DR-4729; DR-4735; DR-4751; DR-4792; DR-4832			
Customer Reference Information			
Name of Contact:	Craig Hanrahan	Email:	<a href="mailto:Craig.Hanrahan@tn.gov">Craig.Hanrahan@tn.gov</a>
Telephone #:	(615) 390-9001	Fax #:	N/A

Table 6

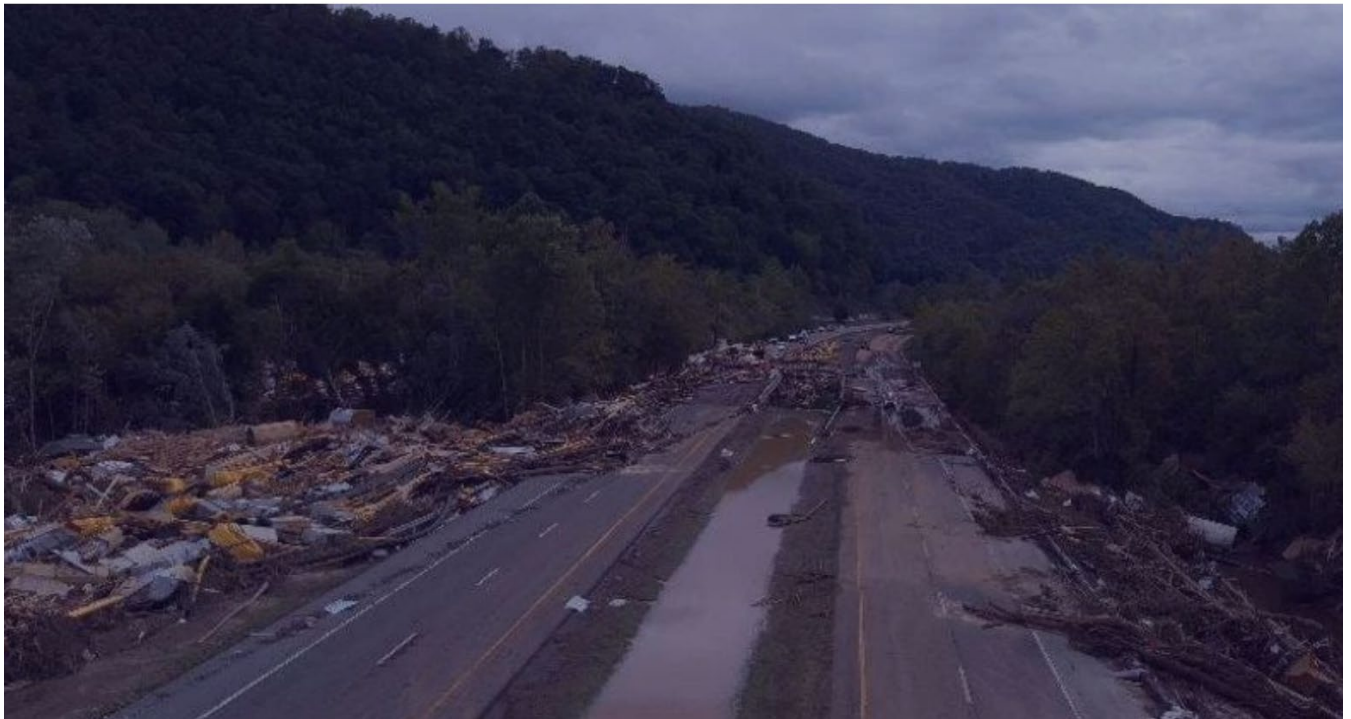
ACDC, under the Tennessee Emergency Management Agency (TEMA) Staff Support Contract, plays a critical role in augmenting the state’s recovery capabilities following DR-4832 (Hurricane Helene). Our dedicated team of 28 professionals is providing comprehensive recovery services across all 13 of Tennessee’s declared counties, State Agencies, the Nashville metro area, and qualified Private Non-Profit (PNP) organizations.

In addition to providing this robust team composition, our team also creates additional value add by supporting TEMA’s efforts in closing out past project workflows for their existing “non-Helene” disasters. Managing this extra work within our existing capabilities reflects ACDC’s commitment to supporting Tennessee's recovery efforts efficiently and effectively. ACDC’s professionals are physically deployed across each of the Helene-impacted areas and the regions to support closing out their legacy disaster work. By operating on-site with our TEMA counterparts, we aim to embody the *Connected* principle of our 3 C's by being present where it matters most.

Working in collaboration with TEMA, our team delivers essential public assistance services, including project formulation, documentation, compliance reviews, and grants management, ensuring alignment with the Stafford Act and FEMA’s PA guidelines. Our

approach emphasizes consistent communication with local, state, and federal officials, precise project reporting, and a focus on meeting recovery objectives while maintaining compliance with all regulatory requirements. Specialists are strategically deployed in both field operations and centralized offices to address local needs and statewide priorities.

We can effectively track the progress of their various PA recovery processes in real time with customized dashboards for executive reporting on the various workflow deliveries. Our project management team also ensures seamless staffing and operational logistics, managing deployment and risk, while delivering regular technical and operational updates to TEMA leadership.



*Figure 9: Debris in Eastern Tennessee following Tropical Storm Helene*



## USACE Omaha District – Waconda Levee Repair Final Design

### Project Overview

Project Time Period:	09/2019 - 06/2023
Scheduled   Actual Completion Date:	06/2023   06/2023
Contractor Role:	Prime (AECOM)
Authorized Project Budget   Project Value to date:	\$12M   \$12M (Construction)
Bidder Responsibilities:	<ul style="list-style-type: none"> <li>✓ Dams + Levees</li> <li>✓ Relief Wells</li> <li>✓ Channel Modifications</li> <li>✓ Floodwalls</li> </ul>

*This project showcases AECOM’s understanding of Nebraska’s landscape and local stakeholders, in addition to state and federal laws and regulations. AECOM maintains good working relationships with federal agencies and understands permitting requirements. Through this experience, AECOM is able to provide expertise and support in obtaining permits to local stakeholders and help certify that all permit conditions are met, maximizing the likelihood that grant conditions are met and the stakeholders are able to provide a complete project package to both NEMA and FEMA.*

### Customer Reference Information

Name of Contact:	Lowell J. Blankers	Email:	<a href="mailto:lowell.j.blankers@usace.army.mil">lowell.j.blankers@usace.army.mil</a>
Telephone #:	402-378-2852	Fax #:	N/A

Table 7

In March 2019, Missouri River floodwaters rose to within 12 inches (0.3 m) of the levee crest, causing **under-seepage distress to the Lake Waconda Levee and resulting in internal erosion of foundation soils. AECOM was contracted to perform emergency design repairs following a geotechnical investigation and land and overwater surveys. Repairs included under-seepage berms, roadway restoration, and a specialized seepage barrier.**

Subsequently, during the spring 2019 flood, significant damage occurred to the 2.5-mile Waconda Lake Dike and Levee, which stands 15–20 feet high and protects nearly 200 homes adjacent to the Missouri River on a recreational lake. This area has a history of seepage control issues, evidenced by sand boils, seepage zones, stakeholder pumping efforts out of the lake, and dock movement during flood events. AECOM was tasked with rapidly designing repairs and mitigation measures before the next flood season.



The team completed field investigations, alternatives analysis, and construction documents within 145 calendar days and under strict budget constraints.

**Field Investigation.** AECOM executed a rapid field investigation while the river remained in flood stage, which included the following:

- Topographic and bathymetric surveys
- 18 Cone Penetration Tests (CPTs)
- 6 Hollow Stem Auger (HSA) borings
- Soil sampling and laboratory testing at a United States Army Corps of Engineers (USACE)-certified facility for index and advanced engineering properties

**Geotechnical Analysis.** AECOM conducted geotechnical analyses using numerical modeling to evaluate under-seepage and internal erosion issues following the 2019 Missouri River flood using Seep/W, reviewing a wide range of solutions, including berms, relieve wells and toe drains. The team also assessed slope stability for existing and proposed levee designs using limit equilibrium software Slope/W. Based on these geotechnical analyses, AECOM determined that the most cost-effective solution is a combination of 100-250-foot-wide berms in select areas where space constraints were not an issue, providing the lowest cost option, and a soil-cement-bentonite cutoff wall where space constraints did not allow other options.

The proposed solutions were developed considering sponsor preferences and site-specific constraints, including the following:

- Passive designs to reduce flood-fighting and maintenance requirements
- Proximity of houses adjacent to the levee limiting construction options
- Presence of only one exit to the neighborhood increases the risk to residents should a failure occur
- Levee alignment through a historical river channel with poor subsurface conditions (clean sands without a blanket and close entry-exit conditions)
- Overall cost-effectiveness of the design

### **Specialized Experience + Technical Competence**

AECOM applied its levee design expertise to develop an innovative solution for rehabilitating a section of levee that experienced under-seepage during the flooding event. This section of the levee had spatial constraints eliminating berms as a remedial option. Numerical modeling indicated insufficient drainage head for relief wells without pumping. Consequently, a cutoff wall was selected as the preferred option. AECOM determined that a soil-cement-bentonite cutoff wall would provide greater stability and cost efficiency



compared to a weaker cement-bentonite wall, which posed a risk of slope instability due to weak soils at the toe.

The optimal location for the cutoff wall was determined to be at the toe of the embankment, avoiding significant degradation of the levee centerline. However, traditional trenching methods were unsuitable because adjacent embankment weight could cause trench collapse and create safety hazards. AECOM recommended and designed USACE's first one-pass trench cutoff wall for levee systems, achieving an estimated construction cost savings of approximately \$5M. Due to the complexity of maintaining quality during one-pass trench construction, AECOM developed stringent specifications and collaborated closely with the contractor onsite to monitor compliance. Additionally, AECOM reviewed all quality assurance testing results to confirm that the cutoff wall was constructed in accordance with the approved specifications.

**Civil Design.** The civil design scope included updating topography and bathymetric survey data, repair alignment and plans and profiles, river channel bank erosion repair, and roadway repairs and modifications to accommodate the new seepage control features.

**Design Documentation.** AECOM prepared construction documents under a compressed schedule and tight budget. Deliverables included the following:

- Alternatives analysis report
- Construction drawings and specifications
- Updates to the local sponsor's Operations and Maintenance (O&M) Manual
- Revisions to the Emergency Action Plan (EAP) to incorporate new design features and flood monitoring procedures



Figure 10: Waconda Lake Dike and Levee emergency design repairs

The team also provided engineering support during advertisement and construction, including submittal reviews, RFI responses, field meetings, and quality assurance site visits. By providing a complex, cost-effective design within an accelerated schedule and leadership during construction of a method never previously overseen by USACE, AECOM earned a 'Very Good' CPARS rating in all categories (a distinction difficult to achieve).

This project showcases AECOM's expertise in levee innovation through the design of a 1,900-foot riverside seepage barrier using the one-pass trench mixing method. As this method had not previously been applied to federal levee system, AECOM implemented a rigorous Quality Control (QC) and Quality Assurance (QA) program.



## Florida Department of Emergency Management – Program Management/EOC Support (Multiple Events)

Project Overview			
Project Time Period:	03/2020 – Ongoing		
Scheduled   Actual Completion Date:	06/2026   06/2026		
Contractor Role:	Prime (ACDC)		
Authorized Project Budget   Project Value to date:	\$50,000,000   \$48,453,510.78		
Bidder Responsibilities:	<ul style="list-style-type: none"> <li>✓ FEMA PA Technical Guidance</li> <li>✓ FEMA PA Recovery + Technical Guidance</li> <li>✓ Grant Management</li> <li>✓ EOC Staff Augmentation</li> <li>✓ Eligibility Reviews</li> <li>✓ Statewide Mutual Aid</li> <li>✓ Call Center</li> <li>✓ Debris Management</li> <li>✓ Shelter Operations</li> <li>✓ F-ROC Training Development + Facilitation</li> <li>✓ Credentialing</li> </ul>		
Disasters: DR-4399; DR-4486; EM-3533; EM-3560; FSA-2360; DR-4680; DR-4673; DR-4734; DR-4794; DR-4806; DR-4828; DR-4834			
Customer Reference Information			
Name of Contact:	Kevin Guthrie	Email:	<a href="mailto:Kevin.Guthrie@em.myflorida.com">Kevin.Guthrie@em.myflorida.com</a>
Telephone #:	(850) 294-8250	Fax #:	N/A

Table 8

The ACDC team has a rich history and diverse experience with FDEM, supporting several statewide events since March 2020. ACDC has provided longstanding staff augmentation support for statewide events over the last five years and our team’s ability to scale as needed to meet the needs of the State. These experiences have allowed ACDC to establish multi-level partnerships throughout Florida, including state agencies, city/county municipalities, local stakeholders, and additional community members through various management consulting services in planning, response, and recovery activities at every level.

These roles have included serving as mutual aid liaisons for FDEM, supporting COVID-19 planning, response and recovery efforts at the State Emergency Operations Center (SEOC), and most recently staffing key SEOC roles during the response efforts to Hurricanes Helene, Milton, Ian, and Debby. Additionally, we have provided critical recovery support by

conducting damage assessments, overseeing debris removal operations and assisting communities with recovery planning. Our PA program management expertise spans multiple events where we have successfully guided applicants through the complexities of the FEMA PA process. We have also supported statewide initiatives such as the Florida Recovery Obligation Calculation (F-ROC) program, which empowers counties to strengthen their FEMA Public Assistance readiness as well as Elevate Florida, a new statewide Residential Mitigation Program. Our comprehensive approach includes training, guidance, and innovative solutions that enhance local capacity and maximize funding opportunities. Through these events, we have established multi-level partnerships with state and local governments, community organizations, and stakeholders to deliver comprehensive response, recovery, and grant administration services.

The following experience highlights our direct support to FDEM and the depth, adaptability, and technical expertise we bring to emergency management missions.

### **EOC Staff Augmentation**

Provided trained personnel to aid lead and supporting agencies and organizations for each of Florida's 20 Essential Support Functions (ESFs) including Planning, Logistics, Operations, Finance for the past seven years - including specialized leadership roles such as Medical



Figure 11: FDEM EOC fully staffed for Hurricane Ian support

Staffing Branch Chief and mutual aid coordinators. Our personnel seamlessly integrated with partner agency operations to ensure a high level of emergency management acumen is available for agencies and ESF partners that may experience gaps or deficiencies in carrying out their role, especially during prolonged operations.

- *Deployed over 100 staff to EOCs across Florida for COVID-19, hurricanes, tornadoes, and other events, supporting planning, operations, logistics, finance, recovery, debris, and mutual aid functions.*

### **FEMA PA & Grant Management Support**

Delivered comprehensive PA advisory services including mutual aid claim validation, reimbursement tracking, and compliance oversight for Hurricane Ian, Idalia, and Surfside



Building Collapse response operations. Supported grant lifecycle management from application to closeout.

### **Program & Project Management**

Managed large-scale, multi-agency operations including statewide COVID-19 testing and vaccination efforts and debris task force coordination for Florida counties. Oversaw logistics, vendor coordination, staffing, and enterprise-level system design and enhancements.

- *Managed over 7,000 medical and administrative personnel during the COVID-19 response through coordination with 30 staffing agencies, supporting vaccination and testing operations across static and mobile sites statewide.*

### **Statewide Mutual Aid**

ACDC supported FDEM in validating mutual aid claims submitted by communities statewide during multiple large-scale events. We deployed to the SEOC ahead of landfall to help FDEM manage the anticipated surge, enhanced the mutual aid Smartsheet to accommodate the volume, and later supported statewide agencies in transitioning to the new Division of the Emergency Management Enterprise Solution (DEMES) system during Idalia to ensure accurate submissions and expedited reimbursement.

- *Validated nearly 1,700 mutual aid claims totaling over \$126M ensuring FEMA reimbursement compliance.*

### **Training & Exercise Delivery**

Led the statewide implementation of the F-ROC Leadership Curriculum, delivering 60 in-person training sessions across 39 Florida counties, equipping stakeholders with FEMA PA knowledge and tools for improved program readiness.

### **Technology & Process Automation**

Building off our experience with the DEMES program during Hurricane Idalia, ACDC supported by enhancing program integrity, governance, cost-effectiveness, and efficiency. We aligned stakeholders and captured business requirements through various methods (i.e., surveys, interviews, and facilitated meetings) to drive technical requirements and design and optimized the effectiveness and efficiency of the DEMES program while ensuring strategic oversight, system alignment, and development of a robust enterprise-level capability. Additionally, as a program manager, we review existing contract management tools, documents, and workflows to identify areas for improvement and automation. ACDC coordinates business reviews and develops business requirements for contract management and vendor coordination system automation to ensure rapid, accurate awards during an emergency event. We developed and integrated automation





processes with specialized triggers into the DEMES system. Recently, we supported training for all stakeholders on how to utilize tools and new processes.

- *Built and managed customized Smartsheet and ArcGIS tools, including real-time dashboards for DEMES enhancements, contract management automation, and mutual aid tracking systems.*

### **Contingency & Co-Response Planning**

Provided expert planning for complex scenarios including simultaneous hurricane and pandemic events. Developed scalable sheltering and response strategies, including offshore maritime vaccination operations and surge sheltering using travel trailers.

### **Debris Operations Management**

Acted as Owner's Representative for debris operations in multiple jurisdictions post-Hurricanes Ian, Helene, and Debby. Oversaw debris removal, contractor monitoring, environmental compliance, and coordinated derelict vessel removal including waterway removal.

- *\$5B in debris oversight managing the removal of more than 13M CY of debris.*
- *\$396M in debris oversight for Hurricane Ian and \$100M Hurricanes Helene and Milton (512 vessels removed).*

### **Substantial Damage Estimate (SDE) Operations**

Deployed over 145 trained staff to assess approximately 29,000 structures across Manatee, Sarasota, and five other jurisdictions following Hurricanes Debby, Milton, and Helene.

### **Sheltering Operations**

In response to immediate humanitarian needs following Hurricanes Helene and Milton, ACDC staffed emergency shelters in Auburndale and Pinellas Counties. Our team managed daily shelter operations and continuity of services; coordinated essential supply chains for food, water, and medical needs; and, served as liaisons with local officials, NGOs, and agencies to streamline care delivery.

### **Long-Term Recovery & Strategic Advisory Support**

Supported recovery planning and system optimization efforts, such as enhancements to Florida's DEMES, including stakeholder engagement, governance, and strategic planning alignment.



**Rhode Island Emergency Management Agency – Consultant Services - Closeout of Federal Disaster Declaration DR-4505 (COVID-19) - PA Program**

<b>Project Overview</b>			
Project Time Period:	09/2024 – 05/2025		
Scheduled   Actual Completion Date:	05/2025   05/2025		
Contractor Role:	Prime (ACDC)		
Authorized Project Budget   Project Value to date:	\$729,600.00   \$489,362.50		
Bidder Responsibilities:	<ul style="list-style-type: none"> <li>✓ FEMA PA Project Review + Closeout</li> <li>✓ Grants Portal Management</li> <li>✓ PA Application Review + Quality Control</li> <li>✓ Sub-Recipient Technical Assistance</li> <li>✓ Large Project Review + Oversight</li> </ul>		
Disasters: DR-4505			
<b>Customer Reference Information</b>			
Name of Contact:	Larry Macedo	Email:	<a href="mailto:Lawrence.macedo@ema.ri.gov">Lawrence.macedo@ema.ri.gov</a>
Telephone #:	(401) 462-7534	Fax #:	N/A

Table 9

ACDC supported the Rhode Island Emergency Management Agency (RIEMA) in the closeout of PA projects under the FEMA COVID-19 pandemic disaster declaration (DR-4505), in accordance with the FEMA PAPPG v3.1. This included auditing all PA projects from the initial project review through the FEMA closeout process for compliance with FEMA. The primary objective of this project was to provide comprehensive support to RIEMA in managing and executing the FEMA PA program. Additionally, this encompassed ensuring compliance with FEMA policies, facilitating effective communication between stakeholders, and providing technical assistance to sub-recipients. The project was accomplished through our team’s extensive knowledge of the FEMA PA program, including management costs. We applied our extensive knowledge and management practices of the FEMA PA closeout process to ensure efficient and compliant project completion.

Acting as a liaison between RIEMA, FEMA, and sub-recipients, our team facilitated smooth communication and coordination, ensuring the flow of information, documents, and requests between all parties. Technical assistance was provided to sub-recipients to help them navigate the FEMA PA program. ACDC offered guidance and recommendations on policy matters, conducted assessments, and monitored submissions to ensure



compliance with approved SOWs, FEMA PA policies, and procedures. Our staff coordinated requests for and submission of additional documentation, uploaded supporting documentation into the FEMA Grants Portal, and reviewed PA project applications to ensure accuracy and completeness. Effective communication, both oral and written, with external partners and senior management was maintained throughout the project. This project ensured the successful execution of the FEMA PA program by leveraging our expertise, facilitating effective communication, and providing technical support to sub-recipients. Through diligent coordination and compliance monitoring, the project supported RIEMA in achieving its disaster recovery goals efficiently and effectively.

In total, our team reviewed over \$440M in obligated projects, including approximately 75 large projects over \$1M, from September 2024 through April 2025. Of the 121 obligated projects ACDC handled, 75 projects were worth over \$1M, with the largest being \$63M.



## Kansas Division of Emergency Management – Disaster Recovery Contingency Staffing

Project Overview	
Project Time Period:	12/2025 – Ongoing
Scheduled   Actual Completion Date:	06/2026   06/2026
Contractor Role:	Prime (ACDC)
Authorized Project Budget   Project Value to date:	\$1,265,560.00   \$44,668.00
Bidder Responsibilities:	<ul style="list-style-type: none"> <li>✓ Program Management</li> <li>✓ Applicant Engagement + Coordination</li> <li>✓ Document Collection + Analysis</li> <li>✓ Eligibility + Cost Validation</li> <li>✓ Quality Control + Compliance Review</li> <li>✓ Technical Advisory + Decision Support</li> <li>✓ Process + Program Optimization</li> </ul>
Disaster: FM-5556, DR-4319, DR-4449, DR-4504, DR-4640, DR-4654, DR-4747, DR-4774, DR-4800, DR-4811, DR-4824, DR-4869, DR-4883, DR-4891, DR- 4887	

Customer Reference Information			
Name of Contact:	Jonathan York	Email:	<a href="mailto:Jonathan.york@ks.gov">Jonathan.york@ks.gov</a>
Telephone #:	785-207-1371	Fax #:	N/A

Table 10

**Task Order 1: FM-5556- South Owl Fire FMAG Support:** ACDC partnered with the Kansas Division of Emergency Management (KDEM) to investigate the financial impact of the South Owl Wildfire in support of a Fire Management Assistance Grant (FMAG) claim. The event started as a grassland/brush fire that wind pushed into the urban environment and eventually destroyed a Retirement and Assisted Living Center. Over two dozen Fire, Police, and EMS agencies from across the region supported the response with personnel and equipment. All staff and residents of the center were safely evacuated.

- Played a key role in coordinating responding agencies and documentation collection for the following tasks.
- Led an effort to coordinate with all the responding agencies to collect documentation that would support a State FMAG claim.
- Worked closely with agencies to understand their part of the response, the overall financial impact, and supporting documentation.





- Collected information and analyzed the documentation for eligibility to contribute toward the FMAG threshold.
- Developed a process and program for developing this documentation into FEMA-ready projects should the threshold be met.

### **Task Order 2: Public Assistance Closeout, Validation, + Program Optimization**

**Support:** Building on its successful partnership under Task Order 1, ACDC continues to support KDEM by providing targeted PA closeout, validation, and programmatic support across multiple disaster events.

Under Task Order 2, ACDC is overseeing closeout activities for 162 open PA projects totaling approximately \$70M, spanning 14 federally declared disasters. This effort includes hands-on support to advance projects through final reconciliation and closeout while ensuring compliance with state and federal requirements.

ACDC's scope includes validating project documentation, supporting payment requests and drawdowns, and assisting KDEM in resolving outstanding issues that could delay closeout, such as documentation gaps, eligibility questions, and management cost reconciliation. ACDC works closely with KDEM staff to align financial records, project files, and FEMA systems, ensuring projects are positioned closeout.

In addition to project-specific support, ACDC is assisting KDEM with a reset and modernization of its PA closeout processes. This includes reviewing existing closeout guidance, identifying process bottlenecks, and helping establish standardized workflows, tools, and best practices that can be applied consistently across disasters. The goal of this effort is not only to accelerate current closeouts, but to strengthen KDEM's long-term capacity to manage PA closeout activities with greater clarity, efficiency, and confidence.



## Vermont Emergency Management – Professional Consulting Services

Project Overview			
Project Time Period:	09/2023 – Ongoing		
Scheduled   Actual Completion Date:	12/2026   12/2026		
Contractor Role:	Subcontractor (ACDC)		
Authorized Project Budget   Project Value to date:	Budget: \$825,174.00   Value: \$519,035.00		
Bidder Responsibilities:	<ul style="list-style-type: none"> <li>✓ Public Assistance</li> <li>✓ HMGP Application Development + BCA Support</li> <li>✓ Project Eligibility + Technical Feasibility Review</li> <li>✓ Environmental + Historic Preservation Compliance</li> <li>✓ Mitigation Program + SOP Development</li> <li>✓ Local Hazard Mitigation Plan Review + Training</li> <li>✓ FEMA-State-Local Coordination</li> </ul>		
Disasters: DR-4720; DR-4720; DR-4810			
Customer Reference Information			
Name of Contact:	Dane Burrough	Email:	<a href="mailto:jburrough@guidehouse.com">jburrough@guidehouse.com</a>
Telephone #:	(908) 377-2484	Fax #:	N/A

Table 11

**Public Assistance Scope:** Working on Vermont's open PA grants (mainly DR-4720 and DR-4810) for the past ~12 months with the Vermont Emergency Management team as a State Public Assistance Officer (PAC). This work includes working closely with various PA applicants to include Vermont Towns, Electric CO-OPs. and PNPs as they develop and submit PA Projects to FEMA for reimbursement. Additionally, there is work with FEMA staff (PDMGs/TFLs/PAGS) to help coordinate on project development and VEM staff to help facilitate grant reimbursement and closeout.

**Hazard Mitigation Grant Program Scope:** The State of Vermont experienced widespread flooding in the summer of 2023. Due to the scale of the disaster, Vermont Emergency Management (VEM) was tasked with managing and HMGP allocation of approximately \$70M, which is the largest amount they have ever received for this program. VEM's recovery consultant Guidehouse is utilizing ACDC as a sub-contractor to support this effort. ACDC is supporting HMGP project application development including providing



technical assistance to jurisdictions with few resources to implement mitigation measures. This includes assistance with the application and management of federal hazard mitigation grant funding, ensuring compliance with environmental and historic preservation requirements, and developing effective mitigation programs and plans. The state required expertise in identifying projects that presented opportunities for hazard mitigation, as well as technical assistance in formulating program guidelines and standard operating procedures. Additionally, ACDC is supporting Vermont in coordinating consultations with federal and state officials to ensure the efficient and effective use of federal funds for mitigation efforts.

ACDC provided a range of services to support Guidehouse's project team in the Vermont Flood Response effort. Our unique solution included the following:

- Assisting with coordination and communication with FEMA, state agencies, counties, municipalities, and other local, state, and federal agencies.
- Providing technical support for application development under HMGP 4720, including reviewing project eligibility and completeness, technical feasibility, developing applications and benefit cost analyses, reviewing architectural and engineering reports, designs, as-build plans, budget, schedule, operation and maintenance plan, floodplain management policies, etc.
- Assisting in reviewing local hazard mitigation plans and developing training materials for local hazard mitigation planning.
- Offering consultation services for identification of mitigation needs in PA projects.
- Assisting with the application and management of federal hazard mitigation grant funding, ensuring compliance with environmental and historic preservation requirements.

The project achieved several measurable metrics, including the following:

- Among all 112 projects (\$118,331,709.26), provided detailed tech support for 28 projects for application development and BCA with a total of 54 full applications of infrastructure projects submitted.
- Assisted in reviewing a total of 7 local HMPs in the State of Vermont to date.
- Improved coordination and communication among various agencies, leading to more efficient and effective mitigation efforts.
- Achieved positive public perception due to transparent reporting and effective public outreach and program marketing efforts.



## North Carolina Department of Public Safety – EMAC Validation Services

Project Overview			
Project Time Period:	03/2025 – Ongoing		
Scheduled   Actual Completion Date:	04/2026   04/2026		
Contractor Role:	Prime (ACDC)		
Authorized Project Budget   Project Value to date:	\$3,576,600.00   \$2,111,930.90		
Bidder Responsibilities:	<ul style="list-style-type: none"> <li>✓ SMAA + EMAC Reimbursement Validation</li> <li>✓ Mutual Aid Claims Review + Compliance</li> <li>✓ Claim Documentation Review + Technical Assistance</li> <li>✓ Validation Package Development</li> </ul>		
Disasters: DR-4827; DR-3608			
Customer Reference Information			
Name of Contact:	Tiffany Jackson	Email:	<a href="mailto:tiffany.jackson@ncdps.gov">tiffany.jackson@ncdps.gov</a>
Telephone #:	(919) 621-4734	Fax #:	N/A

Table 12

ACDC is proud to partner with the State of North Carolina in providing mutual aid validation services in response to Hurricanes Helene and Debby. Our team has established a benchmark for mutual aid best practices across FEMA Region IV, implementing strategies that have helped shape standards across the emergency management community.

In alignment with the North Carolina Department of Public Safety, Division of Emergency Management (NCEM), the ACDC Mutual Aid Team was engaged to provide comprehensive validation services for the following:

- In-State Mutual Aid (SMAA) Reimbursement
- EMAC Claims

Our role includes thoroughly and efficiently validating reimbursement requests submitted by both local and out-of-state agencies. We utilize the standardized EMAC Reimbursement Workbook and ensure alignment with the FEMA Public Assistance Program and Policy Guide (PAPPG), as well as the State’s reimbursement guidelines.

The scope includes the following:

- Establishing a specialized and organized validation approach.
- Corresponding daily with claimants to assist with documentation and compliance.





- Providing ongoing communication with local and state agencies to troubleshoot and resolve policy and form-related issues.
- Uploading final validation packages to a shared drive with clearly outlined, substantiated costs and supporting documentation.

**Performance + Impact:** To support the efficiency and accuracy of the process, ACDC has developed new guidance materials for NCEM, including the following:

- A scenario-based FEMA 214 Activity Log template.
- Updated claimant-facing tools and process documentation.
- Standardized tracking of mutual aid responses across each event.

Through strong collaboration and continuous communication with agencies, our team has helped expedite the reimbursement process, ensuring compliance with federal and state requirements. To date, our team’s metrics:

**SMAA**

- Counties ~ 75
- Local Agencies ~ 290
- Total Packets - 632
- Total Paid Packets - 440 (\$9.2M)

**EMAC**

- States - 36
- Total Paid Claims\* - 54 (\$9M+)
- \*Expects a total of 162 Claims

**Expansion to Hurricane Debby Response:** Due to the expertise and performance demonstrated by ACDC during the Helene response, NCEM extended our support to include validation of EMAC claims for Hurricane Debby. Our team received three EMAC claims totaling \$188,000. We successfully reviewed and validated all three claims. This continued partnership highlights the trust and value placed in our team’s ability to deliver timely, compliant, and thorough mutual aid reimbursement services.

**Additional Services:** The Mutual Aid Team assisted with Office Hours for those that deployed on State Missions for the Erin event, which was an open space to ask questions and work through any concerns agencies may have had on claiming Disaster Reimbursement. Our team assisted with the development and implementation of multiple process improvements that streamlined mutual aid claim management, including:

- Disaster Reimbursement resources (SOP, Checklist, Workbook).
- Pre-Deployment Job Aid.
- Daily activity log reference guides.



### SUBCONTRACTORS

If the awarded bidder(s) intends to subcontract any part of its performance hereunder, the awarded bidder(s) should provide:

- 1.9 i.name, address, and telephone number of the subcontractor(s),
- ii. specific tasks for each subcontractor(s),
- iii. percentage of performance hours intended for each subcontract; and
- iv. total percentage of subcontractor(s) performance hours.

ACDC has partnered with AECOM to effectively provide recovery support to the State.

## COMPANY INFORMATION

REQUESTED INFORMATION	COMPANY INFORMATION
<b>Company Name:</b>	AECOM Technical Services, Inc.
<b>Address:</b>	12120 Shamrock Plaza #100, Omaha, NE 68154
<b>Contact Information:</b>	Joanna Redmond, Vice President, Disaster Recovery 225-572-6284, <a href="mailto:joanna.redmond@aecom.com">joanna.redmond@aecom.com</a>

Table 13

## SUBCONTRACTOR TASKS

Representatives of AECOM will serve in multiple positions depending on the task order.

## PERCENTAGE OF PERFORMANCE HOURS

The distribution of performance hours between ACDC and its subcontractor, AECOM, will be determined on a task order basis in alignment with the State’s specific needs and the scope of services requested. ACDC anticipates that the majority of performance hours will be completed by ACDC personnel, with subcontractor support utilized strategically to provide specialized expertise or surge capacity when required. Subcontractor participation will be structured to complement ACDC’s core team and enhance overall project delivery while maintaining consistent oversight and accountability.

For each task order, ACDC will define the anticipated allocation of labor hours between ACDC and AECOM and document this distribution as part of task order staffing and management planning (subject to State review and approval). This approach ensures flexibility, transparency, and efficient use of resources while allowing the State to scale services appropriately based on evolving program demands.

**PROPOSAL**

# **TECHNICAL RESPONSE**





## TECHNICAL RESPONSE

### 2 Understanding of the Project Requirements

ACDC understands that NEMA is establishing a task order-based contract to provide flexible, on-demand access to qualified disaster recovery personnel who can support mitigation, preparedness, response, and recovery activities across current and future events. The purpose of this contract is to allow the State to scale quickly during high-demand periods, maintain continuity across multiple disasters, and support applicants in securing and managing eligible federal and state funding.

We recognize that there is no guaranteed workload and NEMA intends to issue task orders based on evolving needs and the State's best interest. This requires a contractor that can mobilize rapidly, adjust staffing mixes as conditions change, and integrate seamlessly into NEMA's operations without creating additional management burden. With senior staff based in Nebraska and experience supporting communities across FEMA Region VII, ACDC understands the realities facing Nebraska's rural and agricultural jurisdictions, including limited local staffing capacity, geographically dispersed applicants, seasonal construction constraints, and supply-chain challenges that directly affect recovery timelines.

ACDC understands that the State is seeking more than temporary staffing support. Success under this contract depends on personnel who bring sound program judgment, understand how FEMA policy is applied in practice, and can consistently produce audit-ready work products across eligibility, documentation, project formulation, reimbursement, and closeout. Equally important is the ability to support applicants through clear communication and practical technical assistance that reduces confusion, rework, and delays in high-pressure recovery environments.

Disaster recovery in Nebraska is inherently multi-jurisdictional. Effective delivery requires coordination across FEMA, state agencies, tribal governments, local emergency management, and private nonprofit partners. ACDC's approach is designed to operate within this environment, supporting NEMA's leadership role while strengthening applicant outcomes and maintaining program integrity across the full recovery lifecycle.





## Approach to Providing Public Assistance Technical Services

### Describe bidder's process for providing PA technical services.

The bidder should address the following:

- 2.1
- i. Bidder's process for reviewing projects for sub-recipients not yet obligated by FEMA
  - ii. Bidder's process for reviewing projects for sub-recipient(s) after obligation to ensure eligible payments made to sub-recipient(s) and smooth closeout process
  - iii. Bidder's process for working with sub-recipients to ensure needs of project are met (Please provide at least one narrative description of previous work with a sub-recipient)

## APPROACH TO PA TECHNICAL SERVICES OVERVIEW

ACDC delivers PA technical services the way recovery actually happens in the real world: embedded with the recipient, shoulder-to-shoulder with subrecipients, and disciplined enough to keep every file audit-ready from day one. Our team has supported disasters from activation through closeout, and we have learned the hard truth that most PA funding is not “lost” because FEMA will not pay, but rather, it is lost due to documentation, scope, and cost decisions being made too late, inconsistently, or without a clear understanding of FEMA's standards and requirements.

ACDC strives to act differently, bringing the following three factors to Nebraska that are rarely found together:

1. **Operational fluency + policy judgment.** We understand how FEMA guidance is applied in practice, from Grants Portal workflows and Consolidated Resource Center (CRC) review to insurance considerations and appeal timelines. That practical experience helps us submit complete, well-supported projects the first time, reducing RFIs and avoidable rework.
2. **A client-first delivery model that works with communities, not just on paper.** Nebraska communities, especially smaller jurisdictions, often have limited staff capacity and competing priorities during recovery. Our approach is designed to reduce burden, as we provide hands-on support, ready-to-use templates, and field support that improves project quality and strengthens the State's oversight posture without slowing down local progress.
3. **Disciplined execution with low turnover.** Disaster programs succeed when teams stay consistent. ACDC maintains continuity of key staff and uses repeatable QA/QC checkpoints to ensure Nebraska sees predictable output: faster reviews, clean submittals, fewer eligibility surprises, and smoother closeouts.



At the State’s requests, ACDC also strengthens program oversight by translating FEMA and subrecipient activity into decision-ready management reporting. We can align Grants Portal data with the State’s preferred tracking tools (e.g., Smartsheet) to provide visibility into project status, risks, pending RFIs, time extensions, payment requests, and closeout readiness, ensuring leadership can allocate resources and intervene early when projects trend at-risk.

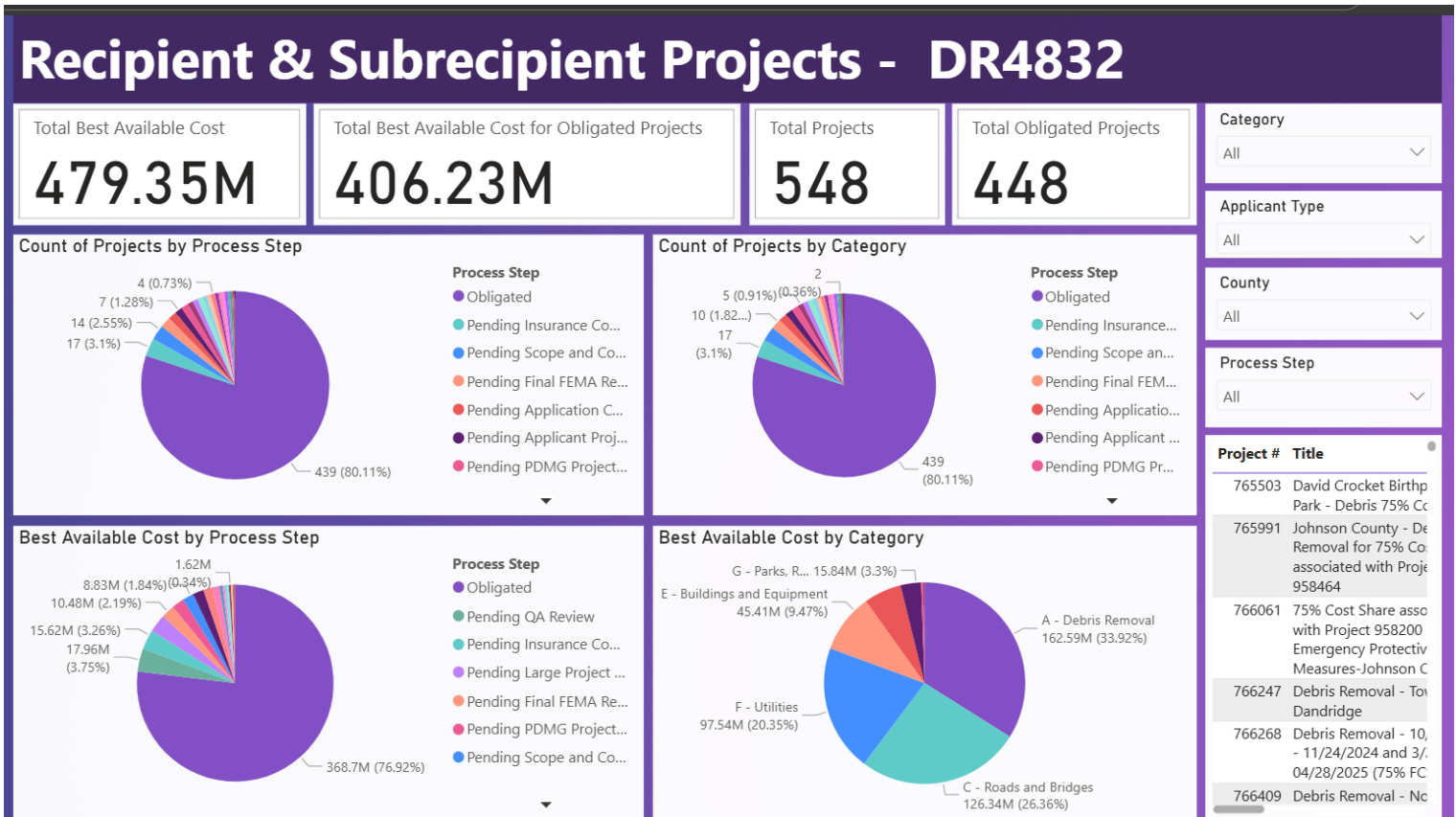


Figure 12: Dashboard snapshot

Finally, ACDC’s PA approach is built around a simple principle: pre-obligation decisions drive post-obligation outcomes. We therefore manage the PA lifecycle as an integrated process (pre-obligation rigor, post-obligation control, and subrecipient partnership) so the State can maximize eligible reimbursements while protecting audit and compliance posture.

“

ACDC’s PA approach is built around a simple principle: pre-obligation decisions drive post-obligation outcomes.

”



## PRE-OBLIGATION: PROCESS FOR REVIEWING PROJECTS FOR SUBRECIPIENTS NOT YET OBLIGATED

### Step 1 – Applicant Onboarding + Submittal Readiness

ACDC begins by stabilizing and supporting the front end of the PA program, where documentation and eligibility issues most commonly arise. Working at the State’s direction, we help ensure subrecipients are ready to formulate complete, compliant submissions, whether working in coordination with FEMA or under a state-led process, using FEMA’s Grants Portal.

Our pre-obligation activities include the following:

- **Applicant onboarding + RPA readiness:** Confirm applicant eligibility, critical PNP eligibility documentation, and required registrations; reinforce FEMA deadlines and required forms.
- **PDA + early scoping support (as requested):** Coordinate data capture, organize damage information, and help ensure eligible damages are accurately categorized and supported, which protects credibility while avoiding under-documentation that leaves dollars unclaimed.
- **Applicant briefings + scoping alignment:** Support/attend applicant briefings and recovery scoping meetings to establish early clarity on damages, priorities, and documentation expectations.
- **Subrecipient coaching + quality uplift:** Provide templates/checklists (Damage Description and Dimensions [DDD], documentation trackers, procurement documentation guides, force account cost documentation, and direct technical assistance) so subrecipients submit higher-quality packages that move faster through FEMA review.

### Step 2 – Project Formulation + Approval (DDD, Scope, Cost, + Eligibility)

Project formulation is a critical control point in the PA process, where early technical decisions directly affect eligibility, obligation timelines, reimbursement outcomes, and long-term audit risk. ACDC leads this phase with disciplined project development practices, supported by AECOM’s engineering, environmental, and cost-estimating expertise. Together, our teams ensure projects are fully developed and aligned with FEMA requirements prior to submission to CRC, improving submission quality, reducing RFIs, and limiting unnecessary scope revisions.

This level of support is particularly important for Nebraska’s smaller jurisdictions, where limited staff capacity and access to technical expertise can delay complex projects. The



ACDC team works directly with subrecipients to supplement local resources, coordinate technical input, and maintain project momentum through formulation and review. **This comprehensive support approach is designed to provide continuity for Nebraska communities as federal program requirements, workflows, or roles evolve.** By maintaining strong technical capacity at the State and subrecipient level, ACDC helps ensure Nebraska is well positioned to sustain effective project development and oversight regardless of future adjustments to FEMA processes.

### **Project Development + Scoping**

Working at the State's direction, ACDC supports applicants throughout project development by establishing clear documentation standards and guiding subrecipients through the formulation process. Our team assists with identifying and documenting disaster-related damages, organizing supporting records, and preparing DDDs that accurately reflect site conditions and pre-disaster facility use.

ACDC works alongside FEMA and applicants during site inspections and recovery scoping meetings to ensure damages are documented correctly and consistently. We help subrecipients assemble the documentation FEMA expects early in the process, including proof of ownership, maintenance records, inventories of damaged facilities, and force account or contract cost records. This approach reduces later clarification requests and strengthens the overall quality of project submissions.

### **Scope of Work Development**

Our team collaborates to develop SOWs that are complete, technically sound, and consistent with FEMA eligibility requirements. We ensure scopes are aligned with documented damages, incorporate applicable codes and standards, and clearly distinguish eligible repair or replacement work. Where applicable, we assist with identifying and documenting mitigation measures and ensuring they are appropriately integrated into the project scope.

This coordinated approach helps avoid scope gaps, unsupported upgrades, or inconsistencies that can lead to delays, RFIs, or later eligibility challenges.

### **Cost Estimation + Analysis**

ACDC supports cost development using FEMA-accepted methodologies, including detailed unit-cost estimates and, where appropriate, actual cost documentation. AECOM provides technical support for complex estimates, engineering-based quantities, and specialized cost components. For large projects, we apply FEMA's Cost Estimating Format (CEF) to capture base costs, soft costs, and applicable project-specific factors.





All estimates are prepared with sufficient detail and documentation to support FEMA review and validation, helping ensure cost reasonableness and alignment with the approved scope of work

### Eligibility + Quality Control Prior to CRC Submission

As part of project formulation, ACDC conducts structured pre-submission eligibility and quality control reviews on behalf of the State to confirm completeness, internal consistency, and alignment with FEMA policy. These reviews focus on common risk areas, including facility and work eligibility, procurement compliance, force account labor and equipment documentation, and overall documentation sufficiency across damage descriptions, SOW, and cost estimates. **Projects requiring clarification or additional documentation are returned for correction prior to submission, ensuring only complete and well-supported projects advance to CRC review.** By addressing common issues prior to submission, ACDC helps reduce review cycles, minimize rework, and support timely project approval and obligation.



## TARGETED EXPERTISE THAT HELPS NEBRASKA RECOVER FASTER

**Category A Debris Removal:** ACDC provides experienced debris professionals who understand monitoring, documentation, contracting, invoice reconciliation, and policy requirements that drive eligibility. When requested, we also support complex debris elements (e.g., ROE frameworks and tracking, PPDR documentation and case management considerations, and compliant data structures that support reimbursement).

**406 Hazard Mitigation:** ACDC treats 406 mitigation as a core value opportunity during formulation...not an afterthought. We identify eligible mitigation early, coordinate with applicants and FEMA, and develop complete mitigation packages (technical narrative, scope, and benefit-cost justification where applicable) that strengthen long-term resilience while capturing eligible dollars.

**Improved / Alternate Projects + 428 Alternative Procedures:** Where beneficial, ACDC advises on feasibility and sequencing, ensuring the State and subrecipients follow the correct order of operations and remain compliant with EHP and FEMA requirements, which reduces the risk of delayed approvals or funding loss.

Figure 13



## **POST-OBLIGATION: PROCESS FOR PROJECT REVIEW, REIMBURSEMENT, + CLOSEOUT READINESS**

Following obligation, ACDC implements a structured post-obligation project review process designed to ensure eligible payments are made to subrecipients while maintaining compliance and preparing projects for timely and accurate closeout. This phase focuses on validating expenditures against approved project scopes, identifying risks early, and supporting subrecipients through consistent documentation and communication. This review process provides the State with consistent visibility into project status and supports informed decision-making related to payments, risk mitigation, and closeout planning.

### **Post-Obligation Project Review + Payment Validation**

Working at the State's direction, ACDC conducts ongoing reviews of subrecipient reimbursement requests prior to payment. These reviews are intended to confirm that costs claimed are consistent with the approved SOW, allowable under FEMA cost principles, and supported by appropriate documentation.

Review activities include the following:

- Verifying that costs align with the obligated project scope and approved quantities.
- Reviewing of invoices, contracts, force account labor, and equipment usage records for completeness and accuracy.
- Screening for procurement compliance and identification of issues that could affect cost eligibility.
- Ensuring that all state and federal environmental laws and regulations are followed.
- Confirming that supporting documentation is sufficient to withstand FEMA review and future audits.

Requests requiring clarification or additional documentation are returned to subrecipients for correction prior to payment. *Wherever possible, the same ACDC staff who supported project formulation will also support post-obligation review, reducing knowledge transfer gaps and maintaining a consistent project team for both the State and local communities while building on the working relationships established during project development.*

### **Ongoing Monitoring, Risk Identification, + Issue Resolution**

ACDC maintains visibility into post-obligation project activity to help the State identify emerging risks that could affect reimbursement or closeout. *Our team monitors project progress, expenditure patterns, and documentation completeness through review of required quarterly reports, reimbursement submissions, project tracking tools, and information obtained during monitoring visits or regular check-ins with subrecipients.* This



oversight allows ACDC to flag potential issues such as schedule delays, scope changes, procurement concerns, or cost overruns early in the process.

When risks are identified, ACDC works with the State and subrecipients to address issues promptly, document corrective actions, and determine whether time extensions or project amendments are necessary. This proactive approach supports timely resolution of issues, maintains project momentum, and helps protect funding eligibility through closeout.

### **Insurance + Duplication of Benefits Considerations**

Insurance and duplication of benefits (DOB) are reviewed as part of post-obligation project oversight to ensure FEMA funding appropriately supplements other sources and remains compliant with federal requirements. ACDC assists the State in tracking insurance proceeds, retained losses, and related documentation to support accurate reimbursement and avoid later funding reductions or de-obligations.

### **Closeout Readiness + Documentation Management**

From the outset of post-obligation implementation, ACDC emphasizes closeout readiness by applying consistent documentation standards and tracking requirements across the life of each project. Our team supports subrecipients in maintaining organized records, addressing outstanding RFIs, and resolving eligibility or documentation issues well before final closeout.

As projects near completion, ACDC assists the State with reviewing final costs, verifying completion of approved work, and confirming that documentation required for closeout certification is complete. This approach helps streamline the closeout process and reduces the likelihood of post-closeout questions or audit findings.

### **Support for Appeals + Dispute Resolution**

When eligibility determinations, cost adjustments, or other FEMA decisions affect reimbursement or closeout, ACDC supports the State and subrecipients by assembling clear, well-documented responses within required timelines. Our team assists with issue clarification, documentation development, and coordination to help resolve disputes efficiently and minimize impacts to project schedules and funding.

While strong documentation, compliance, and closeout discipline are essential to protecting funding, successful PA delivery ultimately depends on how well subrecipients are supported throughout the process. Nebraska's local governments, public works departments, and eligible nonprofit partners are often managing recovery alongside day-to-day responsibilities, with limited staff and institutional capacity. ACDC's approach recognizes that meeting program requirements and community needs are not separate efforts, but rather, these must happen together.



## SHOWING UP FOR NEBRASKANS: PROCESS FOR WORKING WITH SUBRECIPIENTS TO ENSURE PROJECT NEEDS ARE MET

ACDC's approach to working with subrecipients is grounded in clear communication, consistent expectations, and practical technical support that aligns local recovery needs with state and federal requirements. We recognize that many Nebraska communities, particularly smaller jurisdictions, are managing disaster recovery alongside day-to-day operations with limited staff capacity. **Our role is to supplement local resources while maintaining the State's oversight framework and program standards.**

Working at the State's direction, ACDC serves as a consistent technical point of contact (POC) for subrecipients throughout the project lifecycle. We focus on early engagement, realistic guidance, and timely issue resolution to help subrecipients meet program requirements without unnecessary delays or rework.

Key elements of our subrecipient engagement approach include the following:

- **Clear expectations + early alignment:** Establishing documentation standards, timelines, and communication protocols at project onset so subrecipients understand what is required and when.
- **Consistent points of contact:** Maintaining staff continuity wherever possible to reduce confusion, minimize repeated explanations, and build productive working relationships.
- **Practical technical guidance:** Providing targeted assistance on documentation, procurement, cost tracking, and scope development based on each subrecipient's capacity and project complexity.
- **Issue identification + escalation:** Identifying challenges early and coordinating with the State to resolve issues before they affect eligibility, reimbursement, or schedules.
- **Respect for local conditions:** Tailoring support to reflect local staffing levels, operational realities, and recovery priorities while maintaining compliance with program requirements.

This balanced approach allows subrecipients to progress efficiently while giving the State confidence that projects are being managed consistently and in accordance with FEMA requirements.





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### **Representative Example: Tennessee Emergency Management Agency (TEMA) – Statewide Public Assistance Recovery**

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Following multiple major disaster declarations, including Hurricane Helene (DR-4832), ACDC has served as the prime contractor supporting TEMA through a comprehensive PA staff augmentation and recovery support effort. This engagement spans 22 open disasters across the state and includes recovery operations in both urban centers and highly impacted rural and mountainous communities in East Tennessee.

Rather than operating as a standalone contractor, ACDC integrated directly into TEMA’s PA program delivery structure. Our team worked alongside TEMA leadership and staff across PA Program Delivery, Finance, Mutual Aid, and Debris operations, aligning daily workflows, reporting structures, and decision-making processes. This integrated model allowed ACDC to function as an extension of TEMA’s recovery organization while maintaining State oversight and authority.

A key component of this effort was direct, hands-on support to subrecipients, particularly rural jurisdictions with limited staff capacity and limited prior experience navigating FEMA’s PA process. ACDC deployed experienced PA liaisons into the most impacted communities to serve as consistent points of contact between TEMA, FEMA, and local officials. These liaisons supported subrecipients with project formulation, documentation development, reimbursement requests, and issue resolution throughout the lifecycle of their projects.

#### **SUBRECIPIENT EXAMPLE:**

*DR-4832-TN – Riverside Community Church of Jesus, the Applicant, Pastor Ben Johnson, experienced catastrophic damage to the church facility, including up to five feet of flooding and roof damage. As a master craftsman, Pastor Johnson personally undertook much of the rebuilding effort while balancing a demanding full-time work schedule alongside his wife, Brittney Johnson. Due to their availability being limited to evenings after 4:00 p.m. EST and their reliance on a 13-year-old laptop with limited computer capability, they faced significant barriers navigating the FEMA PA process, including SAM.gov registration, E-Registration, Grants Portal access, document uploads, and electronic signatures. Recognizing these challenges, I consistently conducted after-hours meetings to accommodate their schedule and went above and beyond standard assistance by providing hands-on technical support, setting up virtual meeting capabilities in their home, teaching them screen-sharing functions, and utilizing remote screen control to guide them step-by-step through required actions.*

Over several weeks, I worked directly on their system to establish functional accounts, improve their familiarity with virtual tools, and create a more comfortable and productive meeting environment from their home. This proactive approach resulted in a noticeable increase in productivity, improved morale, and greater engagement throughout the project formulation process. Without this extended technical and electronic assistance, the Applicant would not have been able to meet critical documentation and compliance requirements necessary for reimbursement. Most recently, on 02/18/26, at 7:30 p.m., Pastor Johnson contacted me urgently because he was unable to log into Grants Portal to sign a project to advance it to CRC and potentially trigger an RFI. Through immediate after-hours screen-sharing assistance, I helped him successfully log in and sign the project in time, preventing delays. This level of continued availability, patience, and technical support ensured the Applicant remained compliant and positioned for successful reimbursement under the Public Assistance Program.

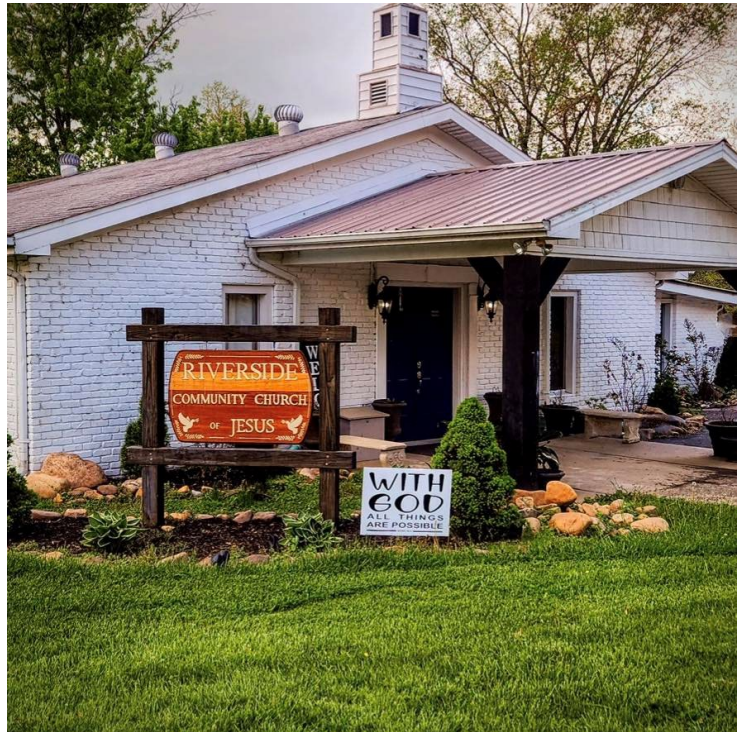


Figure 14: Riverside Community Church

At TEMA's request, ACDC also implemented a structured staffing expansion strategy to meet increased workload demands across impacted jurisdictions. Rather than relying solely on short-term local hires, ACDC established a formal training and mentoring framework that paired newly onboarded staff with experienced PA professionals. This approach accelerated technical proficiency while also building local familiarity with the communities being served, an important factor in establishing trust with local officials and disaster survivors.

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**As told by Micah Holifield, ACDC Liaison.**

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Through this model, ACDC provided more than short-term staff augmentation. By embedding within TEMA's operations, supporting subrecipients directly, and investing in training and mentorship, ACDC helped strengthen Tennessee's long-term recovery capacity. The State benefited not only from immediate technical support for active disasters, but also from an expanded bench of trained personnel capable of supporting future recovery efforts with greater consistency and confidence.



## THE ACDC IMPACT

Served as prime contractor supporting 22 active disaster declarations statewide, across urban, rural, and mountainous communities.

Embedded directly within TEMA's Public Assistance delivery structure, integrating with PA Program Delivery, Finance, Mutual Aid, and Debris operations to align workflows, reporting, and decision-making.

Deployed experienced Public Assistance liaisons into highly impacted and resource-constrained jurisdictions, providing consistent points of contact between the State, FEMA, and local officials.

Delivered hands-on support for project formulation, damage documentation, scope development, cost tracking, reimbursement requests, and eligibility issue resolution, helping subrecipients maintain project momentum.

Implemented a structured staff expansion, training, and mentoring framework that paired new personnel with senior PA professionals, accelerating proficiency while building long-term recovery capacity for the State.

Strengthened Tennessee's recovery operations by providing continuity, compliance-focused execution, and sustainable program capacity beyond immediate disaster staffing needs.

Figure 15

Through this comprehensive PA approach, ACDC provides Nebraska with more than technical support, as we deliver continuity, consistency, and practical program execution across the full lifecycle of disaster recovery. By combining disciplined project review, hands-on subrecipient engagement, staff continuity, and integrated technical expertise, ACDC helps ensure eligible costs are identified, documented, reimbursed, and ultimately closed out efficiently. *This approach is particularly effective for rural and resource-constrained communities, while maintaining the State's oversight and compliance responsibilities.* As federal program requirements and delivery models continue to evolve, ACDC's flexible, capacity-focused support model positions Nebraska to sustain effective Public Assistance program delivery and protect recovery outcomes over the long term.



## Approach to Providing Individual Assistance Technical Services

### 2.2

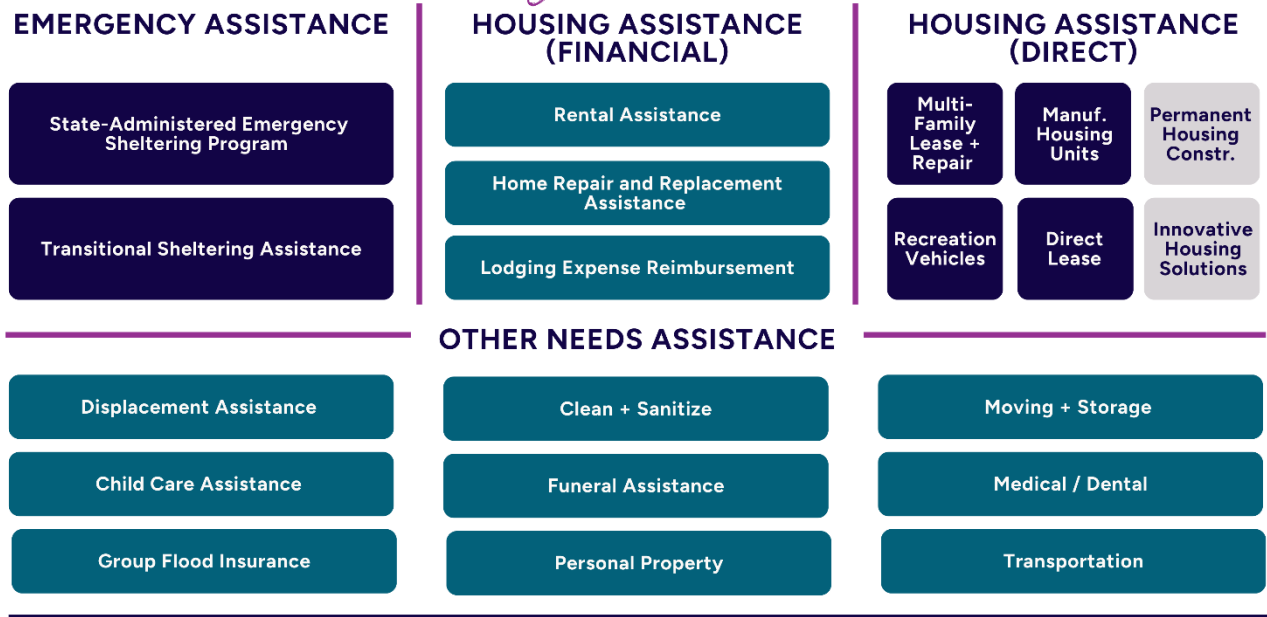
Describe bidder’s process for providing IA technical services.

### A PARTNER THAT UNDERSTANDS IA

FEMA’s IA program provides a structured suite of services designed to help survivors begin their recovery after a presidentially declared disaster. ACDC maintains a deep understanding of the full IA portfolio and its program options, eligibility requirements, and the operational sequence that governs delivery. IA begins with survivor registration and verification, followed by a coordinated progression through housing assistance, financial support, and wraparound services. Core components include the Individuals and Households Program (IHP), which offers Housing Assistance and Other Needs Assistance (ONA); Transitional Sheltering Assistance (TSA) for short-term lodging; and specialized programs such as Crisis Counseling, Disaster Unemployment Assistance, Disaster Legal Services, and Disaster Case Management.

## SUPPORTING NEBRASKANS IN PARTNERSHIP *Together*

- Automatically Implemented
- Requires State Request + HQ Approval
- Requires State Request + Extensive HQ Coordination



We understand IA and it's role in rebuilding stronger, more resilient communities. Team ACDC is a dedicated partner in supporting Nebraskans across all IA programs, keeping survivors and their needs at the center of everything we do.

Figure 16



Eligibility is determined through a combination of FEMA inspections, documentation review, and survivor attestation, ensuring assistance is targeted to unmet needs that cannot be addressed through insurance or other resources. ACDC understands the statutory and regulatory frameworks that shape these determinations, including costs and requirements for ONA and TSA, and the fully federally funded nature of other IA programs.

The sequence of delivery is central to effective IA execution. Assistance flows in a defined order: insurance first, then FEMA housing and ONA, followed by voluntary agency support and long-term recovery resources. ACDC's expertise ensures alignment with this sequence, enabling efficient survivor support, accurate program navigation, and seamless integration with state, local, tribal, and territorial partners. This understanding positions ACDC to support IA operations with precision, compliance, and survivor focused outcomes.

## APPROACH TO IA TECHNICAL SERVICES OVERVIEW

ACDC delivers IA technical services through a delivery model that focuses on survivor-centered outcomes and long-term community resiliency. Successful implementation is driven by early coordination, real-time data analysis, disciplined program oversight, and strong transition planning into long-term recovery.

Working at the State's direction, ACDC supports IA delivery across four integrated phases: readiness, program activation, survivor program delivery, and transition to long-term recovery. This lifecycle framework allows Nebraska to maintain a clear operating picture of survivor impacts, optimize utilization of federal IA resources, and strengthen coordination among state agencies, FEMA, voluntary organizations, and community partners.



Figure 17

ACDC's IA methodology is grounded in our 3 C's framework (**Competent, Caring, and Connected**), which translates into disciplined program execution paired with compassionate survivor engagement and strong interagency coordination. Through this model, ACDC supports the State not only in delivering IA programs efficiently but also in strengthening Nebraska's capacity to manage complex, multi-agency human recovery operations across diverse geographic and rural communities.





## PRE-DISASTER IA READINESS

ACDC supports the State in establishing IA readiness prior to disaster declaration through coordinated planning, data access preparation, and partner engagement. This phase focuses on positioning Nebraska to rapidly activate IA programs and establish situational awareness immediately following disaster impacts.

ACDC supports Nebraska in establishing IA readiness through proactive coordination, data preparation, and stakeholder engagement designed to accelerate IA activation and strengthen early decision-making. Unlike infrastructure recovery programs, IA operations must rapidly translate incomplete and evolving impact information into actionable survivor assistance strategies. Our readiness approach therefore emphasizes early situational awareness, data governance, and cross-agency coordination structures that allow the State to move from impact assessment to service delivery without delay.

A key element of this phase is ensuring Nebraska has access to timely and actionable IA data. ACDC works with the State to establish Information Sharing Access Agreements with FEMA and implement secure data management protocols that protect survivors' Personally Identifiable Information (PII) while enabling rapid analysis. By preparing analytic frameworks and reporting structures in advance, Nebraska is positioned to immediately interpret IA datasets following declaration and develop a comprehensive understanding of survivor impacts.

To strengthen declaration justification and early planning, ACDC also supports IA Preliminary Damage Assessment (PDA) activities through technical assistance, standardized methodologies, and training for state and local staff. These efforts improve the accuracy and consistency of IA impact reporting while reducing the risk of under- or over-estimation that could affect federal assistance eligibility.



Figure 18



## **ADDITIONAL PRE-DISASTER SUPPORT CAPABILITIES**

Key readiness activities include the following:

- Execution of FEMA Information Sharing Access Agreements and establishment of privacy-protected data protocols.
- IA PDA training, technical assistance, and workflow standardization.
- GIS and mobile assessment integration to improve damage reporting accuracy.
- Stakeholder mapping across voluntary agencies, nonprofit partners, and private sector organizations.
- Pre-event sheltering and housing strategy planning, including identification of rural housing constraints.
- Development of communication and coordination protocols with voluntary agency partners.

### **Information Sharing + Data Preparedness**

Execution of FEMA Information Sharing Access Agreements with FEMA Region VII ensures timely receipt of IA datasets and supports rapid post-declaration analysis. Privacy-protected data governance protocols aligned with the Privacy Act, HIPAA, and FISMA requirements establish a secure foundation for survivor information management, complemented by encryption and controlled-access practices. Analytic frameworks are prepared in advance to enable early modeling of survivor impacts and accelerate statewide situational awareness.

### **IA PDA Support**

ACDC provides technical assistance and training for state and local IA Preliminary Damage Assessment teams while standardizing assessment methodologies and documentation workflows to improve data consistency. The integration of GIS mapping and mobile assessment tools strengthens reporting accuracy, and these efforts collectively support declaration justification through the production of high-quality IA impact data.

### **Stakeholder + Partner Readiness**

Statewide readiness is reinforced through identification and engagement of voluntary agencies, community-based organizations, faith-based partners, and private-sector stakeholders. Coordination with FEMA Voluntary Agency Liaisons clarifies roles and expectations while communication protocols and engagement strategies establish a framework for coordinated disaster operations.



## **Housing + Mass Care Planning**

Pre-event planning supports sheltering, transitional housing, and direct housing program readiness while analysis of potential housing stock constraints and rural access challenges informs strategy development. Collaboration with voluntary agency mass care partners further strengthens preparedness, and preliminary housing strategy frameworks provide decision-making guidance following disaster impacts.

Through these readiness activities, ACDC helps Nebraska enter disaster operations with established coordination structures, data access pathways, and a prepared IA delivery framework capable of supporting rapid survivor assistance activation.

## **POST-DECLARATION PROGRAM ACTIVATION + ADVOCACY**

Following a disaster declaration that includes IA, ACDC supports Nebraska in activating programs through rapid data analysis, coordinated outreach, and structured advocacy for IA program expansion. This phase is focused on translating initial impact information into operational decisions that determine how effectively survivors access assistance during the critical early weeks of recovery.

ACDC begins by analyzing FEMA IA datasets to establish a statewide operating picture of survivor impacts, including displacement levels, verified losses, renter vulnerabilities, and underinsurance patterns. These insights are translated into dashboards and decision-support reporting that enable Nebraska leadership to prioritize outreach, resource allocation, and program advocacy activities.

Simultaneously, ACDC supports the establishment of field delivery infrastructure, including Disaster Recovery Centers (DRCs) and coordination with FEMA Disaster Survivor Assistance (DSA) teams. Our Nebraska-based deployment capability ensures on-site state presence where survivors are actively seeking assistance, strengthening coordination and reducing reliance on remote program management.

Furthermore, ACDC can play a critical role in supporting Nebraska's advocacy for additional IA programs when data indicates unmet needs beyond standard declaration assistance. By preparing formal requests, documenting program justification, and coordinating with FEMA leadership, ACDC helps ensure the State can activate expanded IA resources (such as TSA, Direct Housing, or expedited assistance programs).

Key activation activities include the following:

- IA data analysis and development of decision-support dashboards.
- DRC stand-up, staffing coordination, and logistical support.
- Integration with FEMA DSA and shelter transition operations.



- Formal requests and justification for additional IA programs or extensions.
- Strategic outreach campaigns targeting rural and underserved populations.
- Coordination with voluntary agencies to align messaging and resource distribution.

## **Data Analysis + Operating Picture Development**

This effort includes analyzing FEMA IA reports to assess displacement levels, verified losses, renter impacts, and trends related to underinsurance. It also involves developing dashboards and decision-support reporting to inform State leadership, identifying geographic and demographic disparities in program access, and establishing baseline metrics to measure survivor impacts.

## **DRC + Field Coordination**

ACDC provides **technical and logistical support for DRC site selection, stand-up, and staffing coordination while integrating operations with FEMA DSA teams. The team also facilitates Multi-Agency Shelter Transition (MAST) coordination within shelters and deploys Nebraska-based staff to support on-site IA operations**, ensuring strong state presence and effective survivor service delivery.

## **IA Program Advocacy + Expansion**

ACDC supports Nebraska's advocacy for expanded IA programs by preparing formal requests for additional assistance such as **TSA, Direct Housing, and expedited Serious Needs Assistance. The team develops documentation and justification for program activation or extension, coordinates with FEMA IA leadership regarding state priorities, and monitors program utilization to identify triggers for extensions or additional support.**

## **Outreach + Community Engagement**

Strategic outreach campaigns leverage public meetings, social media, and targeted communication approaches to increase survivor awareness and participation. Focused engagement with rural communities, tribal nations, and agricultural households addresses access barriers, while coordination with voluntary agencies aligns messaging and resource distribution across partners.

This approach allows Nebraska to rapidly establish IA program infrastructure while advocating effectively for survivor needs and federal program support.



## **PROGRAM DELIVERY, SURVIVOR SUPPORT, CASE NAVIGATION, + ANALYTICS**

During IA program delivery, ACDC provides integrated technical support that combines survivor navigation, voluntary agency coordination, housing program technical assistance, and advanced data analytics. This phase represents the core operational period of IA implementation, where effective coordination and disciplined information management directly influence survivor outcomes and program utilization.

ACDC's delivery model emphasizes coordinated case navigation rather than isolated program administration. By integrating referral systems, voluntary agency coordination, and unmet needs tracking, ACDC helps Nebraska ensure survivors receive comprehensive support across federal, state, and community assistance programs. Our team also provides advocacy support for survivors navigating eligibility determinations and appeals, helping resolve barriers that could delay recovery.

Housing stabilization remains a central focus of this phase. ACDC supports Nebraska in coordinating sheltering and housing programs, analyzing housing stock constraints, and developing strategies that address both immediate and transitional housing needs. This includes technical support for TSA, Rental Assistance, and Direct Housing programs as well as emergency repair initiatives.

ACDC complements operational support with robust analytics and reporting capabilities that enable Nebraska to monitor program utilization, identify geographic disparities, and proactively address emerging unmet needs. These insights strengthen strategic decision-making while supporting program accountability and transparency.

Key delivery components include the following:

- Survivor intake, referral, and unmet needs tracking systems.
- Coordination with voluntary agencies, Voluntary Organizations Active in Disaster (VOAD) partners, and long-term recovery groups.
- Advocacy support for survivor eligibility and appeals processes.
- Technical assistance for sheltering and housing programs, including direct housing and rental assistance.
- Housing stock analysis and gap identification.
- Survivor analytics, unmet needs mapping, and program utilization reporting.
- Dashboard development and leadership decision-support reporting.
- Privacy-protected data management and documentation quality assurance.





## Survivor Navigation + Case Coordination

ACDC implements intake, referral, and tracking systems to monitor unmet survivor needs while coordinating closely with voluntary agencies, legal aid providers, and nonprofit partners. The team supports survivor appeals and eligibility clarification processes and integrates efforts with Disaster Case Management Program services to ensure comprehensive navigation across assistance programs.

## Housing + Sheltering Program Technical Support

ACDC provides coordination for Transitional Sheltering Assistance and non-congregate sheltering while supporting strategy development for Rental Assistance programs. Technical assistance is also delivered for Direct Temporary Housing programs, including manufactured housing and direct lease initiatives, alongside support for emergency repair programs and state-administered housing efforts. Housing stock analysis and gap identification further inform housing stabilization strategies.



Figure 19

## Data Analytics + Decision Support

Analysis of survivor registration and assistance trends establishes a comprehensive operating picture while unmet needs mapping and geographic equity assessments highlight disparities in program access. Housing gap modeling and displacement forecasting inform strategic planning, and program utilization tracking with performance reporting strengthens accountability. Leadership dashboards provide actionable decision-support throughout IA implementation.

## Voluntary Agency + Partner Integration

ACDC coordinates with VOAD networks, community organizations, and nonprofit partners to align recovery efforts and donated resources with survivor needs. The team supports formation of long-term recovery groups and establishes a shared operating picture across partner agencies to strengthen collaborative decision-making.



## **Quality Assurance, Privacy, + Compliance**

ACDC protects survivor PII through secure data management practices while providing documentation quality support to strengthen eligibility determinations. Fraud awareness and program integrity monitoring are implemented alongside compliance with federal IA policies and reporting requirements.

Through this integrated delivery approach, ACDC helps Nebraska maximize IA program utilization while maintaining coordinated survivor support and strong program governance.

## **TRANSITION + LONG-TERM RECOVERY**

As IA programs begin to wind down, ACDC supports Nebraska in transitioning survivor assistance efforts into long-term recovery frameworks that address persistent unmet needs and housing stabilization challenges. This phase is critical in ensuring that progress achieved through IA programs is sustained and survivors continue receiving support beyond the federal IA operational window.

ACDC facilitates coordination among state agencies, voluntary organizations, and community stakeholders to establish long-term recovery governance structures and collaborative planning processes. These efforts help ensure recovery priorities reflect community needs while maintaining alignment with available funding sources and policy requirements.

A central component of this phase is development of comprehensive unmet needs assessments and housing stabilization strategies that inform long-term recovery investments. ACDC supports Nebraska in integrating IA outcomes with HUD CDBG-DR planning and other recovery programs, creating continuity between short-term assistance and long-term rebuilding efforts.

Key transition activities include the following:

- Long-term recovery group formation and governance facilitation.
- Stakeholder workshops and collaborative planning processes.
- Comprehensive unmet needs assessment development.
- Housing stabilization and resilience strategy design.
- Integration with HUD CDBG-DR and state recovery programs.
- Identification of mitigation opportunities linked to housing recovery.
- After-action reviews (AARs) and program improvement planning.



## **Long-Term Recovery Coordination**

ACDC facilitates formation and governance of long-term recovery groups while coordinating stakeholder workshops and task forces to guide collaborative planning. These activities support development of shared recovery strategies aligned with community priorities.

## **Unmet Needs + Housing Stabilization**

ACDC develops comprehensive unmet needs assessments and housing recovery strategies that address supply and affordability constraints while identifying mitigation and resilience opportunities tied to housing recovery. Policy recommendations are also provided to strengthen long-term recovery and resiliency outcomes.

## **Integration with Federal + State Recovery Programs**

ACDC supports HUD CDBG-DR unmet needs analysis and action plan development while coordinating with SBA, U.S. Department of Agriculture (USDA), and other assistance programs. Efforts align IA outcomes with mitigation initiatives and state recovery strategies to create continuity across funding sources.

## **After-Action + Program Improvement**

ACDC conducts IA program performance evaluations and facilitates lessons-learned processes that inform improvement planning. Capacity-building recommendations are developed to strengthen Nebraska's readiness and response capabilities for future disasters.

This transition framework ensures Nebraska maintains continuity of survivor support while strengthening statewide recovery capacity and resilience.

## **SHOWING UP FOR NEBRASKA'S SURVIVORS**

Delivery of Individual Assistance in Nebraska requires an approach grounded in strong field presence, coordinated partnerships, and operational strategies that reflect the state's geographic diversity, rural population distribution, and agricultural economic foundation. Recovery planning efforts across Nebraska emphasize collaboration among state, local, and community stakeholders to ensure survivors receive timely support while advancing long-term community stability and resilience.

Statewide coordination is supported through partnerships with NEMA, the Governor's Task Force for Disaster Recovery, and the Recovery Support Function working groups, which collectively provide governance and strategic alignment across recovery sectors. Engagement with the Local Impacts Group and local emergency management agencies



strengthens situational awareness and ensures that operational strategies reflect on-the-ground recovery conditions across Nebraska's diverse communities.

Local government partnerships further reinforce this delivery model through coordination with the Nebraska Association of County Officials and the League of Nebraska Municipalities, enabling alignment of Individual Assistance activities with county and municipal recovery priorities. These relationships support effective information sharing, localized outreach, and integration of IA services within broader community recovery initiatives.

Housing and economic stabilization efforts are strengthened through collaboration with organizations such as the Nebraska Investment Finance Authority, the Nebraska Farm Bureau, and the University of Nebraska–Lincoln and University of Nebraska Extension system. These partnerships provide subject-matter expertise related to housing recovery, agricultural impacts, and community capacity-building, supporting development of strategies that reflect Nebraska's unique recovery landscape.

Sustained survivor support is further enabled through coordination with long-term recovery groups, voluntary agencies, nonprofit partners, and faith-based organizations operating throughout the state. These partners play a critical role in case navigation, resource coordination, and ongoing assistance delivery beyond federal program timelines, helping ensure survivors maintain access to available recovery resources as needs evolve.

An embedded, on-site engagement model complements these partnerships by positioning staff within impacted communities and key field delivery locations, strengthening coordination with local stakeholders and improving accessibility of IA services. This approach supports Nebraska's priority of maintaining strong local engagement while preserving a consistent statewide operating picture that informs decision-making and resource allocation.

Data-informed operational practices further enhance this model by enabling continuous monitoring of program utilization trends, housing stabilization progress, and emerging recovery needs. Integration of analytic insights with stakeholder coordination supports development of a shared operating picture across agencies and partners, promoting alignment of federal, state, and community recovery resources.

Collectively, these coordinated partnerships, field delivery strategies, and analytic capabilities position Nebraska to provide responsive and sustained survivor support while strengthening statewide recovery capacity. By combining local engagement with structured multi-agency coordination, this approach ensures Individual Assistance programs are delivered effectively across Nebraska's urban centers, small towns, and rural communities, supporting both immediate recovery and long-term resilience.

## Approach to Providing Hazard Mitigation Grant Program Technical Services

### Describe bidder’s process for providing HMGP technical services.

The bidder should address the following:

- 2.3 Bidder’s process to review applications for eligibility and completeness to FEMA approval
- ii. Bidder’s process for reviewing projects for sub-recipient(s) after obligation to ensure eligible payments made to sub-recipient(s) and create a smooth closeout process
  - iii. Bidder’s process for working with sub-recipients to ensure needs of project are met (Please provide at least one narrative description of previous work with a sub-recipient)

## APPROACH TO HMGP SERVICES OVERVIEW

ACDC provides end-to-end HMGP technical services that emphasize disciplined application review, hands-on subrecipient support, and sustained oversight through closeout. Our approach is designed to help the State manage risks, protect eligibility, and advance mitigation projects that are technically sound, cost-effective, and feasible for implementation, particularly for rural and resource-constrained communities.

Through our partnership with AECOM, ACDC brings direct insight into FEMA’s mitigation decision-making and review processes. AECOM’s experience supporting FEMA’s PA-TAC, CRC, and Hazard Mitigation Technical Assistance Program (HMTAP) provides Nebraska with practical understanding of how mitigation applications are evaluated, where projects commonly stall, and how submissions can be structured to meet FEMA’s technical, environmental, and cost-effectiveness expectations. This combined expertise allows ACDC to support Nebraska not only with grant administration, but with informed, execution-focused mitigation program delivery.

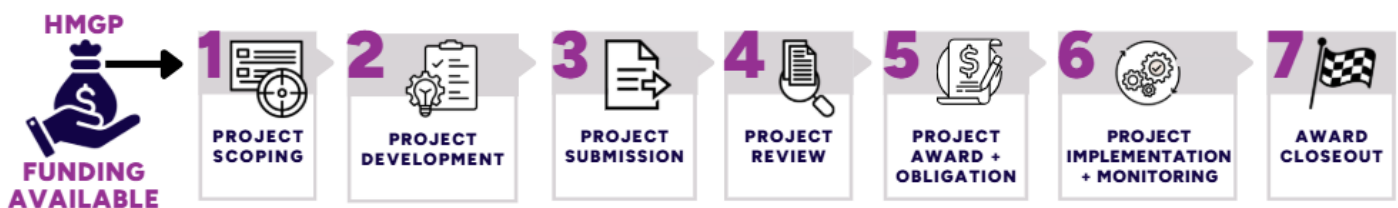


Figure 20

Our approach aligns with national best practices for leveraging federal mitigation investments to reduce long-term risk and strengthen resilience statewide. ACDC recognizes that HMGP funding has not been included in several recent disaster declarations nationwide, emphasizing the importance of maintaining mitigation readiness even when immediate funding opportunities are uncertain. By continuing mitigation planning, project development, and technical preparedness, ACDC helps ensure Nebraska communities remain positioned to pursue mitigation funding when opportunities arise, whether through future HMGP allocations or other federal programs, supporting the State’s broader emergency management mission of reducing risk and long-term recovery costs regardless of near-term funding variability.





## PRE-AWARD: REVIEW OF HMGP APPLICATIONS FOR ELIGIBILITY + FEMA APPROVAL

ACDC supports the State by implementing a structured, pre-award application review process designed to ensure HMGP submissions are complete, eligible, and positioned for FEMA approval. This process focuses on early identification of eligibility risks, technical gaps, and documentation deficiencies so they can be addressed before applications are submitted to FEMA.

Working at the State's direction, ACDC conducts detailed reviews of mitigation applications prior to submission, with an emphasis on alignment with FEMA policy, technical feasibility, and consistency across application components.

Our review process includes the following:

- Eligibility verification, including applicant eligibility, facility eligibility, hazard eligibility, and consistency with the State Hazard Mitigation Plan (SHMP).
- SOW review, ensuring mitigation measures are clearly defined, technically feasible, and directly address the identified hazard(s).
- Technical validation, including review of conceptual designs, engineering assumptions, and mitigation effectiveness, supported by AECOM's licensed engineers and technical specialists.
- BCA review, confirming appropriate methodologies, assumptions, and documentation in accordance with FEMA guidance and approved tools, to ensure that the project is cost effective.
- Cost reasonableness review, utilizing RSMeans, FEMA CEF, and professional cost-estimating standards to ensure proposed budgets are realistic and compliant.
- EHP screening, identifying potential compliance requirements, permitting needs, and documentation early in the process to avoid downstream delays.
- Application completeness checks, confirming all required narratives, forms, maps, and supporting documentation are present and internally consistent.
- Applications requiring clarification or additional development are returned to subrecipients with targeted guidance prior to State submission. This iterative review process helps ensure Nebraska submits well-vetted, technically sound mitigation applications, reducing RFIs, minimizing review delays, and improving overall approval outcomes.
- Ensuring that the application is submitted on or before the State and FEMA deadline.

By applying disciplined pre-award review and leveraging direct insight into FEMA mitigation evaluation practices, ACDC helps the State advance mitigation projects that are ready for implementation (not just ready for submission).



## **POST-OBLIGATION: REVIEW OF HMGP APPLICATIONS FOR ELIGIBILITY + FEMA APPROVAL**

Following obligation, ACDC supports the State with structured post-award oversight to help ensure eligible payments are made to subrecipients in a timely manner, project risks are managed proactively, and mitigation projects progress toward timely and accurate closeout with proper documentation. This phase focuses on validating expenditures against approved scopes, maintaining documentation discipline, and supporting subrecipients through consistent communication and technical assistance.

### **Post-Obligation Project Review + Payment Validation**

Working at the State's direction, ACDC conducts ongoing reviews of subrecipient reimbursement requests prior to payment. These reviews confirm that costs claimed are consistent with the approved HMGP SOW, allowable under federal cost principles, and supported by appropriate documentation.

Review activities include the following:

- Verifying that costs align with the obligated project scope, budget, and approved quantities.
- Reviewing contracts, invoices, force account labor, and equipment usage records for completeness and accuracy.
- Screening for procurement compliance and identification of issues that could affect cost eligibility.
- Confirming that supporting documentation is sufficient to withstand FEMA review and future audits.

When reimbursement requests require clarification or additional support, ACDC works directly with subrecipients to resolve issues before payment is processed. To promote consistency and efficiency, ACDC prioritizes continuity of staff across pre- and post-award phases, allowing project knowledge, local context, and working relationships established during application development to carry through implementation and closeout, which is an approach that is especially valuable for rural communities managing technically complex mitigation projects.

### **Ongoing Monitoring, Risk Identification, + Issue Resolution**

ACDC maintains visibility into post-obligation project activity to help the State identify emerging risks that could affect reimbursement or closeout. Our team monitors project progress, expenditure patterns, and documentation completeness through review of required quarterly reports, reimbursement submissions, project tracking tools, and information obtained during monitoring visits or regular coordination with subrecipients.



This oversight allows ACDC to flag potential issues early, including the following:

- Scheduled delays or construction sequencing challenges.
- Scope changes requiring amendment or re-evaluation.
- Procurement or contracting concerns.
- Cost overruns or funding gaps.

When risks are identified, ACDC works collaboratively with the State and subrecipients to document corrective actions, determine whether time extensions or project amendments are necessary, and resolve issues before they impact funding eligibility or project completion.

### **Closeout Preparation + Audit Readiness**

From the outset of post-award implementation, ACDC emphasizes closeout readiness by applying consistent documentation and reporting standards across the life of each project. As projects near completion, ACDC assists the State with the following:

- Reviewing final costs and verifying completion of approved mitigation measures.
- Confirming environmental and historic preservation compliance.
- Resolving outstanding documentation or eligibility issues.
- Preparing complete, FEMA-ready closeout packages.

This disciplined post-obligation approach helps streamline closeout, reduce post-closeout questions, and protect the State and subrecipients from avoidable audit findings.

## **SUPPORTING NEBRASKANS: SUBRECIPIENT PARTNERSHIP + CAPACITY-FOCUSED PROJECT SUPPORT**

ACDC's approach to HMGP technical services focuses on active partnership with subrecipients to ensure project needs are met throughout development, implementation, and closeout. Rather than limiting engagement to application review or compliance checks, ACDC works directly with local jurisdictions to translate federal mitigation requirements into clear, achievable actions that align with local capacity, technical complexity, and community priorities.

This approach is especially important for rural and smaller jurisdictions, where mitigation projects often involve engineering, environmental, and administrative requirements that exceed available local resources. ACDC supports these communities by providing hands-on technical assistance while maintaining close coordination with the State to preserve program consistency, oversight, and compliance.



## **Subrecipient Engagement + Support Approach**

Working at the State's direction, ACDC engages subrecipients early and maintains consistent involvement throughout the project lifecycle. Our support includes the following:

- Early needs assessment and readiness evaluation to understand staffing capacity, technical constraints, and project maturity.
- One-on-one technical assistance to support application development, project implementation, documentation, and reporting.
- Clear guidance on HMGP requirements, including procurement standards, environmental and historic preservation considerations, and cost tracking expectations.
- Ongoing coordination and regular check-ins to address implementation challenges, scope changes, or funding concerns before these affect eligibility or schedules.
- Access to technical specialists (including engineering, BCA, and environmental expertise) to support complex mitigation projects.

This partnership-based model allows subrecipients to remain focused on delivering mitigation projects while ensuring that federal requirements are met and State oversight responsibilities are maintained.

## **Capacity Building for Sustainable Mitigation Delivery**

Beyond individual project support, ACDC emphasizes building long-term mitigation capacity within subrecipient communities. When additional staffing or technical support is required, ACDC provides structured onboarding, training, and mentoring to help local staff and newly assigned personnel develop program knowledge, documentation discipline, and familiarity with FEMA mitigation requirements.

By pairing local knowledge with national mitigation expertise, ACDC helps subrecipients strengthen internal capability while advancing projects effectively. This approach builds trust with community stakeholders, improves project outcomes, and supports the State's broader goal of sustaining mitigation readiness over time.



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## Representative Example: Elevate Florida Residential Mitigation Initiative

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### Sub-Recipient Example:

*ACDC's capacity-building approach is demonstrated through its support to the State of Florida's Elevate Florida residential mitigation initiative, where the State is serving as subrecipient for a large-scale portfolio of more than 1,200 properties submitted for FEMA funding under the Flood Mitigation Assistance (FMA) Swift Current and HMGP, representing over \$375M in potential federal funding. To enable successful delivery at this scale, ACDC has integrated staffing across the program's Project Management Office (PMO) as well as Case Management, Application Development, and Vendor and Financial Management workstreams while simultaneously transferring knowledge and strengthening the State's long-term mitigation administration capabilities.*

*Within the Application Development workstream, ACDC's grant specialists and supervisors develop complete, high-quality mitigation applications designed to meet FEMA eligibility, technical, and environmental compliance requirements. This includes preparation of detailed scopes of work and cost estimates, assembly of applicant documentation, mapping and photographic support, EHP compliance materials, and comprehensive quality assurance prior to submission. ACDC also manages and resolves FEMA RFIs, ensuring timely responses and ensuring consistent documentation standards, eligibility interpretation, and mitigation program policy application.*

*Our leadership in Vendor and Financial Management further enhances program capacity by overseeing contracts with more than 40 inspection and construction firms and managing structured financial tracking processes that span the full project lifecycle, from advanced assistance projects through construction and closeout. Through this effort, ACDC provides transparent budget monitoring, contract compliance oversight, and financial reporting that strengthens the State's ability to manage a complex, high-volume mitigation portfolio while maintaining FEMA compliance and audit readiness.*

*Complementing these technical functions, ACDC case managers provide individualized support to participating property owners, guiding them through program requirements, answering questions, facilitating documentation collection, and delivering status updates that improve applicant engagement and reduce administrative burden on State staff. ACDC serves as a trusted subject matter advisor, offering mitigation policy interpretation, process design, and operational recommendations that build institutional knowledge and position the State to sustain mitigation delivery beyond the immediate program. Together, these efforts illustrate ACDC's ability to pair embedded delivery support with intentional knowledge transfer, enabling subrecipients to execute complex mitigation programs effectively while strengthening long-term organizational capacity.*

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**PROPOSAL**

# **HOURLY RATES**





## HOURLY RATES

Bidders should provide not-to-exceed hourly rates that will be used for Task Orders as they are issued. There is no guarantee on the number of hours that will be used.

The hourly rates provided below will not be a scored item for the evaluation of this solicitation, but all responses will be reviewed for cost realism and reasonableness.

The roles listed below are mandatory roles that the bidder must be able to provide the State (See RFP Section V.F. for more detailed role descriptions). Bidders may add additional roles/titles as they see fit. The hourly rates shall be inclusive of labor, overhead, and all other expenses, with the exception of travel costs, which will be factored in as needed on task orders as they are issued to awarded bidders.

These not-to-exceed rates will be fixed for the first two (2) years of the contract. Any request for a price increase subsequent to the first two (2) years of the contract shall not exceed five percent (5%) of the price proposed for the period. Increases shall not be cumulative and will only apply to that period of the contract. The request for a price increase must be submitted in writing to the State Purchasing Bureau a minimum of 120 days prior to the end of the current contract period. Documentation may be required by the State to support the price increase.

**The State reserves the right to deny any requested price increase. No price increases are to be billed to any State Agencies prior to written amendment of the contract by the parties.**

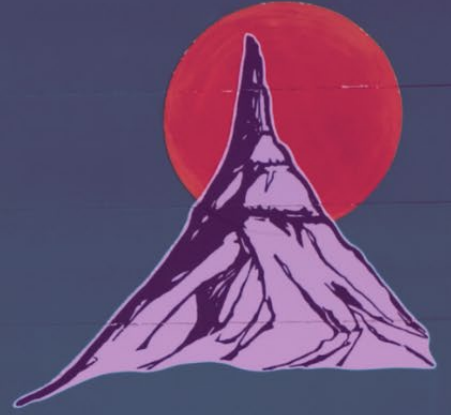
**The State will be given full proportionate benefit of any decreases for the term of the contract.**

Required Personnel Roles (See RFP Section V.F.)		Standard Hourly Not-to-Exceed Rate	Overtime Hourly Not-to-Exceed Rate
1.	Project Manager	\$203.00	\$237.00
2.	Senior Advisor for Public Assistance	\$194.00	\$226.00
3.	Public Assistance Program Liaison	\$117.00	\$137.00
4.	Public Assistance Technical Assistance Liaison	\$171.00	\$200.00
5.	Appeals Specialist	\$158.00	\$184.00
6.	Senior Debris Specialist	\$171.00	\$200.00
7.	Senior Advisor for Hazard Mitigation Assistance	\$171.00	\$200.00
8.	Hazard Mitigation Assistance Program Liaison	\$117.00	\$137.00
9.	Hazard Mitigation Assistance Benefit-Cost Analysis Specialist	\$144.00	\$168.00
10.	Hazard Mitigation Assistance Technical Liaison	\$144.00	\$168.00
11.	Lead Individual Assistance Specialist	\$171.00	\$200.00
12.	Individual Assistance Specialist	\$144.00	\$168.00
13.	Closeout Specialist	\$117.00	\$137.00
14.	Disaster Recovery Specialist	\$117.00	\$137.00
15.	Accounting Analyst	\$104.00	\$122.00
Additional Personnel Roles/Titles (Add Rows as Necessary)		Standard Hourly Not-to-Exceed Rate	Overtime Hourly Not-to-Exceed Rate
N/A			



# NEBRASKA

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good life



Home of  Arbor Day



Competent. Caring. Connected.



# SECTIONS II - IV

REQUEST FOR PROPOSAL

## Disaster Mitigation, Preparedness, Response, and Recovery Services Contract

SOLICITATION NUMBER: 124469 O5

### Prepared for

The State of Nebraska,  
Department of Administrative Services,  
Materiel Division, State Purchasing Bureau

### Prepared by



**DISASTER**  
CONSULTING





**Sections II - IV**

**II. TERMS AND CONDITIONS**

Bidder should read the Terms and Conditions within this section and must initial either “Accept All Terms and Conditions Within Section as Written” or “Exceptions Taken to Terms and Conditions Within Section as Written” in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the “Exceptions” field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the solicitation response. The State reserves the right to reject solicitation responses that attempt to substitute the bidder’s commercial contracts and/or documents for this solicitation.

<b>Accept All Terms and Conditions Within Section as Written (Initial)</b>	<b>Exceptions Taken to Terms and Conditions Within Section as Written (Initial)</b>	<b>Exceptions:</b> (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
<b>A.C.</b>		

The bidders should submit with their solicitation response any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the solicitation response as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties. If a conflict or ambiguity arises after the Addendum to Contract Award has been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one (1) Party has a particular clause, then that clause shall control,
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together,
3. If both Parties have a similar clause, but the clauses conflict, the State’s clause shall control.

**A. GENERAL**

1. The contract resulting from this Solicitation shall incorporate the following documents:
  - a. Solicitation, including any attachments and addenda;
  - b. Questions and Answers;
  - c. Bidders properly submitted solicitation response, including any terms and conditions or agreements submitted by the bidder;
  - d. Addendum to Contract Award (if applicable); and
  - e. Amendments to the Contract. (if applicable)

These documents constitute the entirety of the contract.





Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed Contract with the most recent dated amendment having the highest priority, 2) Executed Contract and any attached Addenda 3) Addendums to the solicitation and any Questions and Answers, 4) the original solicitation document and any Addenda or attachments, and 5) the Vendor's submitted solicitation response, including any terms and conditions or agreements that are accepted by the State.

Unless otherwise specifically agreed to in writing by the State, the State's standard terms and conditions, as executed by the State, shall always control over any terms and conditions or agreements submitted or included by the Vendor.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

**B. NOTIFICATION**

Bidder and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally; electronically, return receipt requested; or mailed, return receipt requested. All notices, requests, or communications shall be deemed effective upon receipt.

Either party may change its address for notification purposes by giving notice of the change and setting forth the new address and an effective date.

**C. BUYER'S REPRESENTATIVE**

The State reserves the right to appoint a Buyer's Representative to manage or assist the Buyer in managing the contract on behalf of the State. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the bidder will be provided a copy of the appointment document and is expected to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

**D. GOVERNING LAW (Nonnegotiable)**

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state, and federal laws, ordinances, rules, orders, and regulations.

**E. BEGINNING OF WORK & SUSPENSION OF SERVICES**

The bidder shall not commence any billable work until a valid contract has been fully executed by the State and the successful Vendor. The Vendor will be notified in writing when work may begin.

The State may, at any time and without advance notice, require the Vendor to suspend any or all performance or deliverables provided under this Contract. In the event of such suspension, the Contract Manager or POC, or their designee, will issue a written order to stop work. The written order will specify which activities are to be immediately suspended and the reason(s) for the suspension. Upon receipt of such order, the Vendor shall immediately comply with its terms and take all necessary steps to mitigate and eliminate the incurrence of



costs allocable to the work affected by the order during the period of suspension. The suspended performance or deliverables may only resume when the State provides the Vendor with written notice that such performance or deliverables may resume, in whole or in part.

**F. AMENDMENT**

This Contract may be amended in writing, within scope, upon the agreement of both parties.

**G. CHANGE ORDERS OR SUBSTITUTIONS**

The State and the Vendor, upon the written agreement, may make changes to the contract within the general scope of the solicitation. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Vendor may not claim forfeiture of the contract by reasons of such changes.

The Vendor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Vendor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Vendor's solicitation response, were foreseeable, or result from difficulties with or failure of the Vendor's solicitation response or performance.

No change shall be implemented by the Vendor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

In the event any good or service is discontinued or replaced upon mutual consent during the contract period or prior to delivery, the State reserves the right to amend the contract to include the alternate product at the same price.

**\*\*\*Vendor will not substitute any item that has been awarded without prior written approval of SPB\*\*\***

**H. RECORD OF VENDOR PERFORMANCE**

The State may document the vendor's performance, which may include, but is not limited to, the customer service provided by the vendor, the ability of the vendor, the skill of the vendor, and any instance(s) of products or services delivered or performed which fail to meet the terms of the purchase order, contract, and/or specifications. In addition to other remedies and options available to the State, the State may issue one or more notices to the vendor outlining any issues the State has regarding the vendor's performance for a specific contract ("Contract Compliance Request"). The State may also document the Vendor's performance in a report, which may or may not be provided to the vendor ("Contract Non-Compliance Notice"). The Vendor shall respond to any Contract Compliance Request or Contract Non-Compliance Notice in accordance with such notice or request. At the sole discretion of the State, such Contract Compliance Requests and Contract Non-Compliance Notices may be placed in the State's records regarding the vendor and may be considered by the State and held against the vendor in any future contract or award opportunity. The record of vendor performance will be considered in any suspension or debarment action.

**I. NOTICE OF POTENTIAL VENDOR BREACH**

If Vendor breaches the contract or anticipates breaching the contract, the Vendor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

**J. BREACH**

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by email, delivery receipt requested; certified mail, return receipt requested; or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time.



The State's failure to make payment shall not be a breach, and the Vendor shall retain all available statutory remedies.

**K. NON-WAIVER OF BREACH**

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

**L. SEVERABILITY**

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

**M. INDEMNIFICATION  
GENERAL**

The Vendor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials ("the indemnified parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses ("the claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Vendor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Vendor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

**INTELLECTUAL PROPERTY**

The Vendor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Vendor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Vendor prompt notice in writing of the claim. The Vendor may not settle any infringement claim that will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Vendor has indemnified the State, the Vendor shall, at the Vendor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Vendor, and the State may receive the remedies provided under this Solicitation.

**PERSONNEL**

The Vendor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Vendor.

**SELF-INSURANCE**

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01. If there is a presumed loss under the provisions of this agreement, Vendor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,239.01 to 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Neb. Rev. Stat. § 81-8,294), Tort (Neb. Rev. Stat. § 81-8,209), and Contract Claim Acts (Neb. Rev. Stat. § 81-8,302), as outlined in state law and accepts liability under this agreement only to the extent provided by law.



The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

**N. ATTORNEY'S FEES**

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if ordered by the court, including attorney's fees and costs, if the other Party prevails.

**O. ASSIGNMENT, SALE, OR MERGER**

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Vendor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Vendor's business. Vendor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Vendor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

**P. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUBDIVISIONS OF THE STATE OR ANOTHER STATE**

The Vendor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. § 81-145(2), to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

The Vendor may, but shall not be required to, allow other states, agencies or divisions of other states, or political subdivisions of other states to use this contract. The terms and conditions, including price, of this contract shall apply to any such contract, but may be amended upon mutual consent of the Parties. The State of Nebraska shall not be contractually or otherwise obligated or liable under any contract entered into pursuant to this clause. The State shall be notified if a contract is executed based upon this contract.

**Q. FORCE MAJEURE**

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event") that was not foreseeable at the time the Contract was executed. The Party so affected shall immediately make a written request for relief to the other Party and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

**R. CONFIDENTIALITY**

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

**S. EARLY TERMINATION**

The contract may be terminated as follows:

The State and the Vendor, by mutual written agreement, may terminate the contract, in whole or in part, at any time.





The State, in its sole discretion, may terminate the contract, in whole or in part, for any reason upon thirty (30) calendar day's written notice shall be delivered by email, delivery receipt requested; certified mail, return receipt requested; or in person with proof of delivery to the Vendor. Such termination shall not relieve the Vendor of warranty or other service obligations incurred under the terms of the contract. In the event of termination, the Vendor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.

The State may terminate the contract, in whole or in part, immediately for the following reasons:

if directed to do so by statute,

Vendor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business, a trustee or receiver of the Vendor or of any substantial part of the Vendor's assets has been appointed by a court,

fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Vendor, its employees, officers, directors, or shareholders,

an involuntary proceeding has been commenced by any Party against the Vendor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Vendor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Vendor has been decreed or adjudged a debtor,

a voluntary petition has been filed by the Vendor under any of the chapters of Title 11 of the United States Code,

Vendor intentionally discloses confidential information,

Vendor has or announces it will discontinue support of the deliverable; and,

In the event funding is no longer available.

#### **T. CONTRACT CLOSEOUT**

Upon termination of the contract for any reason the Vendor shall within thirty (30) days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State,
2. Transfer ownership and title to all completed or partially completed deliverables to the State,
3. Return to the State all information and data unless the Vendor is permitted to keep the information or data by contract or rule of law. Vendor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Vendor's routine back up procedures,
4. Cooperate with any successor Vendor, person, or entity in the assumption of any or all of the obligations of this contract,
5. Cooperate with any successor Vendor, person, or entity with the transfer of information or data related to this contract,
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this section should be construed to require the Vendor to surrender intellectual property, real or personal property, or information or data owned by the Vendor for which the State has no legal claim.

#### **U. AMERICANS WITH DISABILITIES ACT**

Vendor shall comply with all applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12131–12134), as amended by the ADA Amendments Act of 2008 (ADA Amendments Act) (Pub.L. 110–325, 122 Stat. 3553 (2008)), which prohibits discrimination on the basis of disability by public entities.



### III. VENDOR DUTIES

Bidder should read the Vendor Duties within this section and must initial either “Accept All Terms and Conditions Within Section as Written” or “Exceptions Taken to Vendor Duties Within Section as Written” in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the “Exceptions” field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the solicitation response. The State reserves the right to reject solicitation responses that attempt to substitute the bidder’s commercial contracts and/or documents for this solicitation.

Accept All Vendor Duties Within Section as Written (Initial)	Exceptions Taken to Vendor Duties Within Section as Written (Initial)	<b>Exceptions:</b> (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
	A.C.	<p>ACDC respectfully requests an exception to the requirement for Products/Completed Operations and Personal/Advertising Injury coverage under our Commercial General Liability (CGL) policy. As a consulting services provider, ACDC’s scope of work does not involve manufacturing, distributing, or providing physical products, nor do we engage in activities that typically trigger personal or advertising injury exposures. These coverages are not included in our current CGL policy, and we request acceptance of our existing coverage limits as appropriate for the professional services being provided.</p> <p><b>Exception Request: Damage to Rented Premises Limit</b>            The RFP specifies a minimum limit of <b>\$300,000 per occurrence</b> for Damage to Rented Premises. ACDC’s CGL policy provides <b>\$100,000 per occurrence</b>, which aligns with our operational exposure and the nature of the services performed (professional consulting delivered primarily remotely or at government facilities). We respectfully request acceptance of our existing limit of \$100,000 per occurrence.</p> <p><b>Commitment to Compliance &amp; Collaboration</b>            ACDC carries all core insurance coverages required for professional disaster consulting services—including General Liability, Professional Liability (E&amp;O), Workers’ Compensation, Cyber Liability, and Automobile Liability—and remains committed to maintaining insurance protections appropriate to the work performed. We welcome the opportunity to discuss these exceptions during contract negotiation and will provide Certificates of Insurance to demonstrate compliance with all other applicable requirements.</p>

#### A. INDEPENDENT VENDOR / OBLIGATIONS

It is agreed that the Vendor is an independent Vendor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Vendor is solely responsible for fulfilling the contract. The Vendor or the Vendor’s representative shall be the sole point of contact regarding all contractual matters.



The Vendor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Vendor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the bidder's solicitation response shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Vendor to the contract shall be employees of the Vendor or a subcontractor and shall be fully qualified to perform the work required herein. Personnel employed by the Vendor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Vendor or the subcontractor respectively.

With respect to its employees, the Vendor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding,
2. Any and all vehicles used by the Vendor's employees, including all insurance required by state law,
3. Damages incurred by Vendor's employees within the scope of their duties under the contract,
4. Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law,
5. Determining the hours to be worked and the duties to be performed by the Vendor's employees; and,
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Vendor, its officers, agents, or subcontractors or subcontractor's employees).

If the Vendor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the solicitation response. The Vendor shall agree that it will not utilize any subcontractors not specifically included in its solicitation response in the performance of the contract without the prior written authorization of the State. If the Vendor subcontracts any of the work, the Vendor agrees to pay any and all subcontractors in accordance with the Vendor's agreement with the respective subcontractor(s).

The State reserves the right to require the Vendor to reassign or remove from the project any Vendor or subcontractor employee.

Vendor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Vendor shall include a similar provision, for the protection of the State, in the contract with any Subcontractor engaged to perform work on this contract.

## **B. EMPLOYEE WORK ELIGIBILITY STATUS**

The Vendor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Vendor is an individual or sole proprietorship, the following applies:

1. The Vendor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <https://das.nebraska.gov/materiel/docs/pdf/Individual%20or%20Sole%20Proprietor%20United%20States%20Attestation%20Form%20English%20and%20Spanish.pdf>
2. The completed United States Attestation Form should be submitted with the Solicitation response.
3. If the Vendor indicates on such attestation form that he or she is a qualified alien, the Vendor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Vendor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.



4. The Vendor understands and agrees that lawful presence in the United States is required, and the Vendor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. § 4-108.

**C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Nonnegotiable)**

The Vendor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Vendors of the State of Nebraska, and their Subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §§ 48-1101 to 48-1125). The Vendor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Vendor shall insert a similar provision in all Subcontracts for goods and services to be covered by any contract resulting from this Solicitation.

**D. COOPERATION WITH OTHER VENDORS**

Vendor may be required to work with or in close proximity to other Vendors or individuals that may be working on same or different projects. The Vendor shall agree to cooperate with such other Vendors or individuals and shall not commit or permit any act which may interfere with the performance of work by any other Vendor or individual. Vendor is not required to compromise Vendor's intellectual property or proprietary information unless expressly required to do so by this contract.

**E. DISCOUNTS**

Prices quoted shall be inclusive of ALL trade discounts. Cash discount terms of less than thirty (30) days will not be considered as part of the solicitation response. Cash discount periods will be computed from the date of receipt of a properly executed claim voucher or the date of completion of delivery of all items in a satisfactory condition, whichever is later.

**F. PRICES**

Prices quoted shall be net, including transportation and delivery charges fully prepaid by the bidder, F.O.B. destination named in the Solicitation. No additional charges will be allowed for packing, packages, or partial delivery costs. When an arithmetic error has been made in the extended total, the unit price will govern.

Prices submitted on the cost sheet, once accepted by the State, shall remain fixed for the first two (2) years of the contract. Any request for a price increase subsequent to the first two (2) years of the contract shall not exceed five percent (5%) of the price proposed for the period. Increases shall not be cumulative and will only apply to that period of the contract. The request for a price increase must be submitted in writing to the State Purchasing Bureau a minimum of 120 days prior to the end of the current contract period. Documentation may be required by the State to support the price increase.

**The State reserves the right to deny any requested price increase. No price increases are to be billed to any State Agencies prior to written amendment of the contract by the parties.**

**The State will be given full proportionate benefit of any decreases for the term of the contract.**

**G. PERMITS, REGULATIONS, LAWS**

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Vendor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Vendor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

**H. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES**

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Vendor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Vendor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.





## I. INSURANCE REQUIREMENTS

The Vendor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Vendor shall not commence work on the contract until the insurance is in place. If Vendor subcontracts any portion of the Contract the Vendor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor,
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Vendor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor's Certificate of Insurance, evidencing the required coverage.

The Vendor shall not allow any Subcontractor to commence work until the Subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Vendor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Vendor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within one (1) year of termination or expiration of the contract, the Vendor shall obtain an extended discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and one (1) year following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Vendor elects to increase the mandatory deductible amount, the Vendor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.

### 1. WORKERS' COMPENSATION INSURANCE

The Vendor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contactors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Vendor shall require the Subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the Subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter.** The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

### 2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE

The Vendor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Vendor and any Subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Vendor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Vendors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents, as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.



<b>REQUIRED INSURANCE COVERAGE</b>	
<b>COMMERCIAL GENERAL LIABILITY</b>	
General Aggregate	\$2,000,000
Products/Completed Operations Aggregate	\$2,000,000
Personal/Advertising Injury	\$1,000,000 per occurrence
Bodily Injury/Property Damage	\$1,000,000 per occurrence
Medical Payments	\$10,000 any one person
Damage to Rented Premises (Fire)	\$300,000 each occurrence
Contractual	Included
XCU Liability (Explosion, Collapse, and Underground Damage)	Included
Independent Vendors	Included
Abuse & Molestation	Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>	
<b>WORKER'S COMPENSATION</b>	
Employers Liability Limits	\$500K/\$500K/\$500K
Statutory Limits- All States	Statutory - State of Nebraska
Voluntary Compensation	Statutory
<b>COMMERCIAL AUTOMOBILE LIABILITY</b>	
Bodily Injury/Property Damage	\$1,000,000 combined single limit
Include All Owned, Hired & Non-Owned Automobile liability	Included
Motor Carrier Act Endorsement	Where Applicable
<b>UMBRELLA/EXCESS LIABILITY</b>	
Over Primary Insurance	\$5,000,000 per occurrence
<b>PROFESSIONAL LIABILITY</b>	
All Other Professional Liability (Errors & Omissions)	\$1,000,000 Per Claim / Aggregate
<b>COMMERCIAL CRIME</b>	
Crime/Employee Dishonesty Including 3rd Party Fidelity	\$1,000,000
<b>MANDATORY COI SUBROGATION WAIVER LANGUAGE</b>	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
<b>MANDATORY COI LIABILITY WAIVER LANGUAGE</b>	
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."	

**3. EVIDENCE OF COVERAGE**

The Vendor shall furnish the Contract Manager, via email, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

123919 O5

Nebraska Emergency Management Agency  
 Attn: Recovery Section Administrator  
 1526 K Street  
 Lincoln, NE 68508  
 Donny.Christensen@nebraska.gov

These certificates or the cover sheet shall reference the solicitation number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Vendor to maintain such insurance, then the Vendor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

**4. DEVIATIONS**



The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Vendor.

**J. ANTITRUST**

The Vendor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

**K. CONFLICT OF INTEREST**

By submitting a solicitation response, vendor certifies that no relationship exists between the vendor and any person or entity which either is, or gives the appearance of, a conflict of interest related to this solicitation or project.

Vendor further certifies that vendor will not employ any individual known by vendor to have a conflict of interest nor shall vendor take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

If there is an actual or perceived conflict of interest, vendor shall provide with its solicitation response a full disclosure of the facts describing such actual or perceived conflict of interest and a proposed mitigation plan for consideration. The State will then consider such disclosure and proposed mitigation plan and either approve or reject as part of the overall solicitation response evaluation.

**L. STATE PROPERTY**

The Vendor shall be responsible for the proper care and custody of any State-owned property which is furnished for the Vendor's use during the performance of the contract. The Vendor shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

**M. SITE RULES AND REGULATIONS**

The Vendor shall use its best efforts to ensure that its employees, agents, and Subcontractors comply with site rules and regulations while on State premises. If the Vendor must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Vendor.

**N. ADVERTISING**

The Vendor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its goods or services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

**O. DISASTER RECOVERY/BACK UP PLAN**

The Vendor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue delivery of goods and services as specified under the specifications in the contract in the event of a disaster.

**P. DRUG POLICY**

Vendor certifies it maintains a drug free workplace environment to ensure worker safety and workplace integrity. Vendor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

**Q. WARRANTY**

Despite any clause to the contrary, the Vendor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Vendor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to the State, or if Vendor is unable to perform the services as warranted, Vendor shall reimburse the State all fees paid to Vendor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and



remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.

**R. TIME IS OF THE ESSENCE**

Time is of the essence with respect to Vendor's performance and deliverables pursuant to this Contract.

**IV. PAYMENT**

Bidder should read the Payment clauses within this section and must initial either "Accept All Terms and Conditions Within Section as Written" or "Exceptions Taken to Payment clauses Within Section as Written" in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the "Exceptions" field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

- i. The specific clause, including section reference, to which an exception has been taken;
- ii. An explanation of why the bidder took exception to the clause; and
- iii. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the solicitation response. The State reserves the right to reject solicitation responses that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

Accept All Payment Clauses Within Section as Written (Initial)	Exceptions Taken to Payment Clauses Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
A.C.		

**A. PROHIBITION AGAINST ADVANCE PAYMENT (Nonnegotiable)**

Pursuant to Neb. Rev. Stat. § 81-2403, "[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency."

**B. TAXES (Nonnegotiable)**

The State is not required to pay taxes and assumes no such liability as a result of this Solicitation. The Vendor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Vendor's equipment which may be installed in a state-owned facility is the responsibility of the Vendor.

**C. INVOICES**

Invoices for payments must be submitted by the Vendor to the agency requesting the services with sufficient detail to support payment. Invoices shall include, but are not limited to:

- Billing period,
- Total billed amount, and
- Total hours billed

Supporting documentation shall include, but not be limited to:

- 2. Staff name,
- 3. Hours worked each day,
- 4. Hourly rate, and
- 5. Name of task





Approved invoices will be packaged for payment on a monthly basis. NEMA prefers to receive the invoices electronically and will provide email addresses after the award of contract. Any terms or conditions on or attached to any such invoice shall not be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the Contract.

The terms and conditions included in the Vendor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract. **The State shall have forty-five (45) calendar days to pay after a valid and accurate invoice is received by the State.**

**D. INSPECTION AND APPROVAL**

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

The State and/or its authorized representatives shall have the right to enter any premises where the Vendor or Subcontractor duties under the contract are being performed, and to inspect, monitor or otherwise evaluate the work being performed. All inspections and evaluations shall be at reasonable times and in a manner that will not unreasonably delay work.

**E. PAYMENT (Nonnegotiable)**

Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. § 81-2403). The State may require the Vendor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Vendor prior to the Effective Date of the contract, and the Vendor hereby waives any claim or cause of action for any such goods or services.

**F. LATE PAYMENT (Nonnegotiable)**

The Vendor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §§ 81-2401 through 81-2408).

**G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Nonnegotiable)**

The State's obligation to pay amounts due on the Contract for fiscal years following the current fiscal year is contingent upon legislative or federal appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Vendor reasonable written notice prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Vendor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Vendor be paid for a loss of anticipated profit.

**H. RIGHT TO AUDIT (First Paragraph is Nonnegotiable)**

The State shall have the right to audit the Vendor's performance of this contract upon a thirty (30) days' written notice. Vendor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. (Neb. Rev. Stat. § 84-304 et seq.) The State may audit, and the Vendor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Vendor shall make the Information available to the State at Vendor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Vendor so elects, the Vendor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Vendor be required to create or maintain documents not kept in the ordinary course of Vendor's business operations, nor will Vendor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to Vendor.

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the



Vendor, the Vendor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Vendor agrees to correct any material weaknesses or condition found as a result of the audit.



# CONTRACTUAL AGREEMENT

REQUEST FOR PROPOSAL

## Disaster Mitigation, Preparedness, Response, and Recovery Services Contract

SOLICITATION NUMBER: 124469 O5

### Prepared for

The State of Nebraska,  
Department of Administrative Services,  
Materiel Division, State Purchasing Bureau

### Prepared by







## CONTRACTUAL AGREEMENT FORM

### BIDDER MUST COMPLETE THE FOLLOWING

By signing this Contractual Agreement Form, the bidder guarantees compliance with the provisions stated in this solicitation and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder is not owned by the Chinese Communist Party.

Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603, DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Vendors. This information is for statistical purposes only and will not be considered for contract award purposes.

\_\_\_\_\_ NEBRASKA VENDOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Vendor. "Nebraska Vendor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation. All vendors who are not a Nebraska Vendor are considered Foreign Vendors under Neb. Rev Stat § 73-603 (c).

\_\_\_\_\_ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

\_\_\_\_\_ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. § 71-8611 and wish to have preference considered in the award of this contract.

### THIS FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

COMPANY:	AC Disaster Consulting, LLC
ADDRESS:	1800 Glenarm Place, Suite 300, Denver, CO 80202
PHONE:	(940) 367-8094
EMAIL:	acarrier@acdisaster.com
BIDDER NAME & TITLE:	Alyssa Carrier, Founder + CEO
SIGNATURE:	<i>Alyssa Carrier</i>
DATE:	02/26/2026

### VENDOR COMMUNICATION WITH THE STATE CONTACT INFORMATION (IF DIFFERENT FROM ABOVE)

NAME:	Molly Bargmann
TITLE:	Director- Recovery
PHONE:	(425) 248-5607
EMAIL:	mbargmann@acdisaster.com

# CONFIDENTIAL

## AC Disaster Consulting

FY2023 - 2025

	<u>2023</u> <u>YTD</u> Actual	<u>2024</u> <u>YTD</u> Actual	<u>2025</u> <u>YTD - Nov</u> Actual
<b>Income Statement</b>			
Sales	[REDACTED]	[REDACTED]	[REDACTED]
Cost of Sales	[REDACTED]	[REDACTED]	[REDACTED]
Gross Profit	[REDACTED]	[REDACTED]	[REDACTED]
<i>Gross Profit %</i>	[REDACTED]	[REDACTED]	[REDACTED]
Salaries	[REDACTED]	[REDACTED]	[REDACTED]
Payroll Taxes	[REDACTED]	[REDACTED]	[REDACTED]
Benefits	[REDACTED]	[REDACTED]	[REDACTED]
Other Employee Related	[REDACTED]	[REDACTED]	[REDACTED]
Professional Services	[REDACTED]	[REDACTED]	[REDACTED]
Marketing	[REDACTED]	[REDACTED]	[REDACTED]
Gen Admin	[REDACTED]	[REDACTED]	[REDACTED]
Travel & Entertainment	[REDACTED]	[REDACTED]	[REDACTED]
Total Operating Costs	[REDACTED]	[REDACTED]	[REDACTED]
Total Operating Income	[REDACTED]	[REDACTED]	[REDACTED]
Other Income/Exp	[REDACTED]	[REDACTED]	[REDACTED]
Net Income (Loss)	[REDACTED]	[REDACTED]	[REDACTED]



# CONFIDENTIAL

## AC Disaster Consulting

FY2023 - 2025

	<u>2023</u> <u>YTD</u> Actual	<u>2024</u> <u>YTD</u> Actual	<u>2025</u> <u>Nov</u> Actual
<b>Balance Sheet</b>			
Cash			
AR			
Other Current Assets			
Total Current Assets			
Fixed Assets			
Total Assets			
AP			
Other Current Liabilities			
Total Current Liabilities			
Long term Liabilities			
Total Liabilities			
Total Equity			
Total Liabilities & Equity			



[Redacted text]

[Redacted text]

October 24, 2025

To Whom It May Concern:

[Redacted text]

[Redacted text]

- [Redacted text]
- [Redacted text]
- [Redacted text]
- [Redacted text]

Should you have any questions, please feel free to contact me at the phone or e-mail listed above.

Thank you,

[Redacted signature]

