



State of Nebraska

Department of Administrative Services

Solicitation Number: 124469 O5

Request for Proposal for Services Contract

March 3, 2026

Engagement Shareholder:

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Shareholder
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**Attachment A
Bidder Questionnaire
RFP 124469 O5**

Bidder Name: Thomas Howell Ferguson P.A.

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

CORPORATE OVERVIEW	
1.1	<p>BIDDER IDENTIFICATION AND INFORMATION</p> <p>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.</p>
<p>Response:</p> <p>Thomas Howell Ferguson P.A., hereafter referred to as THF, is a Florida S Corporation with our headquarters located at 2615 Centennial Boulevard, Suite 200, Tallahassee, Florida 32308. We are incorporated in the State of Florida and have been continuously organized and operating since June 1993. Since our incorporation, we have maintained the same legal name and form of organization. We have operated under consistent leadership and ownership since our formation and remain in good standing in the State of Florida.</p>	
1.2	<p>FINANCIAL STATEMENTS</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.</p>
<p>Response:</p> <p style="text-align: center;">See Appendix A – Letter of Financial Health</p>	

<p>1.3</p>	<p>CHANGE OF OWNERSHIP</p> <p>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.</p>
<p>Response:</p> <p>We do not anticipate any change in ownership or control of THF during the twelve months following the solicitation response due date. Our ownership structure and leadership are stable, and no circumstances exist that would result in a transfer of ownership or change in control during this period. Should any change occur after the award, we understand that notification to the State would be required in accordance with the solicitation requirements.</p>	
<p>1.4</p>	<p>OFFICE LOCATION</p> <p>The bidder's office location responsible for performance pursuant to an award of a contract with the State of Nebraska should be identified.</p>
<p>Response:</p> <p>2615 Centennial Boulevard, Suite 200, Tallahassee, FL 32308</p>	
<p>1.5</p>	<p>RELATIONSHIPS WITH THE STATE</p> <p>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.</p>
<p>Response:</p> <p>No contracts exist.</p>	
<p>1.6</p>	<p>BIDDER'S EMPLOYEE RELATIONS TO STATE</p> <p>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.</p> <p>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.</p>
<p>Response:</p> <p>No such relationship exists.</p>	

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.

Response:

Prime: THF has never had any contract terminated for default within the past ten years.

Subcontractor: Sikich has never had any contract terminated for default within the past 10 years.

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.

Response:

THF Experience:

1. Florida Division of Emergency Management

a) Time Period of Project:

Project Name	State Date	Scheduled Completion Date	Actual Completion Date
Hurricane Hermine	2016	2020	2020
Hurricane Matthew	2016	2020	2020
Hurricane Irma	2017	November 2026	Ongoing
Hurricane Michael	2018	November 2026	Ongoing
Hurricane Dorian	2019	November 2025	June 30, 2025

b) Bidder's Responsibilities:

Disaster Recovery Assistance - \$2.3 Billion.

Since 2017, THF has supported FDEM with comprehensive Public Assistance grant management services related to Hurricanes Irma, Matthew, Michael, Hermine, Sally, Dorian, and others. Our team has led efforts across North and Northwest Florida counties under a Statewide Contract, providing critical support in damage assessments, project worksheet development, grant tracking, closeouts, and appeals. We've have managed \$2.3 billion in public assistance payouts to date across over 5,000 unique projects. Services include compliance monitoring, financial documentation review, subgrant agreement processing, and close coordination with Government Authorized Representatives (GARs) to maintain federal and state regulatory alignment across all phases of recovery. From pre-event assessments of critical policies and documentation procedures to damage assessment and PW development to close-outs and appeals, we have staff with the experience and knowledge necessary to provide the highest quality service to the client.

c) Contact Person: Kevin Guthrie, Executive Director

Phone Number: 850.815.4000

Facsimile (Fax) Number: N/A

Email Address: kevin.guthrie@em.myflorida.com

d) THF is the Prime Vendor

2. Florida Division of Military Affairs (FDMA)

a) **Time Period of Project:** December 2019 – Present

b) **Scheduled Completion Date:** 2028

Actual Completion Date: Ongoing

c) **Bidder's Responsibilities: ...**

Pre-Audit Services for FEMA Reporting for Hurricane Michael, Dorian, Sally, Ian, Nicole, and all COVID-19-related disasters - \$74 Million.

Since 2019, THF has provided pre-audit support services to the Florida Division of Military Affairs (DMA) for FEMA Public Assistance (PA) funding related to multiple federally declared disasters, including Hurricanes Michael, Dorian, Sally, Ian, Nicole, and all COVID-19-related events. This work included the full lifecycle management of FEMA project worksheets (PWs), obligation tracking, and documentation support for compliance with FEMA regulations.

THF conducted comprehensive reviews of project files to identify and resolve potential eligibility or documentation issues prior to audit, maintaining the integrity of submissions, and minimizing financial risk to the state. This involved close coordination with FEMA and state counterparts, interpretation of FEMA PA guidance, and the preparation of audit-ready documentation packages for all disaster-related costs.

Through this engagement, THF successfully recovered \$17 million in previously disallowed or questioned costs by FEMA, demonstrating the firm's expertise in eligibility analysis, cost justification, and regulatory compliance. This past performance highlights THF's ability to support large-scale, multi-disaster recovery operations through proactive and strategic FEMA PA program management.

d) **Contact Person:** John McAlpine – Finance Director

Phone Number: 904.823.0203

Facsimile (Fax) Number: N/A

Email Address: john.m.mcalpine3.nfg@army.mil

e) THF was the Prime Vendor

3. Florida Department of Commerce (FKA Florida Department of Economic Opportunity)

a) **Time Period of Project:** 2019 - 2021

b) **Scheduled Completion Date:** 2021

Actual Completion Date: 2021

c) **Bidder's Responsibilities:**

Hurricane Michael devastated the panhandle in 2018, and many people were left with home damage that still affects them today. The Department of Economic Opportunity and The United States Department of Housing and Urban Development did their part in helping these individuals return to normal. While this program was going on, THF came in to help assist with the process side of things. THF teamed up with local community action agencies to deliver the highest quality of help being administered. One of the ways THF helped was by creating a streamlined process to review over-\$20k requests. Many applicants to the program had expensive quotes, which the community action agencies needed approval through DEO to pursue. Instead of bombarding DEO with every over-\$20k request, THF reviewed all those applications and recommended how to proceed.

THF conducted bi-weekly calls with the community action agencies to remain current with all activities. THF conducted bi-weekly meetings with DEO as well to relay pertinent information. THF would make recommendations based on the data provided by the community action agencies. THF conducted site inspections throughout the program. These were randomly selected applicants, and THF would review the application and all corresponding documents and include a site visit to confirm work had been completed. At the end of the program, THF included a closeout report reviewing the entire program.

d) **Contact Person:** Frankie Hernandez

Phone Number: 850.245.7470

Facsimile (Fax) Number: N/A

Email Address: Frankie.Hernandez@deo.myflorida.com

e) THF was the Prime Vendor

Subcontractor (Sikich) Experience:

1. California Governor's Office of Emergency Services (Cal OES)

a) **Time Period of Project:** February 2020 – April 2024

b) **Scheduled Completion Date:** 2024

Actual Completion Date: 2024

c) **Bidder's Responsibilities:**

Recovery Grants Management System Modernization (Cal OES Engage)

Performed a multi-departmental programmatic and technical transformation of Recovery grants programs, including State and Federal Public Assistance and Federal Hazard Mitigation. The team architected, designed, developed, and implemented multiple GMS and accounting applications to manage state and federal funding within a single Salesforce enterprise environment. Project activities included conducting human-centered design efforts to ensure internal user, external customer, and business needs were well-understood, documented, and turned into a valuable piece of software to address legacy challenge and pain points. Delivery of services included re-engineering internal business procedures, improving external agency coordination and communication processes, and the GMS applications to optimize and streamline service delivery.

Cal OES as a recipient and local jurisdictions as subrecipients now had a single system to manage all recovery grants, which today handles \$15 billion in funds under active management. This provided many benefits to all agencies, including:

- Improved external agency coordination and communication
- Reduced staff labor hours in producing federal reporting requirements
- Improved accuracy and reliability of reporting
- Enabled Cal OES supervisors to properly manage staff workloads
- Provided full transparency to applicants/subrecipients of grant awards
- Enabled seamless interaction of subrecipients and Cal OES via a correspondence module that tracked communication (e.g., RFIs, time extension requests, budget modifications).

d) **Contact Person:** Ravi Bhadana - Enterprise Applications & Solutions Manager

Phone Number: 916.716.5155

Facsimile (Fax) Number: N/A

Email Address: ravi.bhadana@caloes.ca.gov

e) Sikich was the Prime Vendor

2. California Wildfire Mitigation Program (CWMP)

a) **Time Period of Project:** June 2021 – January 2022

b) **Scheduled Completion Date:** 2022

Actual Completion Date: 2022

c) **Bidder's Responsibilities: ...**

California Wildfire Mitigation Program (CWMP) GMS Implementation

The California Wildfire Mitigation Program (CWMP) is a joint powers authority program launched between Cal OES and CAL FIRE to provide cost-effective wildfire structure hardening and retrofitting that creates fire-resistant homes, businesses, and public buildings. Sikich implemented a complete end-to-end grants management system for the pilot launch of the CWMP in three California counties. The team architected, developed, and implemented a Homeowner Portal, County staff Portal, and Internal Management applications for both Cal OES and FEMA staff.

Delivery of services also included conducting human-centered design to define business processes and workflows; developing program documentation; and developing and delivering training.

Sikich successfully delivered the project on time and within budget. The CWMP GMS facilitated a positive pilot launch of the program, which continues to this day as Cal OES further expands CWMP funding opportunities to new counties across the state.

d) **Contact Person:** J. Lopez – Executive Director

Phone Number: 916.291.7159

Facsimile (Fax) Number: N/A

Email Address: JosedeJesus.Lopez@caloes.ca.gov

e) Sikich was the Prime Vendor

3. Santa Cruz County, California

a) **Time Period of Project:** 2024 - Ongoing

b) **Scheduled Completion Date:**

Actual Completion Date: Ongoing

c) **Bidder's Responsibilities:**

Disaster Recovery Management Services

Sikich provides comprehensive disaster response and recovery services, including project management, damage assessments, state and federal grant management and compliance, technical assistance, appeals and close-outs, process improvements, and staff augmentation to support the County.

Sikich initiated the engagement through a multi-week on-site discovery period, conducting interviews with County staff across many departments. This work culminated in a Disaster Recovery Analysis Report which highlighted legacy challenges and provided pre-disaster, response, and post-disaster and recovery process improvement recommendations to maximize state/federal grant reimbursement.

- **Transition Processes.** Developing and implementing improved processes for transitioning cost information from the response to recovery phase.
- **Grant Compliance.** Ensuring compliance with local, state, and federal grant requirements, including without limitations environmental and historic preservation permitting.
- **Technical Assistance.** Provide technical assistance and policy expertise on response and recovery programs.
- **Appeals and Close-Outs.** Develop and submit appeals, close-outs, reconciliations, and audit responses.
- **Process Improvements.** Providing recommendations for process improvements to maximize reimbursement.

d) **Contact Person:** David Reid – Director, Office of Response, Recovery & Resilience

Phone Number: 831.454.3407

Facsimile (Fax) Number: N/A

Email Address: David.Reid@santacruzcountyca.gov

e) Sikich was the Prime Vendor

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.

Response:

- i. **Name:** Sikich
Address: 1415 West Diehl Road, Suite 400
Naperville, IL 60563
Telephone Number: 310.953.9163
- ii. **Specific Tasks:** Brad Harrelson will be filling the position of Senior Debris Specialist. Ed Westfall will be filling the position of Senior Advisor of Hazard Mitigation Assistance.
- iii. **Total Percentage of Subcontractor Performance Hours:** 15% – 20%

See Appendix B – Personnel Resumes

TECHNICAL RESPONSE

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)

Response:

THF's Public Assistance Approach

THF will provide access to public assistance, emergency management, and finance professionals. Our team brings continuity from day one to project closeout. Through our experience with federal grant and program requirements, our consultant's point of view will offer unique insights into the causes and solutions to grant management processes. Preparing project worksheets and gathering the corresponding backup documentation is vital to verifying that communities quickly recover from disaster events. Our PA professionals will provide you with a category-specific checklist that will assist in gathering the documentation required to substantiate costs. THF employees are committed to promptly responding to all communication within 24 hours. The availability of the primary contact will be adjusted according to the State's needs. Additionally, the hours of each team member will vary significantly, depending on the severity of the emergency or disaster. Please note that consultant time must be attributable to a declared emergency and must be eligible to qualify for reimbursement under a PA grant unless otherwise requested by the State.

A key part of our efforts, from initial project development, monitoring, and inspections to final closeouts, will be the documentation of administrative costs under the Federal Emergency Management Agency (FEMA) Direct Administrative Costs (DAC) program. Our staff will utilize our experience and systems to document both direct and indirect costs. Our THF team has developed nearly 500 DAC projects totaling over \$57 million in reimbursements. THF will use this experience to verify that you are able to claim as much DAC as possible to minimize your financial exposure. Large and small projects go through a similar process.

Section 1 – Project Initiation & Planning

Upon award notification, THF will schedule a project kickoff meeting to address each eligible project's specific needs and identify key stakeholders. During this meeting, THF and State leadership will review essential disaster-related information, gather necessary documentation, and develop a comprehensive project plan.

Key Deliverables:

- Assign a dedicated Project Manager – Full-time presence and accessibility
- Deploy specialized teams – Subject matter experts aligned with project categories
- Establish project controls – Project plan, status reports, and time tracking for complete oversight
- Develop a communications plan – Clear channels for all stakeholders
- Assess disaster impact – Comprehensive review of infrastructure, personnel, and operational effects

Section 2 – Compliance and Documentation

THF maintains full compliance with federal, state, and local regulations while adhering to grant assistance program guidelines. Our project management team follows the FEMA Public Assistance Program and Policy Guide (PAPPG) FP104-009-2 to maximize reimbursement and minimize disallowances, as well as the guidelines provided in 2 CFR 200 Uniform Guidance.

Initial Process - THF will assist the State in submitting the Request for Public Assistance (RPA) through the Grants Portal by FEMA's established deadline. Project teams will develop damage assessments and prepare Project Worksheets for both Emergency and Permanent Work, carefully observing the period of performance requirements and declaration/incident period dates.

Emergency Work (Categories A&B) - Our specialized teams will maximize allowable cost expenditures at 100% cost share for:

- Category A (Debris Management): Review and validate load tickets, cut and toss operations, and properly distinguish between public and private debris
- Category B (Emergency Protective Measures): Gather and validate labor hours, contracted work, and materials using FEMA workbook tools

Permanent Work (Categories C-G) - THF deploys teams with expertise in 2 CFR 200 regulations to:

- Review solicitations for compliance
- Distinguish between emergency purchases and exigent circumstances
- Manage Environmental Planning and Historic Preservation (EHP) requirements
- Address the Essential Elements of Information (EEI) for the project worksheet formulation
- Navigate the Grants Portal for Requests for Information
- Perform cost analyses for future work
- Handle the formation of projects through coordination with the PDMG

Section 3 – Project Execution & Obligation

Our Multi-Phase Approach

- 1) Planning Phase
 - Analyze project worksheet data to establish the optimal course of action
 - Develop strategies to maximize funding while maintaining compliance
 - Create a timeline for expedited reimbursement
- 2) Documentation Review
 - Perform 100% validation and verification of all documentation
 - Align with state guidance and federal PAPPG requirements
 - Organize materials for clear expense justification

Project Execution

- 1) Emergency Work Projects:
 - Package documentation during project worksheet creation
 - Submit completed projects as Requests for Reimbursement (RFR) upon state approval
 - Process direct payments through the Nebraska PA system
- 2) Permanent Work Projects:
 - Coordinate with assigned state and federal representatives
 - Secure the required documentation before work deadlines
 - Submit time extensions or amendments as needed with proper justification
 - Process scope rewrites or cost changes through the Nebraska PA
- 3) Field Work and Finalization
 - Conduct field visits to collect final project data
 - Retrieve sufficient backup documentation per federal and state requirements
 - Upload organized documentation to the Grants Portal and Nebraska PA
 - Issue Validation Request for Information forms for any additional needs
 - Categorize expenses by cost area to confirm proper fund expenditure
 - Prepare comprehensive packages for the RFR process

- Complete Quarterly Reports
- Assist with TEX and AMDTS, as necessary

Quality Assurance - All documentation undergoes a thorough review to make certain that expenses are clearly outlined, properly categorized, and ready for reimbursement processing, maintaining full compliance with applicable laws and grant provisions.

Section 4 – Reimbursement Processing and State Validation

Following documentation validation, THF creates audit-ready packages for upload into the Nebraska PA system. Our team manages the entire reimbursement lifecycle, creating a smooth process through all required stages.

Process Management

- Submit RFR packages through the Nebraska PA system
- Navigate five RFR workflow steps in coordination with the state and FEMA
- Progress through the ten PA Payable steps for complete processing
- Address information requests promptly to avoid delays
- Resolve validation challenges with stakeholder communication and solutions
- Track reimbursements through the final payable step for State payment

Support Services

- Continuous liaison with state and FEMA representatives
- Real-time issue resolution and stakeholder updates
- Documentation of all communications and resolutions
- Assistance with project and account closeout upon reimbursement completion

PA Payable Workflow Steps

- 1) Grant Manager Creation
- 2) Program Review
- 3) GAR Review
- 4) Payment Package Prepared
- 5) Payment package Delivered to Finance
- 6) Finance Review
- 7) State Comptroller Processing & Approval
- 8) Approved by State Comptroller
- 9) Payment Reconciliation

Section 5 – Project Closeout and Final Reconciliation

Upon completion of the payable process, THF guides the State through comprehensive project closeout procedures, meeting all requirements for final account settlement.

Final Inspection Process - Project Closeout

- Conduct Final Inspection Reports (FIR) for each project
- Collaborate with state officials to complete inspection requirements
- Advise on critical closeout items to prevent delays
- Process approved overruns when FIR reaches Nebraska PA
- Confirm project closure at Nebraska PA
- Complete small project netting for small project closeout

Account Closeout Management

- THF assists the State through all Nebraska PA account closeout steps, including:
- Appeals processing when necessary
- Overrun verification and reimbursement
- Final reconciliation of all project accounts
- Complete documentation review
- Request account closeouts from the FDEM Grant Manager

PA Large Project Closeout Workflow Steps:

- 1) Subrecipient Request
- 2) Final Inspection
- 3) Routing FIR
- 4) Subrecipient Review
- 5) Grant Manager Review
- 6) Programmatic & Insurance Review
- 7) SPAO Review
- 8) Prepare Correspondence
- 9) Route Correspondence
- 10) Awaiting FEMA Determination
- 11) FEMA Determination
- 12) Notify Applicant
- 13) Financial Reconciliation
- 14) Project Closeout

Compliance and Documentation Standards - State reimbursements require strict adherence to documentation and accounting standards. THF provides:

- 1) Cost Validation:
 - All claimed costs are appropriately accounted for and supported
 - Costs align with approved project worksheets
 - Documentation meets audit requirements
 - Expenses are reasonable and allowable
- 2) Common Audit Issues Addressed:
 - Missing or incomplete documentation
 - Unsigned invoices or supporting materials
 - Inadequate cost reconciliation with accounting systems
 - Project duplication of benefits risk
- 3) Financial Management:
 - Project-specific tracking: Separate recording for each grant to prevent benefit duplication
 - System integration: Proper interface between grant awards and payment processing
 - Cross-funding analysis: Track recovery costs across all funding opportunities
 - Supplemental funding identification: Maximize available resources while maintaining compliance

This systematic approach maximizes reimbursement while maintaining full compliance with federal, state, and local requirements.

Narrative Description:

Florida Division of Military Affairs (FDMA)

THF has supported the Florida Department of Military Affairs since December 2019 by providing specialized pre-audit services focused on FEMA Public Assistance reporting. The \$75 million engagement, invoiced monthly based on the federal management cost percentage, covers disaster activity related to Hurricane Michael, Hurricane Dorian, Hurricane Sally, Hurricane Ian, Hurricane Nicole, and all COVID-19-related disasters. THF's role centers on strengthening oversight and compliance across Public Assistance-funded projects statewide.

Within the Public Assistance framework, THF assists with the review of disaster-related Project Worksheets and project obligations, applying 2 CFR 200 and FEMA's Public Assistance Program and Policy Guidance to evaluate eligibility, cost reasonableness, and documentation sufficiency. The team conducts detailed pre-audit reviews to identify discrepancies, address compliance gaps, and support accurate reporting before and after obligation. This process reinforces adherence to federal requirements and reduces the likelihood of future disallowances.

Through its Public Assistance-focused support, THF has helped recover \$17 million in previously disallowed FEMA costs to date. By aligning financial review practices with FEMA regulations and Public Assistance policy, THF enhances accountability, protects federal funding streams, and supports applicants across Florida as they navigate complex disaster recovery requirements.

Hernando County, Florida

In 2024, Hernando County faced back-to-back disasters as Hurricane Helene (DR-4828) and Hurricane Milton (DR-4834) caused widespread damage and significant recovery costs. To support the County's financial recovery, THF provided comprehensive guidance through the FEMA Public Assistance program, working across nearly 20 departments to document and submit eligible expenses. Claims were managed across Categories A (Debris Removal), B (Emergency Protective Measures), C (Roads and Bridges), E (Buildings and Equipment), and G (Parks and Recreational Facilities), with coordination spanning Fire, Public Works, Utilities, Parks and Recreation, and other key divisions.

THF served as the central liaison between Emergency Management and department leadership, keeping communication aligned while two federal disaster declarations were active simultaneously. The team compiled and reviewed timesheets, equipment logs, contracts, and invoices, evaluating each cost for FEMA eligibility prior to submission. County policies and procedures were analyzed against federal requirements, including 2 CFR 200 and FEMA's Public Assistance Program and Policy Guide, strengthening compliance and positioning the County for maximum eligible reimbursement. THF also managed FEMA's Grants Portal in its entirety—developing Damage Inventories, preparing and updating Project Worksheets, organizing documentation, and responding to Requests for Information with structured, audit-ready materials.

Through this coordinated public assistance effort, Hernando County submitted five Project Worksheets for Category A, 24 for Category B, and 26 across Categories C through G, totaling approximately \$22 million in FEMA Public Assistance funding. By streamlining documentation, maintaining regulatory alignment, and reducing administrative strain on County staff, THF helped accelerate reimbursement and supported the community's financial recovery during a critical period.

Baker County, Florida

Beginning in 2025, Baker County engaged THF to support recovery efforts following Tropical Storm Debby (DR-4806) and Hurricane Helene (DR-4828). Through the FEMA Public Assistance program, THF is managing Category B (Emergency Protective Measures), Category C (Roads and Bridges), and Category Z (Management Costs) claims across departments including Fire, Public Works, and the Sheriff's Office. The team prepares and validates force account labor, equipment, and materials documentation—reviewing timesheets, equipment logs, and invoices to confirm compliance with FEMA eligibility standards before submission.

THF also oversees all technical components within FEMA's Grants Portal, finalizing Damage Inventories, updating Project Worksheets, uploading cost summaries, and maintaining organized records throughout the review process. When Requests for Information are issued, THF works directly with FEMA representatives to provide clear project narratives and detailed justifications that support the County's claims. To date, this effort has resulted in submissions totaling \$119,708.97 across two Project Worksheets for Category B, \$4,231,782.99 across five Project Worksheets for Category C, and \$3,390.68 for Category Z—bringing total FEMA Public Assistance funding to \$4,354,882.64.

Beyond immediate reimbursement, THF is partnering with Baker County to advance long-term mitigation planning aimed at reducing future disaster impacts. Working alongside engineers and technical specialists, THF is identifying and scoping flood reduction projects, documenting infrastructure resilience initiatives, preparing mitigation grant applications, and addressing vulnerabilities revealed by both storms. By combining active recovery management with forward-looking mitigation strategy, THF is helping the County obligate eligible funding quickly while building a stronger foundation for future resilience.

2.2 Describe bidder’s process for providing IA technical services.

Response:

Sikich’s Individual Assistance Approach:

Sikich’s approach to helping jurisdictions establish and operate Individual Assistance (IA) programs begins with standing up a clear, compliant program framework that aligns federal Stafford Act requirements with applicable state authorities and policies. We work collaboratively with leadership to define program objectives, eligibility criteria, governance structures, and internal controls, ensuring that program design balances speed of assistance delivery with accountability. Our teams help jurisdictions translate statutory and regulatory requirements into practical operating procedures, forms, and guidance that frontline staff and applicants can easily understand and apply, reducing ambiguity and minimizing the risk of improper payments while supporting equitable access to assistance.

Once the program framework is established, Sikich supports operational execution through scalable staffing, process optimization, and technology enablement. We assist with intake and application workflows, applicant communication strategies, case management processes, and quality assurance protocols to ensure consistent and timely determinations. Our approach emphasizes surge-ready staffing models and role clarity so jurisdictions can rapidly scale operations during peak demand without sacrificing program integrity. Where appropriate, we help jurisdictions assess and implement technology solutions—such as case tracking, document management, and reporting tools—to improve throughput, transparency, and real-time visibility into program performance.

Throughout program operations and closeout, Sikich remains focused on compliance, documentation, and long-term sustainability. We support jurisdictions with ongoing monitoring, appeals management, financial reconciliation, and audit readiness to ensure that IA programs withstand federal or state oversight. As the program winds down, we assist with closeout planning, records retention, and after-action reviews that capture lessons learned and inform future disaster readiness. This end-to-end approach helps jurisdictions not only deliver timely assistance to survivors, but also emerge with stronger, more resilient IA capabilities for future events.

Describe bidder’s process for providing HMGP technical services.

The bidder should address the following:

- 2.3** i. 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 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)

Response:

THF’s HMA Grant Management Approach

THF will provide access to hazard mitigation, emergency management, and finance professionals with deep expertise in FEMA's Hazard Mitigation Assistance (HMA) programs. Our team brings continuity from sub-application development through grant closeout. Through our experience with federal grant and program requirements, our consultants offer unique insights into successful mitigation project development and management.

Our HMA professionals specialize in the full lifecycle of mitigation grants, including HMGP (Hazard Mitigation Grant Program), BRIC (Building Resilient Infrastructure and Communities), FMA (Flood Mitigation Assistance), and Swift Current programs. THF employees are committed to promptly responding to all communication within 24 hours. The availability of the primary contact will be adjusted according to the State's needs.

Section 1 – Project Initiation & Sub-Application Development

Upon task order assignment, THF will coordinate with the State to identify mitigation priorities, potential subrecipients, and eligible projects. Our team manages the critical front-end process of developing competitive sub-applications that meet all HMA program requirements.

Sub-Application Intake and Screening:

- Conduct initial eligibility screening for potential subrecipients and projects
- Verify NFIP (National Flood Insurance Program) participation status for communities
- Confirm project alignment with FEMA-approved Local Mitigation Strategy (LMS) or State Hazard Mitigation Plan
- Review repetitive loss and severe repetitive loss property data for FMA eligibility
- Assess project feasibility and cost-effectiveness potential

Sub-Application Development

- Prepare complete sub-application packages in FEMA GO and/or DEMES
- Develop detailed project scopes of work with engineering cost estimates
- Compile required supporting documentation (property records, flood maps, historical damage data)
- Draft project narratives demonstrating hazard risk reduction and community benefit
- Coordinate with subrecipients to obtain necessary certifications and authorizations
- Submit sub-applications through appropriate state and federal portals by program deadlines

Key Deliverables

- Eligibility determination memoranda for each potential project
- Complete sub-application packages ready for the State and FEMA review
- Sub-application tracking logs in DEMES and Mitigation.org
- Subrecipient communication documentation

Section 2 – Technical Review & BCA Development

THF provides comprehensive technical support to make certain that the sub-applications meet FEMA's rigorous review standards. Our team specializes in Benefit-Cost Analysis (BCA) development and Environmental and Historic Preservation (EHP) compliance—two critical elements that determine project approval.

Benefit-Cost Analysis (BCA) - FEMA requires a BCA, demonstrating that project benefits exceed costs ($BCR \geq 1.0$) for most HMA projects. THF provides:

- BCA development using FEMA BCA Toolkit (Version 6.0 and current versions)
- Data collection for structure values, damage history, and hazard frequency
- Analysis methodology selection (property-level, area-level, or statistical)
- Documentation of assumptions and data sources for FEMA review
- BCA revision and defense during FEMA technical review
- Pre-calculated benefits coordination for eligible project types

Environmental and Historic Preservation (EHP) Compliance - All HMA projects require EHP review under NEPA, NHPA, and other federal environmental laws. THF supports:

- Preparation of EHP review materials and project location data
- Coordination with SHPO (State Historic Preservation Office) for Section 106 compliance
- Wetlands, floodplains, and endangered species impact assessments
- Development of EHP conditions and mitigation measures
- Response to FEMA EHP requests for information

Technical Quality Review

- Review engineering studies and cost estimates for accuracy and completeness
- Verify compliance with FEMA HMA Guidance and current program NOFOs
- Identify and resolve technical deficiencies before FEMA submission
- Coordinate with the State program staff on application ranking and prioritization

Section 3 – Grant Award & Project Execution

Following the FEMA award, THF supports the State and subrecipients through grant execution. This phase requires careful coordination to verify that projects proceed on schedule while maintaining compliance with all federal requirements.

Award Processing and Agreement Execution

- Review FEMA award terms and conditions for each approved project
- Assist the State in developing subrecipient agreements incorporating federal requirements
- Coordinate subrecipient award acceptance and agreement execution
- Establish project-specific tracking in DEMES and Mitigation.org
- Develop Subrecipient Management Cost (SRMC) workbooks for management cost tracking

Project Implementation Support

- Monitor subrecipient procurement for 2 CFR 200 compliance
- Review of construction contracts and professional services agreements
- Track project milestones against the period of performance deadlines
- Coordinate site visits and progress inspections
- Verify EHP condition compliance during construction
- Document project progress with photos, reports, and milestone certifications

Grant Modifications and Amendments

- Prepare and submit Period of Performance (POP) extension requests
- Process scope change requests and cost adjustments
- Coordinate budget revisions and de-obligation/re-obligation of funds
- Respond to FEMA requests for information during project execution

Section 4 – Monitoring & Quarterly Reporting

Active HMA grants require ongoing monitoring and regular reporting to FEMA. THF provides comprehensive support to verify that the State maintains compliance and keeps projects on track for successful completion.

Quarterly Progress Reports (QPRs) - FEMA requires quarterly reporting for all open HMA grants. THF manages the QPR process:

- Collect project status updates from subrecipients on established schedules
- Prepare and submit QPRs through FEMA GO by quarterly deadlines
- Document project milestones, expenditures, and completion percentages

- Identify and report project delays, challenges, or issues requiring FEMA attention
- Maintain QPR tracking logs to verify that no grants are missing reporting deadlines

Financial Monitoring and Drawdowns

- Process reimbursement requests from subrecipients
- Review invoices and supporting documentation for allowability and allocability
- Prepare federal drawdown requests through FEMA payment systems
- Track grant balances and expenditure rates against project timelines
- Maintain SRMC workbooks for management cost documentation
- Reconcile state and federal financial records

Compliance Monitoring

- Conduct desk reviews and site monitoring of subrecipient activities
- Verify continued compliance with grant terms and conditions
- Review subrecipient financial management and internal controls
- Document monitoring activities and corrective action plans
- Coordinate with the State on audit findings and resolution

Section 5 – Grant Closeout & Loss Avoidance

Successful grant closeout requires comprehensive documentation demonstrating project completion and compliance with all federal requirements. THF guides the State and subrecipients through the closeout process and captures loss-avoidance data to demonstrate the value of mitigation investments.

Project Completion and Certification

- Verify all project scope elements have been completed per approved plans
- Conduct final inspections and document completed work
- Collect certificates of completion, occupancy permits, and engineering certifications
- Verify deed restrictions and property recording for acquisition projects
- Confirm elevation certificate completion for elevation projects
- Document EHP condition compliance verification

Financial Closeout

- Reconcile all project expenditures against approved budgets
- Process final reimbursement requests and drawdowns
- Calculate and return any excess federal funds
- Finalize SRMC workbooks and management cost documentation
- Prepare Federal Financial Reports (SF-425)
- Submit closeout packages through FEMA GO

Loss Avoidance Studies

- For federally declared disasters occurring after project completion, THF assists the State in documenting avoided losses to demonstrate mitigation effectiveness:
- Identify completed mitigation projects in disaster-affected areas
- Collect hazard event data (flood depths, wind speeds, etc.)
- Calculate the estimated damages that would have occurred without mitigation
- Document actual damages (if any) to mitigated properties
- Prepare loss avoidance study reports per FEMA methodology

- Submit studies to FEMA and incorporate data into mitigation planning

Record Retention and Audit Support

- Organize and archive complete grant files per federal retention requirements
- Maintain documentation in an accessible format for OIG or GAO audits
- Support the State in responding to audit inquiries
- Assist with corrective action implementation for any audit findings

HMA Grant Closeout Workflow

- 1) Project Completion - Final inspection, photo documentation, completion certifications
- 2) Financial Reconciliation - Final drawdown, SRMC reconciliation, excess funds return
- 3) Subrecipient Closeout - Subgrant agreement closeout, final reporting, record transfer
- 4) FEMA Closeout Package - SF-425 preparation, closeout request submission, FEMA GO updates
- 5) Grant Closure - FEMA closeout approval, final documentation archive, audit, support

Quality Assurance and Compliance Standards - Throughout all phases of HMA grant management, THF maintains rigorous quality assurance processes to maintain compliance and maximize funding while minimizing audit risk.

Regulatory Framework - THF's HMA work complies with all applicable federal requirements, including:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act
- 44 CFR Part 80 (Property Acquisition and Relocation)
- 2 CFR Part 200 (Uniform Administrative Requirements)
- FEMA HMA Guidance and current program NOFOs
- National Environmental Policy Act (NEPA)
- National Historic Preservation Act (NHPA) Section 106
- Nebraska Division of Emergency Management policies and procedures

Systems and Platforms - THF team members are proficient in the following HMA management systems:

- FEMA GO: Federal grants management and reporting
- DEMES: Nebraska's Disaster Emergency Management Enterprise System
- Mitigation.org: Sub-application tracking and management
- FEMA BCA Toolkit: Benefit-cost analysis development
- NEMIS: National Emergency Management Information System

Narrative Description:

Florida Division of Military Affairs (FDMA)

In November 2022, Hurricane Nicole battered St. Johns County, leaving a trail of damage at the historic Saint Francis Barracks in St. Augustine, home to the Florida National Guard and the Florida Department of Military Affairs. The storm's heavy rains and high winds compromised nine campus buildings, primarily affecting ground-mounted HVAC systems, ductwork, and the roof of the headquarters building. The flooding revealed a critical vulnerability: ground-level HVAC equipment was at risk of severe damage during future storms, potentially jeopardizing climate control and power across the installation.

To address this, THF partnered with the Florida Department of Military Affairs to develop a Section 406 Hazard Mitigation plan aimed at safeguarding critical building systems. The solution elevated all nine HVAC units from ground level to wall-mounted positions above the flood line, integrating hazard mitigation directly into the repair process. THF's role encompassed documenting storm damage, preparing FEMA project worksheets, justifying cost-effective mitigation measures, specifying replacement equipment, and coordinating with FDEM and FEMA to secure approval. This proactive approach allows the barracks' facilities are better protected against future flooding while maintaining operational resilience.

This engagement demonstrates THF's ability to identify and develop Section 406 Hazard Mitigation opportunities during disaster recovery. The HVAC elevation project illustrates our experience with infrastructure hardening measures that reduce future flood risk—the same mitigation strategies supported through FEMA's Hazard Mitigation Assistance programs. Our team's ability to integrate mitigation into recovery work directly supports FDEM's HMA program goals.

Peace River Electric Cooperative, Inc (PRECO)

Following Hurricanes Ian (DR-4673) in 2022 and Debby (DR-4806) in 2024, Peace River Electric Cooperative (PRECO) faced extensive damage across its 10-county service area in central Florida. High winds from Ian toppled 178 distribution poles across six counties, causing widespread outages, while Debby's flooding submerged 32 pad-mounted transformers located in Special Flood Hazard Areas. THF partnered with PRECO to navigate the FEMA Public Assistance program and strategically pursue Section 406 Hazard Mitigation funding to convert these emergency repairs into long-term resilience improvements.

For the Hurricane Ian recovery effort, THF supported the development of a permanent repair project to replace 178 temporary wooden poles with concrete poles that meet the updated codes and standards adopted after 2018. This involved detailed documentation of pole classes and GPS locations, removal and replacement scopes for associated hardware, comprehensive codes and standards research, and full project worksheet development and submission through FEMA's Grants Portal. By aligning technical field data with FEMA policy requirements, THF helped position the project for funding while strengthening PRECO's distribution infrastructure against future wind events.

After Hurricane Debby exposed vulnerabilities in flood-prone areas, THF assisted PRECO in preparing a Section 406 Hazard Mitigation proposal to elevate 32 transformer pads from six inches to fifteen inches above grade. Supported by National Flood Hazard Layer FIRMette analysis confirming their location within Special Flood Hazard Areas, the proposal demonstrated how elevating the pads would reduce future flood damage. THF coordinated with FEMA mitigation specialists, compiled force account labor and cost documentation, developed cost estimates, and prepared complete mitigation packages. Through this comprehensive support, THF helped PRECO secure \$1,943,857.04 in eligible funding while advancing more resilient infrastructure across its service territory.

Baker County, Florida

Beginning in 2025, THF began supporting Baker County's recovery from Tropical Storm Debby (DR-4806) and Hurricane Helene (DR-4828), managing FEMA Public Assistance claims while laying the groundwork for long-term hazard mitigation. While overseeing Category B and C project worksheets and coordinating closely with FEMA to guarantee timely obligation of more than \$4.35 million in eligible funding, THF's broader focus has extended beyond reimbursement. The team has used the recovery process to identify storm-related vulnerabilities, strengthen documentation practices, and position the County for resilient rebuilding.

Central to this effort is THF's hazard mitigation assistance support. Working alongside engineers and technical experts, THF is helping Baker County identify and scope flood reduction measures, document infrastructure resilience initiatives, and prepare competitive mitigation grant applications. By integrating mitigation planning into active recovery operations, THF is helping the County not only restore damaged facilities but also reduce future disaster risk, improve long-term infrastructure performance, and build a stronger, more disaster-resilient community.

This project demonstrates THF's ability to manage the full lifecycle of a Section 406 Hazard Mitigation proposal, from initial damage documentation through BCA development, engineering coordination, environmental compliance, and FEMA/FDEM liaison. The facility relocation and infrastructure hardening approach mirrors the project types funded through HMGP, BRIC, and FMA programs: identifying cost-effective mitigation measures, developing technically sound sub-applications, coordinating BCA analyses, and managing environmental and historic preservation compliance. THF's experience preparing hydraulic analyses, flood hazard documentation, and multi-source BCA packages translates directly to the sub-application development, technical review, and grant monitoring services.

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	\$275	\$412.50
2.	Senior Advisor for Public Assistance	\$275	\$412.50
3.	Public Assistance Program Liaison	\$165	\$247.50
4.	Public Assistance Technical Assistance Liaison	\$165	\$247.50
5.	Appeals Specialist	\$185	\$277.50
6.	Senior Debris Specialist	\$185	\$277.50
7.	Senior Advisor for Hazard Mitigation Assistance	\$275	\$412.50
8.	Hazard Mitigation Assistance Program Liaison	\$165	\$247.50
9.	Hazard Mitigation Assistance Benefit-Cost Analysis Specialist	\$145	\$217.50
10.	Hazard Mitigation Assistance Technical Liaison	\$165	\$247.50
11.	Lead Individual Assistance Specialist	\$145	\$217.50
12.	Individual Assistance Specialist	\$145	\$217.50
13.	Closeout Specialist	\$145	\$217.50
14.	Disaster Recovery Specialist	\$145	\$217.50
15.	Accounting Analyst	\$125	\$187.50
Additional Personnel Roles/Titles (Add Rows as Necessary)		Standard Hourly Not-to-Exceed Rate	Overtime Hourly Not-to-Exceed Rate
16.	Program and Administrative Support	\$95	\$142.50



www.thf.cpa

February 26, 2026

To Whom It May Concern,

This letter serves as formal confirmation that THF (Thomas, Howell, Ferguson P.A.), incorporated in June of 1993 and operating in the professional services sector, is financially viable and in good standing.

The company maintains stable revenues, meets its financial obligations as they become due, and operates with positive cash flow. Based on our current financial statements and internal assessments, THF possesses sufficient assets and liquidity to sustain ongoing operations and support its business commitments.

We confirm that the company is not subject to any insolvency proceedings, bankruptcy actions, or material financial distress. Furthermore, there are no known circumstances that would materially affect its ability to continue operating as a going concern.

Should you require any additional information or supporting documentation, please do not hesitate to contact us.

Sincerely,

Charles R Weeks

Chuck Weeks, CPA, CGMA
Chief Financial Officer
THF (Thomas, Howell, Ferguson, P.A.)
(561) 866-3739
cweeks@thf-cpa.com



Education

- Bachelor of Science in Accounting
 - Florida State University
- Bachelor of Science in Finance
 - Florida State University

Licenses/Certifications

- Certified Public Accountant

Organizations/Affiliations

- Government Finance Officers Association Member
- Association of Government Accountants Member and Past President
- Florida Institute of Certified Public Accountants

Experience

Years of Experience: 37
PA Experience: 31

Experience

Since 1989, Steve has provided assurance, consulting, and other accounting services, including five years with a Big Four firm he left in a director capacity. Additionally, he has over 20 years of FEMA Public Assistance Programs experience. Industries served include government, not-for-profit, insurance, and health and human services. Responsibilities include managing and directing staff performing audit engagements, operational reviews, cost plans, Medicaid audits, and various consulting projects. Steve's previous work experience includes public accounting, Interim Director of the Office of Management and Budget of the Escambia County Board of Commissioners, Commissioner for Public Service Commission (position appointed by the Governor), business owner, and Chief Financial Officer of Escambia County Sheriff's Office. Previous responsibilities include financial reporting, auditing, budgeting, human resources, risk management, employee benefits, grants, research, and procurement. Throughout his career, Steve has focused on the challenges governments face with limited resources to provide services, improve performance, achieve regulatory compliance, and enhance transparency and accountability. Steve has been a past speaker for AGA, FGFOA, FICPA, FREDFA, and the Muni Code, where topics included ERAP, F-ROC, ARPA, CARES, and 2 CFR 200 Uniform Guidance.

Representative Experience

Florida Division of Emergency Management (FDEM), Hurricane Irma, Michael, Dorian, Matthew, & Hermine Public Assistance (PA) Programs, 2017 - Present

DEM retained THF beginning in October 2017 to provide pre-event assessments of critical policies, documentation procedures for damage assessments, project worksheet development, closeouts, and appeals for sub-recipients affected by Hurricane Irma.

- The project includes 100% validation for multiple counties across North Florida.
- The initial budget amount and total actual fees are a payout of \$1.4 billion and 3,566 projects with estimated fees to date of over \$29 million.
- Disaster-related recovered costs vs. total retained reimbursed amount: THF has verified and validated \$982 million disaster-related reimbursements to the State of Florida applicants to date. THF is still assisting with the verification and validation process to complete the Hurricane Irma reimbursements.

Department of Military Affairs (DMA) - AUP Audit, 2024

- Contract and Financial Review: THF reviewed contracts, amendments, and financial documents from Dupont, Chemours, and DMA, verifying accurate deposits and bank statements.
- Policies and Procedures: Relevant policies, procedures, and desk manuals on royalty calculations, mineral mining, and rent were reviewed.
- Royalty Walkthroughs: Three walkthroughs validated fund receipts and royalty calculations.
- On-Site Observations: THF observed Chemours' operations and reviewed royalty calculation processes and environmental practices.
- Audit and Bank Documentation: THF checked Chemours Deposit Reports and DMA financial documents for accuracy in royalty payments.
- Royalty Calculation Verification: THF confirmed the accuracy of royalty calculations through receipt samples and recalculations, observing a minor error and its documented correction.
- Methodology Review: The royalty calculation methodology involved measuring volumes, weighing, integrating TZMI market rates, and using internal sales figures for accuracy.

Florida Department of Military Affairs, Michael, Sally, COVID-19, Ian, Idalia, Debby, Helene, Milton Programs, 2018 - Present

Steve and his THF team assist the Florida DMA with FEMA public assistance claims by gathering all essential documents and submitting the request for public assistance applications in Grants Portal. THF utilizes FEMA guidance to determine the eligibility of appropriate expenditures. His team continues to assist DMA with future disasters.

Florida Department of Commerce - Broadband, 2023 - 2024

Through subcontracting under Guidehouse THF assisted FloridaCommerce in holding and promoting a series of public workshops and webinars to hear directly from Floridians about barriers to accessing broadband Internet service with the goal of informing on Florida's Broadband Equity, Access, and Deployment (BEAD) Five-Year Action Plan and Digital Adoption and Use Plan. Community Engagement was addressed using public meetings and engaging in targeted communities.

Peace River Electric Cooperative, Public Assistance, COVID-19, Ian, Nicole, Idalia, Debby, Helene, Milton, Bartow, FL, 2022 - Present

THF assists Peace River Electric Cooperative (PRECO) with FEMA public assistance claims. Specifically, our team gathers all essential documents from PRECO's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists PRECO with any new eligible public assistance claims through FEMA.



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Central Florida Electric Cooperative, COVID-19, Ian, Idalia, Debby, Helene, and Milton 2021 - Present

THF assists Central Florida Electric Cooperative (CFEC) with FEMA public assistance claims. Specifically, our team gathers all essential documents from CFEC's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists CFEC with any new eligible public assistance claims through FEMA.

Sarasota County - Florida Sarasota CARES, 2020 - 2023

Sarasota County retained THF in September 2020 to administer the individual, small business, and nonprofit assistance program. The team, which disbursed over \$60 million in aid, worked closely with representatives from the County in developing a CARES Act Program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act. They also reviewed eligibility criteria for allowable programs or services; determined pre-award eligibility; and reviewed allowable costs or services. Additionally, they reviewed applications to prevent duplication of benefits (Individuals, Non-Profit, and Small Business). They also fostered the development of consistent documentation requirements compliant with U.S. Treasury guidance, FDEM requirements, County policy, Clerk of the Court's financial policies, and that external audit requirements were pursuant to single audit provisions as well as application provisions promulgated in 2 CFR 200. Within six months, the County issued over \$60 million in payments to qualified individuals, businesses, and non-profit organizations. The team quickly, effectively, and safely assembled to work on-site at the County. To accomplish these tasks, the team had to develop new processes and procedures, navigate complex solutions, and coordinate activities across multiple levels of County government.

Sarasota County, Florida - Emergency Rental Assistance Program, 2021 - 2023

Steve and his THF team created status reports and budget trackers to show where THF was currently and indicated any problems that had arisen. He led a team of reviewers going through applications for eligibility and accuracy, confirming that there was not a duplication of benefits or fraud, and determining the amount of funding that was allowable for each tenant. The THF team utilized Neighborly Software, engaged in daily meetings, and developed effective communication with the program manager, Sarasota County staff, and the Sarasota County Clerk of the Circuit Court and County Comptroller's Office (Clerk's Office).

Nassau County, Florida - COVID-19 Public Assistance, 2020 - 2022

As a sub-contractor, THF assisted the Nassau County team in COVID-19 public assistance claims. During the project, the team gathered all essential COVID-19 documents from the County and assisted in submitting the request for public assistance applications in Grants Portal, which included over \$4 million in COVID-19 recovery funds. THF consultants utilized the COVID-19 Pandemic: Safe Opening and Operations Policy, as well as the COVID-19 Pandemic: Eligible Emergency Protective Measures to determine the eligibility of appropriate expenditures.

Nassau County, Florida - Nassau CARES, 2021 - 2022

THF assisted the Nassau County team in administering the CARES Act program. The team worked closely with the county in developing a CARES Act program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act. They also reviewed eligibility criteria for allowable programs or services; determined pre-award eligibility; and reviewed allowable costs or services. Additionally, they reviewed applications to prevent duplication of benefits (Individuals, Non-Profit, and Small Businesses). They also fostered the development of consistent documentation requirements compliant with U.S. Treasury guidance, FDEM requirements, County policy, and Clerk of the Court's financial policies, and that external audit requirements were pursuant to single audit provisions and application provisions promulgated in 2 CFR 200.

Florida Department of Economic Opportunity (DEO) - Community Services Block Grant Program (CSBG), 2021 - 2022

DEO retained THF to provide Technical Assistance to DEO staff in monitoring and programmatic activities. THF worked with the CSBG Program Manager to set up a CSBG Disaster Supplemental Relief Funding project to design, interpret, and apply the CSBG regulations within the context of the project to make certain planned results were achieved on time and within budget. They also developed and refined written project procedures and processes for implementation by eligible CSBG community action agencies. Additionally, they conducted monitoring activity of the CSBG Community Action Agencies to maintain that deliverables, invoicing, finances, administration, and documentation were in compliance. They created and published project documentation, including project status reports, project schedules and plans, risks, issues, and other documentation. They also collaborated with the community action agencies on project formulation and development, including cost estimating that was the basis of each project budget. Additionally, they provided direct case management services and support to the CSBG community action agencies, including application intake support and income eligibility screening.



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Experience

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Monique Burr Foundation - Public Assistance, 2022

THF assisted the Monique Burr Foundation with formulating a written procurement policy compliant with the requirements of the Florida Office of Attorney General. The team also wrote justifications for sole source purchases and completed budget modification justifications.

New Jersey Department of Children and Families, Program and Integrity Audit, 2021

As a subcontractor, THF assisted the New Jersey Department of Children and Families with reviewing COVID-19 programs for integrity. THF created integrity monitoring reports and conducted interviews with the COVID-19 program directors. THF provided the client with a risk assessment once interviews were complete.

Boyd County, Kentucky -ARPA, 2021 - 2022

THF assisted Boyd County with calculating the ARPA revenue loss calculation. THF reviewed financial statements from Boyd County to create an ARPA revenue loss calculation that followed U.S. Treasury guidelines.

Hamilton County, Florida, ARPA, 2022 - Present

Steve and his THF team assisted in the creation of agendas for board meetings until funding assistance is ready to proceed. He and his team also created budget trackers to keep the team on pace with the purchase order. THF will be assisting Hamilton County with their ARPA funding which will include gathering all essential ARPA back-up documentation to assist with the process.

New York State Department of Health (DOH) – Healthcare Reform Act (HCRA) Compliance Audits - Director, 2016 - 2017

While working at a "Big Four" Accounting Firm, Steve served as engagement director to help determine the payor/provider compliance with the HCRA law, and help assess the sufficiency of the monthly payor and provider payments made to the State of New York. He assessed and conducted substantive test procedures on reviewee processes, procedures, and associated information technologies (e.g., claiming systems). The reviews began with a detailed questionnaire that each reviewee was required to answer within a preset time frame. This questionnaire was vital to the efficiency of the reviews, as the questions provided immediate insight into the issues the reviewees were facing concerning compliance with HCRA. The reviews also included performing detailed test work of claims and other health data provided by each entity under review. Claims data consisted of millions of records on which we selected a statistical sample to analyze. The statistical samples were analyzed using a data interrogation tool known as IDEA®. The report to DOH included background on each reviewee, an explanation of the scope and procedures of each review, and the instances of noncompliance, with the estimated dollar magnitude of reviewee deficiencies.

New York City Health and Hospital Corporation (NY HHC) - Director, 2016

While working at a "Big Four" Accounting Firm served as engagement director for a Yellow Book Performance Audit of the New York City Health and Hospital Corporation. The objective of this engagement was to provide professional services to assist the New York City Health and Hospital Corporation (NY HHC) by performing a Yellow Book Performance Audit on the time study methodology for the eligibility intake function. The audit included findings and recommendations on the reimbursement percentage submitted and a corrected reimbursement percentage if the team's procedures resulted in findings related to the accuracy of the percentage. The THF team reviewed the time study methodology submitted in the March 12, 2015 HHC proposal under the Human Resources Administration (HRA) and HHC Memorandum of Understanding (MOU) for the eligibility intake function to the State of New York and CMS.

Florida Agency for Health Care Administration (AHCA) Meaningful Use/EHR Outreach/Achieved Savings Rebate Yellow Book Performance Audits - Director, 2014 - 2017

While working at a "Big Four" Accounting Firm, served as engagement director for the compliance audit with AHCA. As part of this project, a risk assessment of AHCA's existing pre-payment verification processes used to determine the eligibility of healthcare professionals for incentive program funding. We developed a robust audit plan for conducting post-payment audits and created a risk assessment tool to analyze the risk of eligible professionals who received payments based on several criteria. The team conducted compliance audits of incentive payments in accordance with the AHCA-approved audit plan. AHCA engaged us to conduct compliance reviews of providers who received incentive payments for implementing electronic health records (EHR) systems. Primary project objectives included providing compliance review services to assess AHCA's existing pre-payment verification processes, developing a compliance assessment strategy for post-payment reviews of incentive payments, and performing compliance reviews for the EHR Incentive Program. As part of the project, the team reviewed existing incentive payment pre-payment verification strategy and processes; identified gaps in the pre-payment verification program; and developed recommendations to close gaps and improve processes. Additionally, the team identified a compliance assessment strategy, including sampling techniques, the compliance review plan, and procedures used to verify eligibility and meaningful use criteria with the incentive payments. The team also conducted monthly sub-recipient compliance reviews; conducted an outreach program to eligible healthcare providers providing training and information regarding the meaningful use of



electronic health records; and provided audit report expressing an opinion as to whether the ASR Exhibit submitted to the Agency as part of the ASR Financial Reports was prepared in accordance with Section 409.967(3) and the ASR Financial Report Instructions. Additionally, the THF team performed Yellowbook Performance audits, as provided in Section 409.967(3)(b), Florida Statutes, in accordance with generally accepted accounting standards, of financial reports submitted to the Agency for Health Care Administration (AHCA) by managed care plans to calculate the Achieved Savings Rebate (ASR) established by Section 409.967(3), Florida Statutes.

Education

- **Bachelor of Science in Accounting**
 - Florida State University
- **Bachelor of Science in Finance**
 - Florida State University

Licenses/Certifications

- Certified Public Accountant

Organizations/Affiliations

- Government Finance Officers Association Member
- Association of Government Accountants Member and Past President
- Florida Institute of Certified Public Accountants

Experience

Years of Experience: 37

PA Experience: 31



Education

- Bachelor of Arts, Communications
 - Florida State University
- FEMA ICS 100C, G-191, 200C, 240C, 241C, 235A, 366A, 393B, 405, 634, 700B, 800D, 906, 2200, G-2300, 2700 Classes Completion Certification

Licenses/Certifications

- FEMA Professional Development Series
- Project Management Professional
- State of Florida Certified Contract Negotiator
- State of Florida Certified Contract Manager
- Lean Six Sigma Green Belt
- United States General Service Administration Certified
- Sourcing in the Public Sector, Procurement

Organizations/Affiliations

- Former Red Cross Board Member, Big Bend Chapter

Trainings / Presentations

- AGA GTE Conference
 - 2 CFR 200 Procurement
- AGA CPE Luncheon
 - FEMA's Changing Role & Florida's Future

Experience

Years of Experience: 22
FEMA PA: 17

Experience

Since 2004, Nicole has been providing disaster recovery, procurement, and government consulting services. She has provided assistance to multiple State agencies with contract negotiations, contract management, project management, procurement, and grant management.

- Responsibilities include seeking maximum reimbursement awards from FEMA on Hurricanes Michael, Irma, Hermine, Matthew, Sally, and Dorian related large projects; tracking financial tools and subgrantee documentation for grant management workflow purposes; coordinating with Government Authorized Representatives (GARs) to monitor disaster recovery efforts; and verifying and validating categories A-G damage expenses for subrecipient review in accordance with FEMA regulations and Federal & State laws.
- Additional experience includes serving within the Emergency Operations Center (EOC) as an Emergency Support Function (ESF) 5 and ESF 8 during state of emergency activations.
- Specific divisions worked in the State of Florida include the Department of Management Services, Fish and Wildlife Conservation Commission, Department of Juvenile Justice, Division of Emergency Management, and the Department of Law Enforcement.
- Additional experience includes serving as the Law Enforcement Liaison for the 1122 Program with the Florida Sheriff's Association.

Representative Experience

Florida Division of Emergency Management (FDEM) - Public Assistance, 2017 - Present

Since 2017, THF has supported FDEM with comprehensive Public Assistance grant management services related to Hurricanes Irma, Matthew, Michael, Hermine, Sally, Dorian, and others. Our team has led efforts across North and Northwest Florida counties under a Statewide Contract, providing critical support in damage assessments, project worksheet development, grant tracking, closeouts, and appeals. We've validated over \$982 million in disaster-related reimbursements to subrecipients to date, contributing to a broader effort involving 3,566 projects and an estimated \$1.4 billion in payouts. Services include compliance monitoring, financial documentation review, subgrant agreement processing, and close coordination with Government Authorized Representatives (GARs) to maintain federal and state regulatory alignment across all phases of recovery.

Hernando County - Hurricane Helene & Milton Front-End FEMA Public Assistance and Grant Management Support, 2024 - Present

The THF team is actively supporting Hernando County in the development and submission of Category A (Debris Removal), B (Emergency Protective Measures), C (Roads and Bridges), E (Buildings and Equipment), and G (Parks, Recreational Facilities) claims under DR-4828 (Hurricane Helene) and DR-4834 (Hurricane Milton). This work spans nearly 20 different departments for both Federally declared disasters, including Fire, Public Works, HCUD, and Parks and Recreation.

- Key activities include:
 - Liaising with Hernando County's Emergency Management Department and other county department directors to coordinate communication and document sharing.
 - Preparing and validating documentation for eligible force account labor, equipment, materials, and contract costs.
 - Reviewing and organizing timesheets, equipment logs, and supporting invoices for completeness and eligibility.
 - Reviewing Hernando County labor and procurement policies for compliance with 2 CFR 200 Uniform Guidance and FEMA's Public Assistance Program and Policy Guide.
 - Finalizing Damage Inventories (DIs), updating Project Worksheets (PWs), and uploading complete cost summaries in Grants Portal.
 - Responding to FEMA Requests for Information (RFIs) and submitting documentation that meets FEMA requirements.
 - Coordinating with FEMA to accurately represent and justify project scopes and narratives
 - Creation and submission of audit ready reimbursement request packages to provide maximum reimbursement while minimizing disallowances.

Proposal Development Team

As a member of the THF Proposal Team, Nicole plays an integral role in the development of strategic, compliant, and visually compelling proposal responses for a variety of consulting opportunities. Works closely with subject matter experts and project teams within the firm to analyze requests for proposal (RFPs) and requests for quote (RFQs) requirements, craft clear and persuasive narrative content, and design cohesive proposal packets that align with client expectations and brand standards. Brings a detail-oriented and collaborative approach to translating technical information into client-focused messaging that highlights the department's capabilities, experience, and value proposition.



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Experience

Years of Experience: 22
FEMA PA: 17

Florida Department of Education - Hurricane Impact Study, 2024 - Present

- Led comprehensive assessment and recovery planning for Florida's childcare infrastructure following Hurricane Ian's devastating impact across 15 counties.
- Analyzed extensive data from provider surveys, stakeholder interviews, and site assessments to document critical needs across four key impact areas.
- Developed prioritized recovery initiatives using multi-criteria framework for equitable resource allocation.
- Created strategic implementation roadmap with detailed initiatives and allocation strategies to efficiently deploy \$21.4 million in federal recovery funds, balancing immediate restoration needs with long-term resilience-building.
- The project resulted in a comprehensive framework addressing material restoration, mental health support, quality improvement, and childcare supply building for thousands of affected providers and families.

Hurricane Milton - Hernando County, Resource Unit Leader, 2024

During her deployment in Hernando County for Hurricane Milton, Nicole worked in the EOC serving as the Resource Unit Leader (RESL). On an Incident Management Team (IMT), a Resource Unit Leader is responsible for overseeing the tracking and allocation of resources during an incident. Her main duties included:

- Managing Resources: Tracking the status, availability, and assignment of personnel, equipment, and other assets needed for the incident response.
- Resource Check-in: Making certain that all resources, both personnel and equipment, are properly checked in and accounted for when they arrive on-site and during their deployment.
- Resource Status Tracking: Monitoring the status of assigned resources, including their location, assignment, and condition, using resource-tracking systems or tools.
- Coordination with Other Units: Working closely with other sections of the Incident Command System (ICS) like the Operations Section, Logistics Section, and Planning Section to make certain resources are used efficiently.
- Preparing Reports: Generating and updating resource status reports, making sure that accurate information is available for planning, briefings, and debriefings.
- Demobilization: Assisting with the demobilization plan, making certain that resources are accounted for and released from the incident in an organized manner.
- Compliance and Documentation: Making certain that all resource records are complete and in compliance with ICS documentation standards.

Red Cross Board - Member and Chair of the Mission Committee, 2023 - 2025

Nicole served as a board member for the Big Bend Chapter of the American Red Cross. In times of disaster, she is certified to drive the Emergency Response Vehicle and serve hot meals when needed. Additionally, she has completed training in search and rescue as well as damage assessments. The Red Cross's mission is to provide crucial support in times of need, making it an essential organization to collaborate with during disaster situations. As the Chair of the Mission Committee, she is dedicated to raising awareness of the Red Cross's mission and the significant impact it has across our 12 counties: Columbia, Franklin, Gadsden, Hamilton, Jefferson, Lafayette, Leon, Liberty, Madison, Suwannee, Taylor, and Wakulla.

Hurricane Debby - Incident Management Team (IMT) Resource Management Mobile Team Logistics Section Chief, 2024

During the deployment of the Incident Management Team for Hurricane Debby, Nicole oversaw the provision of support needs for the Incident Management Team, including ordering resources and providing facilities, transportation, supplies, equipment maintenance and fuel, food service, communications, and medical services for incident personnel.

Emergency Operations Center - Hurricane Idalia - Operations Planner for ESF 18, 2023

During Hurricane Idalia, Nicole served as an Operations Planner for ESF 18 at the EOC. Her responsibilities included writing situation reports, attending public-private partnership meetings, and filing all ICS 214 forms. Nicole also assisted with the mobile command bus and managed all logistics to establish public access to resources. Working within the State Emergency Operations Center, she participated in all battle rhythm meetings and communicated updates on resource movement. With over 18 years of experience in emergency management, Nicole has acquired expertise in ESF 5, ESF 8, ESF 18, and Logistics.

Florida Department of Military Affairs, Michael, Sally, COVID-19, Ian, Idalia, Debby, Helene, Milton Programs, 2018 - Present

THF assisted the Florida Department of Military Affairs (DMA) with FEMA public assistance claims. Specifically, the THF team gathered all essential documents from DMA and assisted in submitting the request for public assistance applications in grants portal. THF utilized FEMA guidance to determine the eligibility of appropriate expenditures. The THF team continues to assist DMA with future disasters.



Education

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Experience

Years of Experience: 22
FEMA PA: 17

Florida Department of Commerce - Broadband, 2023 - 2024

Through subcontracting under Guidehouse THF assisted FloridaCommerce in holding and promoting a series of public workshops and webinars to hear directly from Floridians about barriers to accessing broadband Internet service with the goal of informing on Florida's Broadband Equity, Access, and Deployment (BEAD) Five-Year Action Plan and Digital Adoption and Use Plan. Community Engagement was addressed using public meetings and engaging in targeted communities.

Florida Department of Economic Opportunity (DEO) - Community Services Block Grant Program (CSBG), 2021 - 2022

DEO retained THF to provide Technical Assistance to DEO staff in monitoring and programmatic activities. THF worked with the CSBG Program Manager to set up a CSBG Disaster Supplemental Relief Funding project to design, interpret, and apply the CSBG regulations within the context of the project to make certain planned results were achieved on time and within budget. They also developed and refined written project procedures and processes for implementation by eligible CSBG community action agencies. Additionally, they conducted monitoring activity of the CSBG Community Action Agencies to maintain that deliverables, invoicing, finances, administration, and documentation were in compliance. They created and published project documentation, including project status reports, project schedules and plans, risks, issues, and other documentation. They also collaborated with the community action agencies on project formulation and development, including cost estimating that was the basis of each project budget. Additionally, they provided direct case management services and support to the CSBG community action agencies, including application intake support and income eligibility screening.

Sarasota County - Florida Sarasota CARES, 2020 - 2023

Sarasota County retained THF in September 2020 to administer the individual, small business, and nonprofit assistance program. The team, which disbursed over \$60 million in aid, worked closely with representatives from the County in developing a CARES Act Program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act. They also reviewed eligibility criteria for allowable programs or services; determined pre-award eligibility; and reviewed allowable costs or services. Additionally, they reviewed applications to prevent duplication of benefits (Individuals, Non-Profit, and Small Business). They also fostered the development of consistent documentation requirements compliant with U.S. Treasury guidance, FDEM requirements, County policy, Clerk of the Court's financial policies, and that external audit requirements were pursuant to single audit provisions as well as application provisions promulgated in 2 CFR 200. Within six months, the County issued over \$60 million in payments to qualified individuals, businesses, and non-profit organizations. The team quickly, effectively, and safely assembled to work on-site at the County. To accomplish these tasks, the team had to develop new processes and procedures, navigate complex solutions, and coordinate activities across multiple levels of County government.

Nassau County, Florida - COVID-19 Public Assistance, 2020 - 2022

As a sub-contractor, THF assisted the Nassau County team in COVID-19 public assistance claims. During the project, the team gathered all essential COVID-19 documents from the County and assisted in submitting the request for public assistance applications in Grants Portal, which included over \$4 million in COVID-19 recovery funds. THF consultants utilized the COVID-19 Pandemic: Safe Opening and Operations Policy, as well as the COVID-19 Pandemic: Eligible Emergency Protective Measures to determine the eligibility of appropriate expenditures.

Nassau County, Florida - Nassau CARES, 2021 - 2022

THF assisted the Nassau County team in administering the CARES Act program. The team worked closely with the county in developing a CARES Act program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act. They also reviewed eligibility criteria for allowable programs or services; determined pre-award eligibility; and reviewed allowable costs or services. Additionally, they reviewed applications to prevent duplication of benefits (Individuals, Non-Profit, and Small Businesses). They also fostered the development of consistent documentation requirements compliant with U.S. Treasury guidance, FDEM requirements, County policy, and Clerk of the Court's financial policies, and that external audit requirements were pursuant to single audit provisions and application provisions promulgated in 2 CFR 200.

Sarasota County, Florida - Emergency Rental Assistance Program, 2021 - 2023

Nicole created status reports and budget trackers to show where THF was currently and indicated any problems that had arisen. She led a team of reviewers going through applications for eligibility and accuracy, verifying there was not a duplication of benefits or fraud, and determining the amount of funding that was allowable for each tenant. The THF team utilized Neighborly Software, engaged in daily meetings, and developed effective communication with the program manager, Sarasota County staff, and the Sarasota County Clerk of the Circuit Court and County Comptroller's Office (Clerk's Office).



Education

- Bachelor of Arts, Communications
 - Florida State University
- FEMA ICS 100C, G-191, 200C, 240C, 241C, 235A, 366A, 393B, 405, 634, 700B, 800D, 906, 2200, G-2300, 2700 Classes Completion Certification

Licenses/Certifications

- FEMA Professional Development Series
- Project Management Professional
- State of Florida Certified Contract Negotiator
- State of Florida Certified Contract Manager
- Lean Six Sigma Green Belt
- United States General Service Administration Certified
- Sourcing in the Public Sector, Procurement

Organizations/Affiliations

- Former Red Cross Board Member, Big Bend Chapter

Trainings / Presentations

- AGA GTE Conference
 - 2 CFR 200 Procurement
- AGA CPE Luncheon
 - FEMA's Changing Role & Florida's Future

Experience

Years of Experience: 22
FEMA PA: 17

Peace River Electric Cooperative, Public Assistance, COVID-19, Ian, Nicole, Idalia, Debby, Helene, Milton, Bartow, FL, 2022 - Present

THF assists Peace River Electric Cooperative (PRECO) with FEMA public assistance claims. Specifically, our team gathers all essential documents from PRECO's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists PRECO with any new eligible public assistance claims through FEMA.

Central Florida Electric Cooperative, COVID-19, Ian, Idalia, Debby, Helene, and Milton, Chiefland, FL 2021 - Present

THF assists Central Florida Electric Cooperative (CFEC) with FEMA public assistance claims. Specifically, our team gathers all essential documents from CFEC's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists CFEC with any new eligible public assistance claims through FEMA.

Monique Burr Foundation - Public Assistance, 2022

THF assisted the Monique Burr Foundation with formulating a written procurement policy compliant with the requirements of the Florida Office of Attorney General. The team also wrote justifications for sole source purchases and completed budget modification justifications.

New Jersey Department of Children and Families, Program and Integrity Audit, 2021

As a subcontractor, THF assisted the New Jersey Department of Children and Families with reviewing COVID-19 programs for integrity. THF created integrity monitoring reports and conducted interviews with the COVID-19 program directors. THF provided the client with a risk assessment once interviews were complete.

Boyd County, Kentucky -ARPA, 2021 - 2022

THF assisted Boyd County with calculating the ARPA revenue loss calculation. THF reviewed financial statements from Boyd County to create an ARPA revenue loss calculation that followed U.S. Treasury guidelines.

Hamilton County, Florida, ARPA, 2022 - Present

Nicole has assisted in the creation of agendas for board meetings until funding assistance is ready to proceed. She has also created budget trackers to keep the team on pace with the purchase order. THF will be assisting Hamilton County with their ARPA funding which will include gathering all essential ARPA back-up documentation to assist with the process.

Florida Department of Management Services Division of State Purchasing, Bureau of IT and Special Projects - Procurement Manager, 2016 - 2018

Nicole conducted and wrote solicitation, evaluation, and negotiations for the State of Florida; produced Request for Proposals (RFP), Invitation to Bid (ITB), and Invitation to Negotiate (ITN) for posting on the Vendor Bid System; and facilitated meetings as well as instructed fellow employees on state procurement guidelines and IT related topics. She also led the General Services Administration (GSA) concierge team, supervised three associate category managers, and served an Emergency Role in ESF 8-Logistics, working with FEMA on mutual aid missions.

Florida Fish and Wildlife Conservation Commission Division of Law Enforcement - Senior Government Operations Consultant II, 2009 - 2016

Nicole conducted and wrote solicitation, evaluation, and negotiations for all FWC Law Enforcement; produced Request for Proposals (RFP), Invitation to Bid (ITB), and Invitation to Negotiate (ITN) for posting on the Vendor Bid System; and managed all law enforcement grants as well as contracts for the division (Homeland Security, FEMA, America Reinvestment and Recovery Act, Port Security grant programs). She also facilitated meetings as well as instructed fellow employees as to state procurement guidelines; managed all grant related projects (Desk and Onsite Monitoring); and submitted purchase orders on MyFlorida. She was also responsible for property accountability for all Homeland Security items.

Department of Juvenile Justice Bureau of Contracts - Senior Government Operations Consultant II, 2009

Nicole created contracts for the Juvenile Detention Centers throughout the different districts; created amendments corresponding to the passage of Senate Bills; produced contracts for probation, detention, and residential services; and conducted solicitation, evaluation, and debriefing conferences for the public.



Education

- Bachelor of Arts, Communications
 - Florida State University
- FEMA ICS 100C, G-191, 200C, 240C, 241C, 235A, 366A, 393B, 405, 634, 700B, 800D, 906, 2200, G-2300, 2700 Classes Completion Certification

Licenses/Certifications

- FEMA Professional Development Series
- Project Management Professional
- State of Florida Certified Contract Negotiator
- State of Florida Certified Contract Manager
- Lean Six Sigma Green Belt
- United States General Service Administration Certified
- Sourcing in the Public Sector, Procurement

Organizations/Affiliations

- Former Red Cross Board Member, Big Bend Chapter

Trainings / Presentations

- AGA GTE Conference
 - 2 CFR 200 Procurement
- AGA CPE Luncheon
 - FEMA's Changing Role & Florida's Future

Experience

Years of Experience: 22
FEMA PA: 17

FDEM, Emergency Plans ESF 5 - Homeland Security Planner IV, 2007 - 2009

Nicole reviewed programmatic guidance's from Washington; implemented the Homeland Security Financial Guidance per grant year; and reviewed and created eligible budget detail worksheets. She also determined eligibility of contract reimbursements; completed the Biannual Strategy Implementation Report (BSIR) for Congress; and created annual ISIP for creations of the BSIR. Additionally, she managed and reviewed grant contracts for all 67 counties in Florida receiving funding; managed different grant programs such as UASI, Transit, SHSGP, PSIC, FEMA programs; and created and wrote the scopes of work for grant contracts per funding year. Nicole also coordinated timelines with county point of contacts throughout Florida; completed emergency function as an ESF 5, Plans; and participated in county conference calls to prepare for a disaster alongside FEMA. Additionally, she wrote situation reports for the Governor's briefings during a disaster activation and conducted daily incident action meetings during an activation for disasters.

Florida Department of Law Enforcement Office of Criminal Justice Grants - Community Assistance Consultant, 2006 - 2007

Nicole analyzed project summaries and executed a problem identification solution; worked within a team effectively; and worked independently to meet proper deadlines. She was also responsible for grant writing for multiple counties; effectively navigating within the Online Grant Systems; and organizing records. She also followed rules, policies, and regulations set forth by the U.S. Department of Justice.

Florida Department of Law Enforcement Office of Criminal Justice Grants - Executive Administrative Assistant, 2005 - 2006

Nicole approved and processed grants for the State of Florida; maintained proper schedules and coordinated events within the office; and worked within Microsoft Office, including PowerPoint, Excel, and Word. She maintained employee files and travel requests; adhered to a code of ethics within the workplace; and attended meetings and kept a record of the material being discussed. Additionally, she answered a multi-line phone, fax, copy, scanner, and maintained grant files; worked within the Simon Online Grant System; and processed and reviewed audits among the individual grant counties.



Education

- Bachelor of Arts, International Affairs
 - Florida State University
- FEMA Courses: 100C, 200C, 253A, G-300, G-400, 393B, 520A, 545A, 634, 700B, 800C, 800D, 906, 1300A, 2200, 2700, G-2300, G-191, MGT-386 Class Completion Certifications

Licenses/Certifications

- FEMA Professional Development Series
- FEPA L1301 Continuity Planning
- Project Management Professional (PMP)
- Accredited Healthcare Fraud Investigator (AHFI)
- Florida Program Integrity Certification-Associate Level
- Florida Certified Contract Manager (FCCM)
- Florida Associate Emergency Manager (FAEM)
- Agency for Health Care Certified Contract Manager
- Certified Evaluation and Management Auditor
- Certified Florida's Recovery Obligation Calculation (F-ROC) FDEM Standardization of FEMA Public Assistance
- United States Department of Homeland Security
- DEMES for Vendors Certification FDEM Public Assistance Course Series Certificate of Completion Implementing Mitigation Grants Certification
- AGA Annual Florida Lottery Report Certification
- 2024 SEOC101 Training Series
- Cybersecurity Risk Management Certification, Texas A&M Engineering Extensions Service

Organizations/Affiliations

- Property Advisor, Alpha Gamma Delta-Gamma Beta at Florida State University 2020- Current
- Secretary of the Capital City Woman's Club 2022-2024
- GFWC LEADS Graduate 2022 GFWC District 3 Volunteer of the Year 2023
- Capital City Woman's Club Volunteer of the Year 2023
- Vice President of the Capital City Woman's Club 2024 - 2026

Trainings / Presentations

- AGA GTE Conference
 - 2 CFR 200 Procurement
- Governor's Hurricane Conference 2025
 - 2 CFR 200 Uniform Guidance

Experience

Years of Experience: 19
PA Experience: 7

Experience

Experienced government consultant with a strong background in data management, systems auditing, performance monitoring, and public sector project leadership since 2007. Specializes in FEMA Public Assistance reimbursement strategy, grant management workflows, and disaster recovery coordination across multiple federally declared events, including Hurricanes Fay through Sally. Skilled in verifying and validating damage expenses across FEMA Categories A-G, I, and Z in compliance with federal and state regulations.

Extensive experience in public health and Medicaid program integrity, including geospatial analysis, federal grant reporting, and fraud detection. Selected for national-level data and analytics symposiums hosted by the U.S. Department of Justice and Medicaid Integrity Institute. Served as a business analyst, contract manager, and project manager for internal software development systems at the Agency for Health Care Administration and was the sole ESRI ArcGIS licensee for the agency.

Proficient in process mapping, functionality testing, and stakeholder engagement across diverse government programs. Known for translating complex regulatory requirements into actionable workflows and documentation strategies that improve operational efficiency and compliance.

Representative Experience

University of Florida IFAS - Hurricane Helene & Milton, 2025 - Present

The THF team is providing support to UF IFAS in their recovery efforts following Hurricanes Helene (4828) and Milton (4834). This project collaboration with teams 4828 and 4834 focuses primarily on permanent work, validation of documentation, and verifying insurance documentation. THF is addressing CAT E through G damages, while advising the UF team to prepare documentation for potential CAT A or B claims moving forward. Most of the work is classified as standard, with only three exceptions. Through these efforts, THF is committed to a thorough and efficient recovery for UF IFAS.

University of Florida, Irma, Michael, Debby, Helene, Milton, Gainesville, FL, 2024 - Present

THF assists the University of Florida with FEMA public assistance claims. Specifically, our team gathers all essential documents from UF's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists UF with any new eligible public assistance claims through FEMA.

Florida Department of Education - Hurricane Impact Study, 2024 - 2025

Led a comprehensive assessment and recovery planning initiative for Florida's childcare infrastructure following Hurricane Ian's impact across 15 counties. Analyzed data from provider surveys, stakeholder interviews, and site assessments to identify critical needs across four key impact areas. Developed prioritized recovery initiatives using a multi-criteria framework to guide equitable resource allocation. Created a strategic implementation roadmap detailing initiatives and funding strategies to deploy \$21.4 million in federal recovery funds, balancing immediate restoration with long-term resilience. Conducted process mapping to define workflows and support efficient execution. The project resulted in a statewide framework addressing material restoration, mental health support, quality improvement, and childcare supply building for thousands of affected providers and families.

St. Lucie County - Hurricane Milton Long-Term Recovery Group Coordination, 2024 - 2025

Managed development of essential organizational documents including membership forms, election policies and procedures, and marketing materials while establishing project timeline and budget tracking for multi-stakeholder nonprofit initiative. Coordinated with United Way for proper documentation compliance and evaluated digital solutions for organizational document management. Demonstrated strong project management skills through facilitating cross-organizational collaboration between LTRG stakeholders and timely completion of administrative and strategic elements of the recovery group development process.

Florida Department of Commerce - BESS Monitoring, 2024 - 2025

The CSBG, WAP, and LIHEAP Program Monitor is responsible for maintaining compliance with federal, state, and local regulations and guidelines related to the Community Services Block Grant (CSBG), Weatherization Assistance Program (WAP), and Low-Income Home Energy Assistance Program (LIHEAP). This position involves conducting on-site and remote monitoring activities, reviewing program documentation, providing technical assistance, and preparing detailed reports to support program integrity and promote effective service delivery.



Education

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- Governor's Hurricane Conference 2025
 - 2 CFR 200 Uniform Guidance

Experience

Years of Experience: 19
PA Experience: 7

Hurricane Milton - Finance and Admin Section Chief, 2024

Oversaw all financial, administrative, and cost analysis functions during emergency response operations, maintaining compliance with federal standards and promoting efficient resource utilization. Led the Finance/Administration Section during all-hazards incidents, managing documentation of personnel time, activity logs (ICS-214s), F-ROC forms, invoices, contracts, leases, claims, and expenditures. Developed section operating plans tailored to incident complexity, provided strategic financial guidance to the Incident Commander, and coordinated with agency representatives to align financial policies and reimbursement procedures.

Maintained contact with administrative headquarters to support adherence to jurisdictional directives, analyzed resource costs to inform operational decisions, and managed documentation and closeout of financial packages. Participated in the development of the Incident Action Plan and contributed to the ICS organizational chart to reflect accurate section staffing and responsibilities. Oversaw demobilization procedures and maintained operational readiness through completion of FEMA's required NIMS and ICS training.

Experienced in utilizing DEMES and WebEOC platforms to track incident activities, manage resource requests, and maintain situational awareness across multi-agency operations. Demonstrates a proven track record in managing complex government consulting projects, coordinating multi-agency operations, and leading cross-functional teams under high-pressure emergency conditions.

During the deployment of the Incident Management Team for Hurricane Milton, Brittany oversaw all facets of support and provisions for the team, including ordering resources and providing facilities, transportation, supplies, equipment maintenance, fuel, food service, communications, and medical services for incident personnel. In addition, Brittany was responsible for the creation and distribution of situational reports (sit reps) and mission management documentation.

Hurricane Helene - Finance and Admin Section Chief, September 2024

Oversaw all financial, administrative, and cost analysis functions during emergency response operations, maintaining compliance with federal standards and promoting efficient resource utilization. Led the Finance/Administration Section during all-hazards incidents, managing documentation of personnel time, activity logs (ICS-214s), F-ROC forms, invoices, contracts, leases, claims, and expenditures. Developed section operating plans tailored to incident complexity, provided strategic financial guidance to the Incident Commander, and coordinated with agency representatives to align financial policies and reimbursement procedures.

Maintained contact with administrative headquarters to support adherence to jurisdictional directives, analyzed resource costs to inform operational decisions, and managed documentation and closeout of financial packages. Participated in the development of the Incident Action Plan and contributed to the ICS organizational chart to reflect accurate section staffing and responsibilities. Oversaw demobilization procedures and maintained operational readiness through completion of FEMA's required NIMS and ICS training.

Experienced in utilizing DEMES and WebEOC platforms to track incident activities, manage resource requests, and maintain situational awareness across multi-agency operations. Demonstrates a proven track record in managing complex government consulting projects, coordinating multi-agency operations, and leading cross-functional teams under high-pressure emergency conditions.

During the deployment of the Incident Management Team for Hurricane Helene, Brittany oversaw all facets of support and provisions for the team, including ordering resources and providing facilities, transportation, supplies, equipment maintenance, fuel, food service, communications, and medical services for incident personnel. In addition, Brittany was responsible for the creation and distribution of situational reports (sit reps) and mission management documentation.

Hurricane Debby - Finance and Admin Section Chief, 2024

Oversaw all financial, administrative, and cost analysis functions during emergency response operations, maintaining compliance with federal standards and promoting efficient resource utilization. Led the Finance/Administration Section during all-hazards incidents, managing documentation of personnel time, activity logs (ICS-214s), F-ROC forms, invoices, contracts, leases, claims, and expenditures. Developed section operating plans tailored to incident complexity, provided strategic financial guidance to the Incident Commander, and coordinated with agency representatives to align financial policies and reimbursement procedures.

Maintained contact with administrative headquarters to support adherence to jurisdictional directives, analyzed resource costs to inform operational decisions, and managed documentation and closeout of financial packages. Participated in the development of the Incident Action Plan and contributed to the ICS organizational chart to reflect accurate section staffing and responsibilities. Oversaw demobilization procedures and maintained operational readiness through completion of FEMA's required NIMS and ICS training.



Education

- Bachelor of Arts, International Affairs
 - Florida State University
- FEMA Courses: 100C, 200C, 253A, G-300, G-400, 393B, 520A, 545A, 634, 700B, 800C, 800D, 906, 1300A, 2200, 2700, G-2300, G-191, MGT-386 Class Completion Certifications

Licenses/Certifications

- FEMA Professional Development Series
- Project Management Professional (PMP)
- Accredited Healthcare Fraud Investigator (AHFI)
- Florida Program Integrity Certification-Associate Level
- Florida Certified Contract Manager (FCCM)
- Florida Associate Emergency Manager (FAEM)
- Agency for Health Care Certified Contract Manager
- Certified Evaluation and Management Auditor
- Certified Florida's Recovery Obligation Calculation (F-ROC) FDEM Standardization of FEMA Public Assistance
- United States Department of Homeland Security
- DEMES for Vendors Certification FDEM Public Assistance Course Series Certificate of Completion Implementing Mitigation Grants Certification
- AGA Annual Florida Lottery Report Certification
- 2024 SEOC101 Training Series
- Cybersecurity Risk Management Certification, Texas A&M Engineering Extensions Service

Organizations/Affiliations

- Property Advisor, Alpha Gamma Delta-Gamma Beta at Florida State University 2020- Current
- Secretary of the Capital City Woman's Club 2022-2024
- GFWC LEADS Graduate 2022 GFWC District 3 Volunteer of the Year 2023
- Capital City Woman's Club Volunteer of the Year 2023
- Vice President of the Capital City Woman's Club 2024 - 2026

Trainings / Presentations

- AGA GTE Conference
 - 2 CFR 200 Procurement
- Governor's Hurricane Conference 2025
 - 2 CFR 200 Uniform Guidance

Experience

Years of Experience: 19
PA Experience: 7

Experienced in utilizing DEMES and WebEOC platforms to track incident activities, manage resource requests, and maintain situational awareness across multi-agency operations. Demonstrates a proven track record in managing complex government consulting projects, coordinating multi-agency operations, and leading cross-functional teams under high-pressure emergency conditions.

During the deployment of the Incident Management Team for Hurricane Debby, Brittany oversaw all facets of support and provisions for the team, including ordering resources and providing facilities, transportation, supplies, equipment maintenance, fuel, food service, communications, and medical services for incident personnel. In addition, Brittany was responsible for the creation and distribution of situational reports (sit reps) and mission management documentation.

Hurricane Idalia - Finance and Admin Section Chief, 2023

Oversaw all financial, administrative, and cost analysis functions during emergency response operations, maintaining compliance with federal standards and promoting efficient resource utilization. Led the Finance/Administration Section during all-hazards incidents, managing documentation of personnel time, activity logs (ICS-214s), F-ROC forms, invoices, contracts, leases, claims, and expenditures. Developed section operating plans tailored to incident complexity, provided strategic financial guidance to the Incident Commander, and coordinated with agency representatives to align financial policies and reimbursement procedures.

Maintained contact with administrative headquarters to support adherence to jurisdictional directives, analyzed resource costs to inform operational decisions, and managed documentation and closeout of financial packages. Participated in the development of the Incident Action Plan and contributed to the ICS organizational chart to reflect accurate section staffing and responsibilities. Oversaw demobilization procedures and maintained operational readiness through completion of FEMA's required NIMS and ICS training.

Experienced in utilizing DEMES and WebEOC platforms to track incident activities, manage resource requests, and maintain situational awareness across multi-agency operations. Demonstrates a proven track record in managing complex government consulting projects, coordinating multi-agency operations, and leading cross-functional teams under high-pressure emergency conditions.

During the deployment of the Incident Management Team for Hurricane Idalia, Brittany oversaw all facets of support and provisions for the team, including ordering resources and providing facilities, transportation, supplies, equipment maintenance, fuel, food service, communications, and medical services for incident personnel. In addition, Brittany was responsible for the creation and distribution of situational reports (sit reps) and mission management documentation.

Florida Department of Commerce - Broadband, 2023 - 2024

Subcontracted through Guidehouse to support Florida Commerce in planning and facilitating public workshops and webinars focused on broadband access. Engaged directly with Floridians to identify barriers to internet service, contributing insights to inform the state's Broadband Equity, Access, and Deployment (BEAD) Five-Year Action Plan and Digital Adoption and Use Plan. Led efforts in process mapping to streamline outreach workflows and documentation strategies throughout the engagement.

Hamilton County, 2022 - Present

Supported development of Board meeting agendas and created budget tracking tools to align team activities with purchase order timelines. Assisted with American Rescue Plan Act (ARPA) funding efforts, including collection and organization of essential backup documentation to support compliance and reporting requirements.

Monique Burr Foundation - Public Assistance, 2022

THF assisted the Monique Burr Foundation with formulating a written procurement policy compliant with the requirements of the Florida Office of Attorney General. The team also wrote justifications for sole source purchases and completed budget modification justifications.

Florida Department of Health - Vaccine Documentation, 2021 - 2022

Supported the development and refinement of procedures related to Section 381.00316 and 381.00317, Florida Statutes, and Rule 64-8.001, Florida Administrative Code. Collaborated with DOH staff to review, respond to, and record vaccine-related communications submitted through a newly established email intake system. Created draft documentation and decision trees and conducted process mapping to define and streamline workflows for mailbox management and response protocols.



Education

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Experience

Years of Experience: 19
PA Experience: 7

Florida Department of Economic Opportunity- CSBG, 2021 - 2022

Provided technical assistance to DEO staff in support of monitoring and programmatic activities for the Community Services Block Grant (CSBG) Disaster Supplemental Relief Funding project. Worked closely with the Program Manager to interpret and apply CSBG regulations, guiding the project to meet planned outcomes within budget and on schedule. Developed and refined implementation procedures for eligible community action agencies, and conducted compliance monitoring to verify accuracy in deliverables, invoicing, financial management, and documentation. Created and maintained project documentation, including status reports, schedules, risk assessments, and issue logs. Collaborated with agencies on project formulation and cost estimation, and delivered direct case management support, including application intake and income eligibility screening.

Florida Department of Health - Emergency Preparedness Plan, 2021

Assisted the Florida Department of Health with reviewing and creating an outline for an Emergency Preparedness Plan involving SB2006, HB5311, and HB 1263, regarding COVID-19. Researched archived documentation and previous After-Action Reports and Improvement Plans to recommend suggestions to the Department for new implementation of a comprehensive Emergency Preparedness Plan.

Florida Department of Health - Project Management for OSTDS Interagency Agreement & Covid-19 Transition, 2021

Directed multi-agency agreements to transition the Onsite Sewage Treatment and Disposal Systems (OSTDS) program between departments. Led contract negotiations, coordinated staff relocation, and managed logistics to align with federal and state regulations.

Developed and implemented a COVID-19 Transition Plan, identifying critical functions, resource needs, and potential gaps through risk analysis. Monitored grant-funded activities to maintain compliance with funding source requirements

Florida Division of Emergency Management - Public Assistance, 2019 - Present

Retained by FDEM to support pre-event assessments and post-disaster recovery efforts for sub-recipients impacted by Hurricane Fay to Nate, Hermine, Matthew, Irma, Michael, and Dorian. Responsibilities include reviewing critical policies, documenting damage assessments, developing project worksheets, and managing closeouts and appeals. The engagement covers 100% validation for multiple counties across North Florida, encompassing over 3,500 projects with a total payout of \$1.4 billion and estimated fees exceeding \$29 million. To date, \$982 million in disaster-related reimbursements have been verified and validated for State of Florida applicants. Continued support includes ongoing verification and validation activities to complete the Hurricane reimbursement process.

Florida Department of Military Affairs, Michael, Sally, COVID-19, Ian, Idalia, Debby, Helene, Milton Programs, 2019 - Present

THF assisted the Florida Department of Military Affairs (DMA) with FEMA public assistance claims. Specifically, the THF team gathered all essential documents from DMA and assisted in submitting the request for public assistance applications in Grants Portal. THF utilized FEMA guidance to determine the eligibility of appropriate expenditures. The THF team continues to assist DMA with future disasters.

Agency for HealthCare Administration - Medicaid Program Integrity, 2015 - 2019

Led cross-functional initiatives in data analytics, contract management, and system development to strengthen Medicaid Program Integrity. Managed complex data queries (DSS), performed quality assurance, and oversaw geospatial mapping requirements for vendor development. Served as Project Manager for the data analytics system, Agency Diversion Workgroup, and Fraud Steering Committee. Collaborated with vendors and internal teams to design and test access screens, validate SAS system functionality, and develop user documentation. Acted as System Administrator and Florida Certified Contract Manager for the Fraud and Abuse Case Tracking System (FACTS), multiple MOUs, and bureau agreements.

Facilitated internal and external communications, responding to inquiries from the Inspector General, legislators, and agency leadership. Authored federal planning documents to secure funding and contributed to the Medicaid Fraud and Abuse Annual Report. Coordinated bureau-wide training, managed procurement through MFMP, and supported strategic projects including MES-SEAS and Florida Fusion Center representation.

Supervised staff, conducted performance evaluations, and led professional development efforts. Attended specialized training at the DOJ's Medicaid Integrity Institute and AHCA Academy, contributing to program integrity protocols and special projects across multiple Medicaid units.



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 - 2 CFR 200 Uniform Guidance

Experience

Years of Experience: 19
PA Experience: 7

Florida Department of Health, Newborn Screening Program - Health Data Analyst, 2011 - 2015

Developed complex Visual Basic scripts and Excel functions to manage large datasets. Utilized ArcGIS for geospatial analysis and map creation across multiple Children's Medical Services programs. Participated in the CMS ArcGIS Workgroup, GIS Coordinating Council, and data integration team for system design and testing.

Contributed to the Electronic Laboratory Ordering/Results (ELO/ELR) project and generated reports for internal projects and website updates. Analyzed data impacting Newborn Hearing Screening procedures and compiled federal grant reports for CDC and HRSA.

Performed daily quality assurance on diagnostic data and supported performance reporting for Local Early Steps Offices. Tested eReports™ system functionality and reported issues to the Project Manager. Served as a business analyst in software development sessions.

Facilitated stakeholder communications, developed SOPs, forms, and outreach materials, and led online meetings using Adobe Connect. Coordinated focus groups addressing issues like Lost to Follow-up, implemented program changes, and created presentations. Participated in staff interviews and completed special projects as assigned.



Education

- **Master of Business Administration, Finance**
 - Hough Graduate School of Business
- **Bachelor of Science, Finance**
 - Florida State University
- **Bachelor of Science, Hospitality**
 - Florida State University
- **FEMA ICS Courses 100, G-191, 200.C 253.A, 393.B, 700.B, 800.D, 906, 2200, G-2300, 2700**

Licenses/Certifications

- Project Management Professional (PMP)
- FDEM F-ROC Opt-in eLearning Certification

Organizations/Affiliations

- Former President, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 20
PA Experience: 5

Experience

John has been working in his professional career since 2006.

- Responsibilities include seeking maximum reimbursement from the Federal Emergency Management Agency (FEMA) on Hurricanes Irma, Matthew, and Michael-related large projects; tracking financial totals and subgrantee documentation for grant management workflow purposes; coordinating with Government Authorized Representatives (GARs) to monitor disaster recovery efforts; and verifying and validating Categories A-G damage expenses for subrecipient review in accordance with FEMA regulations and federal and state law.
- Additional responsibilities include contract auditing, project management, training coordination, data analytics, and data analysis. Specifically, he routes subgrant agreements for review of obligated projects for accuracy, facilitates the timely processing of Requests for Reimbursements (RFR), makes certain all activities and documents are recorded and uploaded into FloridaPA, and responds to requests from the Florida Division of Emergency Management (FDEM) and the subrecipients by the deadline provided.
- John's previous experience includes working for the Florida Office of Financial Regulation as a Financial Administrator. During his time there, John managed and directed the surveillance, compliance, and training sections for the Securities Division. He also facilitated the transition of new examination software which included user testing, account management, providing resources and training, and coordinating with each regional office to maintain necessary data files.

Representative Experience

Florida Division of Emergency Management (FDEM) - Public Assistance, 2021 - Present

FDEM retained THF beginning in October 2017 to provide pre-event assessments of critical policies, documentation procedures for damage assessments, project worksheet development, closeouts, and appeals for sub-recipients affected by Hurricane Irma.

- The project includes 100% validation for multiple counties across North Florida.
- The initial budget amount and total actual fees are a payout of \$1.4 billion and 3,566 projects with estimated fees to date of over \$29 million.
- Disaster-related recovered costs vs. total retained reimbursed amount: THF has verified and validated \$982 million disaster-related reimbursements to the State of Florida applicants to date. THF is still assisting with the verification and validation process to complete the Hurricane Irma reimbursements.

Glades Electric Cooperative - Hurricane Ian and Irma, 2024 - Present

Assisted the client in preparing for a subrecipient desktop monitoring review by FEMA for Hurricanes Ian and Irma, including gathering necessary documents and providing guidance on the review process. Supported the validation and review of invoices for storm-related contractors related to Hurricane Milton. Responsibilities included communicating with the client regarding procurement processes, guiding them through the validation process, and facilitating discussions with contractors to address invoice-related questions and required supporting documentation. Developed FEMA workbooks and Request for Reimbursement documentation packets to document the client's claimed costs for:

- Force Account Equipment
- Force Account Labor
- Force Account Materials
- Contracts
- Mutual Aid
- Rented Equipment

Provided guidance on the necessary steps for gathering documentation and submitting an assumption agreement with FEMA.

Hernando County - Hurricane Helene & Milton Front-End FEMA Public Assistance and Grant Management Support, 2024 - Present

The THF team is actively supporting Hernando County in the development and submission of Category A (Debris Removal), B (Emergency Protective Measures), C (Roads and Bridges), E (Buildings and Equipment), and G (Parks, Recreational Facilities) claims under DR-4828 (Hurricane Helene) and DR-4834 (Hurricane Milton). This work spans nearly 20 different departments for both Federally declared disasters, including Fire, Public Works, HCUD, and Parks and Recreation.

Key activities include:

- Liaising with Hernando County's Emergency Management Department and other county department directors to coordinate communication and document sharing



Education

- **Master of Business Administration, Finance**
 - Hough Graduate School of Business
- **Bachelor of Science, Finance**
 - Florida State University
- **Bachelor of Science, Hospitality**
 - Florida State University
- **FEMA ICS Courses 100, G-191, 200.C 253.A, 393.B, 700.B, 800.D, 906, 2200, G-2300, 2700**

Licenses/Certifications

- Project Management Professional (PMP)
- FDEM F-ROC Opt-in eLearning Certification

Organizations/Affiliations

- Former President, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 20
PA Experience: 5

- Preparing and validating documentation for eligible force account labor, equipment, materials, and contract costs
- Reviewing and organizing timesheets, equipment logs, and supporting invoices for completeness and eligibility
- Reviewing Hernando County labor and procurement policies for compliance with 2 CFR 200 Uniform Guidance and FEMA's Public Assistance Program and Policy Guide
- Finalizing Damage Inventories (DIs), updating Project Worksheets (PWs), and uploading complete cost summaries in Grants Portal
- Responding to FEMA Requests for Information (RFIs) and submitting documentation that meets FEMA requirements
- Coordinating with FEMA to accurately represent and justify project scopes and narratives
- Creation and submission of audit ready reimbursement request packages to provide maximum reimbursement while minimizing disallowances

Baker County - Hurricane Debby & Helene Front-End Support, 2025 - Present

Our team is actively supporting Baker County in the development and submission of Category B (Emergency Protective Measures) and Category C (Roads and Bridges) claims under both DR-4806 (Tropical Storm Debby) and DR-4828 (Hurricane Helene). This work spans multiple departments, including Fire, Public Works, and the Sheriff's Office.

Key activities include:

- Preparing and validating documentation for eligible force account labor, equipment, and materials costs.
- Reviewing and organizing timesheets, equipment logs, and supporting invoices for completeness and eligibility.
- Finalizing Damage Inventories (DIs), updating Project Worksheets (PWs), and uploading complete cost summaries in Grants Portal.
- Responding to FEMA Requests for Information (RFIs) and confirming all submissions meet FEMA's documentation requirements.
- Supporting coordination with FEMA to make certain that project scopes and narratives are accurately represented and justified.

In addition to response and recovery efforts, we are also assisting the County in the development of several mitigation projects. This includes working with engineers and other technical experts to scope, document, and prepare applications for flood reduction and infrastructure resilience initiatives aimed at addressing areas impacted by both storms. The current priority is to move forward with the obligation of eligible projects while laying the groundwork for long-term mitigation improvements.

Hurricane Milton - Pinellas County, Incident Management Team (IMT) Finance Chief, 2024

In the IMT Finance Chief role in response to Hurricane Milton, John oversaw all financial and administrative aspects of the incident management team's operations in Pinellas & Treasure Island. This included managing budgets, tracking expenses, maintaining compliance with financial regulators, and coordinating with other sections to support resource allocation and procurement. John was responsible for maintaining accurate financial records, preparing financial reports, and verifying that all financial activities were documented properly. In addition, John also provided guidance to clients on the Stafford Act and FEMA Public Assistance Program, helping them understand eligibility criteria for disaster-related funding. Assisted in reviewing and aligning client policies with FEMA requirements, streamlining documentation and maintaining compliance. Conducted detailed consultations on necessary documentation for reimbursement and eligibility, including advising on cost-reasonableness and procurement practices. Supported clients in navigating FEMA's complex guidelines to maximize their public assistance benefits while adhering to federal regulations.

Department of Military Affairs (DMA) - AUP Audit, 2024

- Contract and Financial Review: THF reviewed contracts, amendments, and financial documents from Dupont, Chemours, and DMA, verifying accurate deposits and bank statements.
- Policies and Procedures: Relevant policies, procedures, and desk manuals on royalty calculations, mineral mining, and rent were reviewed.
- Royalty Walkthroughs: Three walkthroughs validated fund receipts and royalty calculations.
- On-Site Observations: THF observed Chemours' operations and reviewed royalty calculation processes and environmental practices.
- Audit and Bank Documentation: THF checked Chemours Deposit Reports and DMA financial documents for accuracy in royalty payments.
- Royalty Calculation Verification: THF confirmed the accuracy of royalty calculations through receipt samples and recalculations, observing a minor error and its documented correction.
- Methodology Review: The royalty calculation methodology involved measuring volumes, weighing, integrating TZMI market rates, and using internal sales figures for accuracy.



Education

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Licenses/Certifications

- Project Management Professional (PMP)
- FDEM F-ROC Opt-in eLearning Certification

Organizations/Affiliations

- Former President, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 20
PA Experience: 5

Hurricane Idalia - IMT Finance Chief, 2023

In the IMT Finance Chief role in response to Hurricane Idalia, John oversaw all financial and administrative aspects of the incident management team's operations. This included managing budgets, tracking expenses, maintaining compliance with financial regulators, and coordinating with other sections to support resource allocation and procurement. John was responsible for maintaining accurate financial records, preparing financial reports, and verifying that all financial activities were documented properly.

Central Florida Electric Cooperative, COVID-19, Ian, Idalia, Debby, Helene, and Milton, Chiefland, FL 2021 - Present

THF assists Central Florida Electric Cooperative (CFEC) with FEMA public assistance claims. Specifically, our team gathers all essential documents from CFEC's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists CFEC with any new eligible public assistance claims through FEMA.

Florida Department of Military Affairs, Michael, Sally, COVID-19, Ian, Idalia, Debby, Helene, Milton Programs, FL 2021 - Present

THF assisted the Florida Department of Military Affairs (DMA) with FEMA public assistance claims. Specifically, our team gathered all essential documents from DMA and assisted in submitting the request for public assistance applications in Grants Portal. THF utilized FEMA guidance to determine the eligibility of appropriate expenditures. Our team continues to assist DMA with future disasters.

Hamilton County, 2022 - Present

John has assisted in the creation of agendas for Board meetings until funding assistance is ready to proceed. He has also created budget trackers to keep the team on pace with the purchase order. THF will be assisting Hamilton County with their ARPA funding which will include gathering all essential ARPA back-up documentation to assist with the process.

Peace River Electric Cooperative, Public Assistance, COVID-19, Ian, Nicole, Idalia, Debby, Helene, Milton, Bartow, FL, 2022 - Present

THF assists Peace River Electric Cooperative (PRECO) with FEMA public assistance claims. Specifically, our team gathers all essential documents from PRECO's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists PRECO with any new eligible public assistance claims through FEMA.

Union County, 2023 - Present

John and THF collaborated closely with the Board of County Commissioners and the County Coordinator on a variety of financial and administrative tasks. They evaluated monthly financial reports provided by the Clerk, confirming accuracy and comprehensiveness. Their work included assessing monthly budget-to-actual revenues and expenditures, providing insights and recommendations based on year-to-date reports. They also developed budget projections for significant revenue sources and acted as a liaison between the Clerk and the County Coordinator, addressing any queries and facilitating communication. Additionally, John and THF participated in monthly meetings with the Board and provided their expertise as needed. Their role extended to federal grant administration, where they supported the Board and County Coordinator with additional task orders, verifying compliance and effective management of grant funds.

Florida Department of Commerce - Broadband, 2023

Through subcontracting under Guidehouse THF assisted FloridaCommerce in holding and promoting a series of public workshops and webinars to hear directly from Floridians about barriers to accessing broadband Internet service with the goal of informing on Florida's Broadband Equity, Access, and Deployment (BEAD) Five-Year Action Plan and Digital Adoption and Use Plan.

Florida Department of Health (FDOH)- Project Management, 2021 - Present

THF has performed multiple engagements that include various project management activities.

- Oversight of Multi-Agency Agreements to relocate agency sections from one to another for Onsite Sewage Treatment and Disposal Systems. This project included:
 - Creation of the agreement and contract term negotiations between agencies,
 - Relocation of staff and planning logistics,
 - Confirmed that all items were within the project timeline and in accordance with all Federal & State laws, regulations, and ordinances
- Coordinated and planned for the transition of COVID-19 from one Agency to another:
- Created a Transition Plan including proactively identifying critical functions, necessary resources, and potential gaps through Risk Analysis,
- Monitored activities in grant applications to comply with funding source requirements
- Internal incident management team established an operational planning process,
- Determined which purchase orders needed to be transferred from Agencies to maintain continuity of operations statewide.



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Experience

Years of Experience: 20
PA Experience: 5

Florida Department of Economic Opportunity- CSBG, 2021 - 2022

DEO retained THF to provide Technical Assistance to DEO staff in monitoring and programmatic activities. THF worked with the CSBG Program Manager to set up a CSBG Disaster Supplemental Relief Funding project to design, interpret and apply the CSBG regulations within the context of the project to make certain planned results were achieved on time and within budget. They also:

- Developed and refined written project procedures and processes for implementation by eligible CSBG community action agencies,
- Conducted monitoring activity of the CSBG Community Action Agencies to maintain that deliverables, invoicing, finances, administration, and documentation were in compliance,
- Created and published project documentation, including project status reports, project schedules and plans, risks, issues, and other documentation,
- Collaborated with the community action agencies on project formulation and development, including cost estimating that was the basis of each project budget,
- Provided direct case management services and support to the CSBG community action agencies, including application intake support and income eligibility screening.

Boyd County, ARPA, Boyd County, KY, 2021 - 2022

THF assisted Boyd County with calculating the ARPA Revenue Loss Calculation. THF reviewed financial statements from Boyd County to create an ARPA Revenue Loss calculation that followed U.S. Treasury guidelines.

Nassau County, Florida- COVID-19 Public Assistance, Yulee, FL, 2021 - 2022

As a sub-contractor, THF assisted the Nassau County team in COVID-19 public assistance claims. During the project, our team gathered all essential COVID-19 documents from the County and assisted in submitting the request for public assistance applications in Grants Portal, which included over \$4 million in COVID-19 recovery funds. Our consultants utilized the COVID-19 Pandemic: Safe Opening and Operations Policy, as well as the COVID-19 Pandemic: Eligible Emergency Protective Measures to determine the eligibility of appropriate expenditures.

Florida Office of Financial Regulation - Financial Administrator, 2019 - 2021

- Oversaw the surveillance, complaint, and training sections for the Securities Division.
- Consolidated several sources of data to create a risk model for targeting individuals and firms that are likely to violate securities laws.
- Coordinated with examination field staff to assist and develop surveillance examinations.
- Research and developed online and live training presentations on complex securities products.

Florida Office of Financial Regulation - Government Analyst II, 2017 - 2019

- Evaluated the division's training needs and adjusted staff development and educational programs.
- Designed, organized, and implemented the annual training program for the Florida Office of Financial Regulation, Division of Securities. The training is provided to over 45 employees from six different offices around the state and is instrumental in refining the Division's training needs.
- Developed a Tableau training workbook to describe how to use Tableau for securities regulation. The workbook was adopted by Alabama and Kansas state securities regulators to use in training their employees on how to use Tableau in securities regulation.
- Developed and guided management on updating the procedures manual to maintain compliance with the Attorney General's audits.
- Delivered monthly online training for over 35 examiners and six area financial managers to keep employees trained on complex products and current trends in the securities industry.
- Received a letter from the Florida Governor and Chief Financial Officer commending me on the training conducted and the work done to enhance the training division.

Florida Office of Financial Regulation - Financial Specialist, 2016 - 2017

- Led preliminary inquiries, compliance examinations and investigations of more complex securities broker/dealers, agents, issuers, issuer/dealers, and investment advisers to determine compliance with Chapter 517, Florida Statutes, the Florida Securities and Investor Protection Act, and the rules promulgated thereunder.
- Prepared written reports detailing the results of these examinations and investigations.
- Handled assigned special projects designed to verify compliance with the Florida Securities and Investor Protection Act and associated rules.
- Assisted and trained new examiners with compliance examinations.



Education

- **Master of Business Administration, Finance**
 - Hough Graduate School of Business
- **Bachelor of Science, Finance**
 - Florida State University
- **Bachelor of Science, Hospitality**
 - Florida State University
- **FEMA ICS Courses 100, G-191, 200.C 253.A, 393.B, 700.B, 800.D, 906, 2200, G-2300, 2700**

Licenses/Certifications

- Project Management Professional (PMP)
- FDEM F-ROC Opt-in eLearning Certification

Organizations/Affiliations

- Former President, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 20

PA Experience: 5

Florida Office of Financial Regulation - Financial Examiner/Analyst II, 2015 - 2016

- Performed preliminary inquiries, compliance examinations and investigations of securities broker/dealers, agents, issuers, issuer/dealers, and investment advisers to determine compliance with Chapter 517, Florida Statutes, the Florida Securities and Investor Protection Act, and the rules promulgated there under.
- Prepared written reports detailing the results of these examinations and investigations.
- Researched analyzed and investigated consumer complaints and inquiries by telephone, email, written communication, and online submissions.
- Answered correspondence and telephone requests with respect to broker/dealers, investment advisers and agents.

Florida Office of Financial Regulation, Financial Examiner/Analyst I, 2015

- Analyzed, reviewed, and performed examination of applications and exhibits to support applications for registration as associated persons as required by Chapter 517, Florida Statutes.
- Prepared inter-office referral and disciplinary reports for approval or rejection of applicants for registration as firms and associated persons due to background or disciplinary information.
- Handled questions from attorneys, accountants, regulators and the investing public regarding laws, rules, regulations, and department policies under Chapter 517, Florida Statutes, and regarding the registration records maintained by the Office pursuant to Chapter 517, Florida Statutes.

Florida Wildlife Commission - Accountant I, 2013 - 2015

- Disbursed State Purchasing Card transactions for thirteen sections. Confirmed proper coding to be entered into Florida Accounting Information Resource system.
- Reconciled Agency Purchase Requests with Florida Accounting Information Resource system to facilitate accurate paperwork filing.
- Created a running log on all Purchasing Card transactions to provide purchasing data for section leaders.
- Served as the Division's liaison to DMS's Division of Risk Management for reporting of vehicle accidents and procurement of repairs.

Florida Wildlife Commission - OPS Accountant, 2013

- Calculated the Commission's entire fleet of vessels and aviation fuel gallons that was eligible for Federal Excise Tax to be removed.
- Filed with the IRS to refund the Federal Excise Tax back to the Commission.
- Reconciled credit card statements to make certain that Federal Excise Tax was removed from the Commission's vehicle transactions.
- Compiled reports for management using Excel for statistical data on the Commission's fuel usage.
- Discovered that aviation fuel that was submitted for a Federal Excise Tax refund could be submitted at a higher rate. Saving FWC .05 cents for every gallon of aviation fuel used.

Staybridge Suites - Assistant General Manager, 2011 - 2012

- Uploaded daily revenue and cost into M3 accounting software.
- Administered monthly budgets and devised strategies with department managers to achieve their budget goals.
- Increased the company's Heartbeat scores 4% by arranging daily team meetings which increased employee morale and cross department interactions.
- Lowered food cost an average of \$400 a month by using forecasting models to anticipate the guest volume that would be dining at the hotel.

Hilton Garden Inn - Assistant General Manager, 2010 - 2011

- Reconciled Tax Exemption folios in accordance with government and company policies.
- Responsible for HR matters including interviewing, hiring, training, assigning work, coaching/counseling, and performance appraisals.
- Responsible for Account Receivables and Account Payables and entering all information into PeopleSoft accounting system.
- Processed expense reports and handled invoices.



Education

- Bachelor of Science, Statistics
- Minor in Mathematics
 - Florida State University
- FEMA IS 100C, G-191, 200C, 241C, G-300, 700B, 800D, 2200 Classes Completion Certification

License/Certifications

- SAS Programming and Data Analysis Certificate

Experience

Years of Experience: 7
FEMA PA: 6

Experience

Ryan is in his fifth year of providing disaster recovery and emergency management services. Ryan has experience providing Emergency Management and Disaster Recovery Services for the Florida Division of Emergency Management. His experience includes seeking maximum reimbursement awards from FEMA on Hurricanes Irma, Michael, and Dorian-related large projects, tracking financial totals and subgrantee documentation for grant management workflow purposes, coordinating with Government Authorized Representatives (GARSSs) to monitor disaster recovery efforts, and verifying and validating Categories A-G damage expenses for subrecipient review in accordance with FEMA regulations and Federal & State law.

Representative Experience

Florida Division of Emergency Management (FDEM), Public Assistance - Consultant, 2020 - Present

DEM retained THF beginning in October 2017 to provide pre-event assessments of critical policies, documentation procedures for damage assessments, project worksheet development, closeouts, and appeals for sub-recipients affected by Hurricane Irma.

- The project includes 100% validation for multiple counties across North Florida.
- The initial budget amount and total actual fees are a payout of \$425 million and 1,022 projects with estimated fees to date of over \$20 million.
- Disaster-related recovered costs vs. total retained reimbursed amount: THF has verified and validated \$453,159,526.64 disaster-related reimbursements to the State of Florida applicants to date.
- The amount of federal unpaid to date is \$79,861,297.94. However, THF is still assisting with the verification and validation process to complete the Hurricane Irma reimbursements.

Clay Electric Cooperative, 2024 - Present

THF assisted Clay Electric Cooperative (CEC) with FEMA public assistance claims. Specifically, our team gathered all essential Idalia documents from CEC's team and assisted in submitting the request for public assistance applications in Grants Portal & FloridaPA.

Peace River Electric Cooperative, Public Assistance, COVID-19, Ian, Nicole, Idalia, Debby, Helene, Milton, Bartow, FL, 2022 - Present

THF assists Peace River Electric Cooperative (PRECO) with FEMA public assistance claims. Specifically, our team gathers all essential documents from PRECO's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists PRECO with any new eligible public assistance claims through FEMA.

Hernando County - Hurricane Helene & Milton Front-End FEMA Public Assistance and Grant Management Support, 2024 - Present

The THF team is actively supporting Hernando County in the development and submission of Category A (Debris Removal), B (Emergency Protective Measures), C (Roads and Bridges), E (Buildings and Equipment), and G (Parks, Recreational Facilities) claims under DR-4828 (Hurricane Helene) and DR-4834 (Hurricane Milton). This work spans nearly 20 different departments for both Federally declared disasters, including Fire, Public Works, HCUD, and Parks and Recreation.

- Key activities include:
- Liaising with Hernando County's Emergency Management Department and other county department directors to coordinate communication and document sharing.
- Preparing and validating documentation for eligible force account labor, equipment, materials, and contract costs.
- Reviewing and organizing timesheets, equipment logs, and supporting invoices for completeness and eligibility.
- Reviewing Hernando County labor and procurement policies for compliance with 2 CFR 200 Uniform Guidance and FEMA's Public Assistance Program and Policy Guide.
- Finalizing Damage Inventories (DIs), updating Project Worksheets (PWs), and uploading complete cost summaries in Grants Portal.
- Responding to FEMA Requests for Information (RFIs) and submitting documentation that meets FEMA requirements.
- Coordinating with FEMA to accurately represent and justify project scopes and narratives
- Creation and submission of audit ready reimbursement request packages to provide maximum reimbursement while minimizing disallowances.

Hurricane Milton - Tropicana Stadium, Incident Management Team (IMT) Resource Management Mobile Team Personnel, 2024

- Supported the procurement process for front-end reimbursements, ensuring proper documentation and compliance.
- Gathered detailed information from logistical and operational sources to deliver situational briefings
- Maintained accurate time logs for a 15-member team and distributed timesheets to external vendors as required.



Education

- Bachelor of Science, Statistics
- Minor in Mathematics
 - Florida State University
- FEMA IS 100C, G-191, 200C, 241C, G-300, 700B, 800D, 2200 Classes Completion Certification

License/Certifications

- SAS Programming and Data Analysis Certificate

Experience

Years of Experience: 7
FEMA PA: 6

Hamilton County, ARPA - Consultant, 2022 - Present

Ryan has assisted in the creation of agendas for Board meetings until funding assistance is ready to proceed. He has also created budget trackers to keep the team on pace with the purchase order. THF will be assisting Hamilton County with their ARPA funding which will include gathering all essential ARPA back-up documentation to assist with the process.

Nassau County, COVID-19 Public Assistance - Consultant, 2021 - 2022

As a sub-contractor, THF assisted the Nassau County team in COVID-19 public assistance claims. During the project, our team gathered all essential COVID-19 documents from the County and assisted in submitting the request for public assistance applications in Grants Portal, which included over \$4 million in COVID-19 recovery funds. Our consultants utilized the COVID-19 Pandemic: Safe Opening and Operations Policy, as well as the COVID-19 Pandemic: Eligible Emergency Protective Measures to determine the eligibility of appropriate expenditures.

Sarasota County, CARES Program - Junior Consultant, 2020 - 2021

Responsibilities include:

- Review Tenant applications for eligibility of CARES funding.
- Collaboration with county employees for tenant communications.
- Coordinate with Sarasota County Clerk and Comptroller's Office for payment submission.

Nassau County, Nassau CARES - Consultant, 2021

THF assisted the Nassau County team in administering the CARES Act program. The team worked closely with the County in developing a CARES Act Program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act. They also: Reviewed eligibility criteria for allowable programs or services, Determined pre-award eligibility, Reviewed allowable costs or services, Reviewed applications to prevent duplication of benefits (Individuals, Non-Profit, and Small Business), FDEM requirements, County policy, Clerk of the Court's financial policies, and that external audit requirements were pursuant to single audit provisions as well as application provisions promulgated in 2 CFR 200.

Sarasota County, Emergency Rental Assistance Program - Junior Consultant, 2021

Responsibilities include:

- Review Tenant applications for eligibility of ERA funding.
- Communicate with applicants for required documentation.
- Coordinate with Sarasota County Clerk and Comptroller's Office for payment submission.

The Florida Lottery, 2022

Maintained the integrity of Florida Lottery draws through the following:

- Determined that the seals protecting the vault door, cabinets, and lottery ball sets matched up with the previous draw auditor data, confirming that correct data was kept and that no tampering had occurred.
- Recorded data in Florida Department of Lottery sealed documentation.
- Certified that weights of the lottery ball sets are within established parameters.
- Audited the lottery machines and ball tests to guarantee fair and unbiased draws.
- Witnessed lottery draw rehearsals and live draws to make certain all protocols were followed and accurate information was provided to the public.
- Kept close record of seals used to lock machines and ball sets between rehearsal and the live game draws.
- Certified the winning number with the Florida Department of Lottery Games Administrator.

Marcum, Trulieve Project, Multiple Sites/Facilities - Auditor, 2021 - 2024

Responsibilities include:

- Assisting with audits performed at Trulieve locations across the country.

Manausa Law Firm - Post Closing Assistant, 2019 - 2020

Responsibilities include:

- Shipping original loan documents from real estate transactions to the lender.
- Sending invoice payments for real estate transactions.
- Scanning and uploading documents to be electronically filed in county official records.



Education

- Bachelor of Science in Management Information Systems
 - Florida State University
- FEMA IS 100C, 101C, 102C, 120C, 130A, G-191, 200C, 201, G-300, G-400, 700B, 703B, 706, 800D, 2200, G-2300, 2700, 2900A, 2901 Classes Completion Certification

License / Certifications

- FDEM F-ROC Opt-in eLearning Certification
- Tallahassee State College Project Management Fundamentals Course Certification of Completion
- MGT-416 Continuity of Government Operations Planning for Rural Communities
- FL-608 Emergency Work Eligibility Certificate
- FL-609 Permanent Work Eligibility Certificate

Organizations/Affiliation

- Former President, AGA Tallahassee Chapter (2024 - 2025)
- Former President-Elect, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 15
FEMA PA: 6

Experience

Since 2020, Christopher has been providing disaster recovery, accounting, grant management, and consulting services. Christopher's responsibilities include:

- Seeking maximum reimbursement awards from the Federal Emergency Management Agency (FEMA) on Hurricanes Irma, Matthew, and Michael related large projects; tracking financial totals and subgrantee documentation for grant management workflow purposes; coordinating with Government Authorized Representatives (GARs) to monitor disaster recovery efforts; and verifying and validating Categories A-G damage expenses for subrecipient review in accordance with FEMA regulations and federal and state law.
- Additional responsibilities include routing subgrant agreements for review of obligated projects for accuracy, the timely processing of Requests for Reimbursements (RFR), confirming that all activities and documents are recorded and uploaded into FloridaPA, and responding to requests from the Florida Division of Emergency Management (FDEM) and the subrecipients by the deadline provided.

Representative Experience

Florida Division of Emergency Management (FDEM) – Public Assistance, 2020 - Present

FDEM retained THF beginning in October 2017 to provide pre-event assessments of critical policies, documentation procedures for damage assessments, project worksheet development, closeouts, and appeals for sub-recipients affected by Hurricane Irma.

- The project includes 100% validation for multiple counties across North Florida.
- The initial budget amount and total actual fees are a payout of \$1.4 billion and 3,566 projects with estimated fees to date of over \$29 million.
- Disaster-related recovered costs vs. total retained reimbursed amount: THF has verified and validated \$982 million disaster-related reimbursements to the State of Florida applicants to date. THF is still assisting with the verification and validation process to complete the Hurricane Irma reimbursements.

Glades Electric Cooperative - Hurricane Ian and Irma, 2024 - Present

Assisted the client in preparing for a subrecipient desktop monitoring review by FEMA for Hurricanes Ian and Irma, including gathering necessary documents and providing guidance on the review process. Supported the validation and review of invoices for storm-related contractors related to Hurricane Milton. Responsibilities included communicating with the client regarding procurement processes, guiding them through the validation process, and facilitating discussions with contractors to address invoice-related questions and required supporting documentation. Developed FEMA workbooks and Request for Reimbursement documentation packets to document the client's claimed costs for:

- Force Account Equipment
- Force Account Labor
- Force Account Materials
- Contracts
- Mutual Aid
- Rented Equipment

Provided guidance on the necessary steps for gathering documentation and submitting an assumption agreement with FEMA.

Central Florida Electric Cooperative, COVID-19, Ian, Idalia, Debby, Helene, and Milton, Chiefland, FL 2021

THF assists Central Florida Electric Cooperative (CFEC) with FEMA public assistance claims. Specifically, our team gathers all essential documents from CFEC's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists CFEC with any new eligible public assistance claims through FEMA.

Baker County - Hurricane Debby & Helene Front-End Support, 2025 - Present

Our team is actively supporting Baker County in the development and submission of Category B (Emergency Protective Measures) and Category C (Roads and Bridges) claims under both DR-4806 (Tropical Storm Debby) and DR-4828 (Hurricane Helene). This work spans multiple departments, including Fire, Public Works, and the Sheriff's Office.

Key activities include:

- Preparing and validating documentation for eligible force account labor, equipment, and materials costs.
- Reviewing and organizing timesheets, equipment logs, and supporting invoices for completeness and eligibility.
- Finalizing Damage Inventories (DIs), updating Project Worksheets (PWs), and uploading complete cost summaries in Grants Portal.



Education

- Bachelor of Science in Political Science
 - Florida State University
- Bachelor of Science in Criminology & Criminal Justice
 - Florida State University
- FEMA IS 100C, G-191, 2200, 700B, 800D, 120C, 130A, 230D, 235C, 240B, 241B, 242B, 244B, 800C, 241C, 200C, G-300, G-400, G-2300, 2700, 2900A, 2901, 703A, 706 Classes
- Completion Certification

License/Certifications

- Lean Six Sigma Black Belt
- Florida State University's Graduate Certification in Emergency Management & Homeland Security
- Certified Grants Management Specialist - Pending
- FEMA Professional Development Series
- FL-608 Emergency Work Eligibility Certificate
- FL-609 Permanent Work Eligibility Certificate
- FL-603 Public Assistance Grant Program Certificate

Organizations & Affiliation

- Former Secretary, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 10
FEMA PA: 6

Experience

Jacob is in his sixth year of providing disaster recovery and emergency management services. Jacob has experience providing Emergency Management and Disaster Recovery Services for the Florida Division of Emergency Management. He has experience in seeking maximum reimbursement awards from FEMA on Hurricanes Irma, Michael, and Dorian-related large projects, tracking financial totals and subgrantee documentation for grant management workflow purposes, coordinating with Government Authorized Representatives (GARs) to monitor disaster recovery efforts, and verifying and validating Categories A-G damage expenses for subrecipient review in accordance with FEMA regulations and Federal & State law.

Representative Experience

Florida Division of Emergency Management (FDEM) – Public Assistance, 2021 - Present

FDEM retained THF beginning in October 2017 to provide pre-event assessments of critical policies, documentation procedures for damage assessments, project worksheet development, closeouts, and appeals for sub-recipients affected by Hurricane Irma.

- The project includes 100% validation for multiple counties across North Florida.
- The initial budget amount and total actual fees are a payout of \$1.4 billion and 3,566 projects with estimated fees to date of over \$29 million.
- Disaster-related recovered costs vs. total retained reimbursed amount: THF has verified and validated \$982 million disaster-related reimbursements to the State of Florida applicants to date. THF is still assisting with the verification and validation process to complete the Hurricane Irma reimbursements.

Hernando County - Hurricane Helene & Milton Front-End FEMA Public Assistance and Grant Management Support, 2024 - Present

The THF team is actively supporting Hernando County in the development and submission of Category A (Debris Removal), B (Emergency Protective Measures), C (Roads and Bridges), E (Buildings and Equipment), and G (Parks, Recreational Facilities) claims under DR-4828 (Hurricane Helene) and DR-4834 (Hurricane Milton). This work spans nearly 20 different departments for both Federally declared disasters, including Fire, Public Works, HCUD, and Parks and Recreation.

Key activities include:

- Liaising with Hernando County's Emergency Management Department and other county department directors to coordinate communication and document sharing.
- Preparing and validating documentation for eligible force account labor, equipment, materials, and contract costs.
- Reviewing and organizing timesheets, equipment logs, and supporting invoices for completeness and eligibility.
- Reviewing Hernando County labor and procurement policies for compliance with 2 CFR 200 Uniform Guidance and FEMA's Public Assistance Program and Policy Guide.
- Finalizing Damage Inventories (DIs), updating Project Worksheets (PWs), and uploading complete cost summaries in Grants Portal.
- Responding to FEMA Requests for Information (RFIs) and submitting documentation that meets FEMA requirements.
- Coordinating with FEMA to accurately represent and justify project scopes and narratives
- Creation and submission of audit ready reimbursement request packages to provide maximum reimbursement while minimizing disallowances.

Hurricane Milton - Pinellas County, Incident Management Team (IMT) Logistics Section Chief, 2024

- Led a team of 5 personnel spanning service and support branches: Supply Unit Leader, Facilities Unit, Ground Support Unit, Food Unit, and Communications Unit.
- Coordinated with the Tri-City Unified Command of South Pasadena, St. Pete Beach, and Treasure Island to assess municipal needs and input appropriate missions into WebEOC.
- Attended planning and command meetings with Incident Management Team (IMT) section chiefs and city officials to evaluate ongoing logistical requirements.
- Managed logistics for sheltering, feeding, and bedding over 100 individuals in a Continuity of Operations (COOP) building, consisting of IMT and Tri-City Unified Command personnel.

Hurricane Helene - Hamilton County, Incident Management Team (IMT) Incident Commander, 2024

- Directed the coordination of resource supply deliveries to Hurricane Shelters, Points of Distribution (PODs), and Multi-Agency Resource Centers (MARC)s).
- Oversaw logistical operations between the County Emergency Operations Center (EOC) and county-wide recovery efforts.
- Reviewed and input data into Crisis Track to assess substantial damage to residential, governmental, and commercial properties.
- Consulted with the Emergency Management Director on mission assignments necessary for county-wide recovery using WebEOC.
- Reviewed county agency pay policies to align with Florida Recovery Office (F-ROC) and FEMA Public Assistance Program and Policy Guide (PAPPG) standards for emergency work reimbursement.



Education

- Bachelor of Science in Political Science
 - Florida State University
- Bachelor of Science in Criminology & Criminal Justice
 - Florida State University
- FEMA IS 100C, G-191, 2200, 700B, 800D, 120C, 130A, 230D, 235C, 240B, 241B, 242B, 244B, 800C, 241C, 200C, G-300, G-400, G-2300, 2700, 2900A, 2901, 703A, 706 Classes Completion Certification

License/Certifications

- Lean Six Sigma Black Belt
- Florida State University's Graduate Certification in Emergency Management & Homeland Security
- Certified Grants Management Specialist - Pending
- FEMA Professional Development Series
- FL-608 Emergency Work Eligibility Certificate
- FL-609 Permanent Work Eligibility Certificate
- FL-603 Public Assistance Grant Program Certificate

Organizations & Affiliation

- Former Secretary, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 10
FEMA PA: 6

Hurricane Debby - Orange County, Incident Management Team (IMT) Resource Management Mobile Team Personnel, 2024

- Operated effectively within the Incident Command System (ICS) organizational structure.
- Deployed to hurricane-affected areas, specifically during Hurricane Debby, to perform critical damage assessments.
- Evaluated and assessed rental equipment prior to field deployment, confirming that all equipment was fully operational.
- Provided DEMES registration support for mutual aid and local government staff, facilitating smooth coordination and resource allocation.
- Procured essential supplies and materials as determined by the logistics team to support ongoing emergency operations.
- Managed and operated a basecamp that housed law enforcement personnel and mutual aid vendors involved in emergency protective measures.

Central Florida Electric Cooperative, COVID-19, Ian, Idalia, Debby, Helene, and Milton, Chiefland, FL 2021 - Present

THF assists Central Florida Electric Cooperative (CFEC) with FEMA public assistance claims. Specifically, our team gathers all essential documents from CFEC's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists CFEC with any new eligible public assistance claims through FEMA.

Peace River Electric Cooperative, Public Assistance, COVID-19, Ian, Nicole, Idalia, Debby, Helene, Milton, Bartow, FL, 2022 - Present

THF assists Peace River Electric Cooperative (PRECO) with FEMA public assistance claims. Specifically, our team gathers all essential documents from PRECO's team and assists in submitting the request for public assistance applications in Grants Portal. THF currently assists PRECO with any new eligible public assistance claims through FEMA.

Florida Department of Military Affairs, Michael, Sally, COVID-19, Ian, Nicole, Idalia, Debby, Helene, Milton Programs, 2021 - Present

THF assisted the Florida Department of Military Affairs (DMA) with FEMA public assistance claims. Specifically, our team gathered all essential documents from DMA and assisted in submitting the request for public assistance applications in Grants Portal. THF utilized FEMA guidance to determine the eligibility of appropriate expenditures. Our team continues to assist DMA with future disasters.

Florida Department of Commerce - Broadband, 2023 - 2024

Through subcontracting under Guidehouse THF assisted FloridaCommerce in holding and promoting a series of public workshops and webinars to hear directly from Floridians about barriers to accessing broadband Internet service with the goal of informing on Florida's Broadband Equity, Access, and Deployment (BEAD) Five-Year Action Plan and Digital Adoption and Use Plan. Community Engagement was addressed using public meetings and engaging in targeted communities.

Proposal Development Team, 2023 - Present

As a member of the THF Proposal Team, Jacob plays an integral role in the development of strategic, compliant, and visually compelling proposal responses for a variety of consulting opportunities. Works closely with subject matter experts and project teams within the firm to analyze requests for proposal (RFPs) and requests for quote (RFQs) requirements, craft clear and persuasive narrative content, and design cohesive proposal packets that align with client expectations and brand standards. Brings a detail-oriented and collaborative approach to translating technical information into client-focused messaging that highlights the department's capabilities, experience, and value proposition.

The Florida Lottery, 2022 - 2024

Maintained the integrity of Florida Lottery draws through the following:

- Determined that the seals protecting the vault door, cabinets, and lottery ball sets matched up with the previous draw auditor data, confirming that correct data was kept and that no tampering had occurred.
- Recorded data in Florida Department of Lottery sealed documentation.
- Certified that weights of the lottery ball sets are within established parameters.
- Audited the lottery machines and ball tests to guarantee fair and unbiased draws.
- Witnessed lottery draw rehearsals and live draws to make certain all protocols were followed and accurate information was provided to the public.
- Kept close record of seals used to lock machines and ball sets between rehearsal and the live game draws.
- Certified the winning number with the Florida Department of Lottery Games Administrator.



Education

- Bachelor of Science in Political Science
 - Florida State University
- Bachelor of Science in Criminology & Criminal Justice
 - Florida State University
- FEMA IS 100C, G-191, 2200, 700B, 800D, 120C, 130A, 230D, 235C, 240B, 241B, 242B, 244B, 800C, 241C, 200C, G-300, G-400, G-2300, 2700, 2900A, 2901, 703A, 706 Classes Completion Certification

License/Certifications

- Lean Six Sigma Black Belt
- Florida State University's Graduate Certification in Emergency Management & Homeland Security
- Certified Grants Management Specialist - Pending
- FEMA Professional Development Series
- FL-608 Emergency Work Eligibility Certificate
- FL-609 Permanent Work Eligibility Certificate
- FL-603 Public Assistance Grant Program Certificate

Organizations & Affiliation

- Former Secretary, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 10
FEMA PA: 6

Florida Department of Children & Families, Emergency Rental Assistance Program, OUR Florida Program, 2021 - 2023

\$1.3 Billion in rental and utility assistance funding provided to over 228,000 Florida households. In these roles, Jacob's responsibilities included:

- Determining the eligibility of tenants to receive rental and/or utility assistance based on US Department of Treasury guidance. Required documentation and information includes tax documents, applicant's income level, proof of both residence and ownership of property, potential duplication of benefits, and the impact of COVID-19 on an applicant's household.
- Speaking directly with tenants, landlords, and property owners to resolve complaints regarding delayed application approval status, missing/incorrectly made payments, recoupment for overpayment, and incorrect determinations regarding denied applications.
- Acting as the liaison for priority complaints tickets from Florida Department of Children and Families and the Office of the Inspector General.
- Providing final determination for an application's approval or denial based on US Department of Treasury guidance and the ERAP's case management plan.
- Investigating potential fraud by utilizing county property tax card data and the Florida Department of State's Division of Corporations records.
- Overseeing a department of 12 Eligibility Coordinators and Quality Control Analysts with the goal of resolving payment issues by voiding delinquent payments and re-issuing checks with the corrected and confirmed payee information.

Florida State University Housing - Resident Assistant, 2018 - 2020

- Established cohesive communities for and supervised over 60 residents.
- Collaborated effectively in large staffed work environments.
- Oversaw distribution of annual funds for self-coordinated community-wide programs.
- Trained in conflict resolution and de-escalation tactics.
- Extensive customer service experience from daily reception duties.

GNC - Retail Associate, 2016 - 2018

- Conduct inventory counts.
- Interact and form genuine relationships with clients.
- Facilitate a clean and organized work environment.



Education

- Bachelor of Science in Management Information Systems
 - Florida State University
- FEMA IS 100C, 101C, 102C, 120C, 130A, G-191, 200C, 201, G-300, G-400, 700B, 703B, 706, 800D, 2200, G-2300, 2700, 2900A, 2901 Classes Completion Certification

License / Certifications

- FDEM F-ROC Opt-in eLearning Certification
- Tallahassee State College Project Management Fundamentals Course Certification of Completion
- MGT-416 Continuity of Government Operations Planning for Rural Communities
- FL-608 Emergency Work Eligibility Certificate
- FL-609 Permanent Work Eligibility Certificate

Organizations/Affiliation

- Former President, AGA Tallahassee Chapter (2024 - 2025)
- Former President-Elect, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 15
FEMA PA: 6

- Responding to FEMA Requests for Information (RFIs) and confirming all submissions meet FEMA's documentation requirements.
- Supporting coordination with FEMA to make certain that project scopes and narratives are accurately represented and justified.

In addition to response and recovery efforts, we are also assisting the County in the development of several mitigation projects. This includes working with engineers and other technical experts to scope, document, and prepare applications for flood reduction and infrastructure resilience initiatives aimed at addressing areas impacted by both storms. The current priority is to move forward with the obligation of eligible projects while laying the groundwork for long-term mitigation improvements.

Hurricane Milton - Baker County, FDEM Documentation Specialist, 2024 - 2025

Assisted Baker County departments in organizing and preparing documentation to support the recovery process for Hurricane Milton with the goal to maximize reimbursement by aligning records with federal and internal guidelines. The effort included reviewing eligible purchases, stock materials, labor, and equipment usage across departments, advising on allowable costs, and monitoring compliance with FEMA's Public Assistance Program. Regular updates were provided as progress was made through the Damage Inventory, Exploratory Call, and Recovery Scoping stages.

Hurricane Helene - Jefferson County, Incident Management Team (IMT) Finance Section Chief, 2024

- Assisted Jefferson County, Jefferson County Sheriff's Office, and the City of Monticello with FEMA Public Assistance finances over a 4-week period.
- Provided guidance and answered questions related to FEMA financial processes.
- Developed a comprehensive documentation packet to support financial operations.
- Served as the Incident Management Team (IMT) Finance Section Chief, coordinating financial activities and reporting.
- Networked with various stakeholders to enhance collaboration and information sharing.

Hurricane Debby - Orange County, Incident Management Team (IMT) Resource Management Mobile Team Personnel, 2024

- Operated effectively within the Incident Command System (ICS) organizational structure.
- Deployed to hurricane-affected areas, specifically during Hurricane Debby, to perform critical damage assessments.
- Evaluated and assessed rental equipment prior to field deployment, confirming that all equipment was fully operational.
- Provided DEMES registration support for mutual aid and local government staff, facilitating smooth coordination and resource allocation.
- Procured essential supplies and materials as determined by the logistics team to support ongoing emergency operations.
- Managed and operated a basecamp that housed law enforcement personnel and mutual aid vendors involved in emergency protective measures.

Hurricane Idalia - Hamilton County, Incident Management Team (IMT) Document Specialist, 2023

Deployed to Hamilton County for Hurricane Idalia with an IMT response team assembled by Longview Solutions Group. While there Chris was appointed finance section chief for the team. Along with finance duties, Chris assisted the county and its municipalities in the reimbursement process. Chris helped arrange a countywide meeting with all the departments and then set individual department meetings for further assistance.

Florida Department of Economic Opportunity, CSBG-DRSF, 2021 - Present

Christopher was involved in the CSBG-DRSF Stage 3 project assisting DEO and their community action agencies. He assisted with applications that exceeded the maximum assistance threshold, tracked budgets on all sides of the project, and created status reports for DEO summarizing each month's progress.

Hamilton County, ARPA, 2022 - Present

Christopher has assisted in the creation of agendas for Board meetings until funding assistance is ready to proceed. He has also created budget trackers to keep the team on pace with the purchase order. THF will be assisting Hamilton County with their ARPA funding which will include gathering all essential ARPA back-up documentation to assist with the process.

Christopher Smith

Manager



Education

- Bachelor of Science in Management Information Systems
 - Florida State University
- FEMA IS 100C, 101C, 102C, 120C, 130A, G-191, 200C, 201, G-300, G-400, 700B, 703B, 706, 800D, 2200, G-2300, 2700, 2900A, 2901 Classes Completion Certification

License / Certifications

- FDEM F-ROC Opt-in eLearning Certification
- Tallahassee State College Project Management Fundamentals Course Certification of Completion
- MGT-416 Continuity of Government Operations Planning for Rural Communities
- FL-608 Emergency Work Eligibility Certificate
- FL-609 Permanent Work Eligibility Certificate

Organizations/Affiliation

- Former President, AGA Tallahassee Chapter (2024 - 2025)
- Former President-Elect, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 15
FEMA PA: 6

Florida Department of Military Affairs, Michael, Sally, COVID-19, Ian, Nicole, Idalia, Debby, Helene, Milton Programs, 2021 - Present

THF assisted the Florida Department of Military Affairs (DMA) with FEMA public assistance claims. Specifically, our team gathered all essential documents from DMA and assisted in submitting the request for public assistance applications in Grants Portal. THF utilized FEMA guidance to determine the eligibility of appropriate expenditures. Our team continues to assist DMA with future disasters.

The Florida Lottery, 2022 - 2024

Maintained the integrity of Florida Lottery draws through the following:

- Determined that the seals protecting the vault door, cabinets, and lottery ball sets matched up with the previous draw auditor data, confirming that correct data was kept and that no tampering had occurred.
- Recorded data in Florida Department of Lottery sealed documentation.
- Certified that weights of the lottery ball sets are within established parameters.
- Audited the lottery machines and ball tests to guarantee fair and unbiased draws.
- Witnessed lottery draw rehearsals and live draws to make certain all protocols were followed and accurate information was provided to the public.
- Kept close record of seals used to lock machines and ball sets between rehearsal and the live game draws.
- Certified the winning number with the Florida Department of Lottery Games Administrator.

Nassau County, COVID-19, 2021 - 2022

As a sub-contractor, THF assisted the Nassau County team in COVID-19 public assistance claims. During the project, our team gathered all essential COVID-19 documents from the County and assisted in submitting the request for public assistance applications in Grants Portal, which included over \$4 million in COVID-19 recovery funds. Our consultants utilized the COVID-19 Pandemic: Safe Opening and Operations Policy, as well as the COVID-19 Pandemic: Eligible Emergency Protective Measures to determine the eligibility of appropriate expenditures.

Thomas Howell Ferguson, SOC Audits, 2022

Christopher also assisted in SOC audits with Thomas Howell Ferguson's IT department. During these SOC audits, Christopher would assist in reviewing client policies and procedures to verify the current security and privacy measures were in place.

Sarasota County, Emergency Rental Assistance Program, 2021

Christopher was involved in the Sarasota County ERAP engagement performing individual assistance for residents of the County, which included extensive experience working in the Neighborly software system.

Sarasota County, CARES Acts, 2020 - 2021

Christopher was involved in the Sarasota County CARES Act engagement performing individual assistance for residents of the County, which included extensive experience working in the Neighborly software system. Along with individual assistance, he assisted with the non-profit side as well.

Florida Department of Environmental Protection, Data Tracking, 2019 - 2020

Previous work experience includes working as a data tracking specialist, where Christopher would keep accurate records of petroleum restoration projects with the Florida Department of Environmental Protection. He worked closely with the Petroleum Restoration team to be sure the data was correct and updated in a timely manner. He created spreadsheets to clearly show the data and its movement.

Redwire, Special Projects, 2019

Previous work experience includes working as a special projects' administrator, where Christopher would do document imaging for account files. He also participated in administrative duties such as filing and account transferring from one system to a new system. Accurate work was vital to keep account records in order.

City of Tallahassee, Event Specialist, 2016 - 2019

While working for The City of Tallahassee Christopher collaborated with team members to accomplish event setup in an efficient manner. Christopher provided support to his group by helping with tasks when necessary. He detected themes from previous events to help mitigate future problems and prioritized tasks to make certain that they were completed ahead of time. Staying focused was a key part of the job due to extremely long shifts.

Marion County Parks and Recreation, Park Attendant, 2014 - 2016

The Marion County KP Hole was a booming place during the summers. Christopher did many different tasks throughout his stay there. He would make sure the park was clean and ready for customers, received cash and card payments, assisted customers with kayak and paddle board procedures, and confirmed that the park was ready to close at the end of the day.



Education

- Bachelor of Science in Management Information Systems
 - Florida State University
- FEMA IS 100C, 101C, 102C, 120C, 130A, G-191, 200C, 201, G-300, G-400, 700B, 703B, 706, 800D, 2200, G-2300, 2700, 2900A, 2901 Classes Completion Certification

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- FL-608 Emergency Work Eligibility Certificate
- FL-609 Permanent Work Eligibility Certificate

Organizations/Affiliation

- Former President, AGA Tallahassee Chapter (2024 - 2025)
- Former President-Elect, AGA Tallahassee Chapter (2023 - 2024)

Experience

Years of Experience: 15
FEMA PA: 6

Sports Authority, Sales Associate, 2013 - 2014

Christopher helped customers find what they were looking for in a friendly manner. While the customer was checking out the wanted item, he would then try to upsell if he thought possible. While there he learned how to read and understand people, work sales systems, and take inventory.

Sonic, Server, 2012 - 2014

Christopher took orders from customers, entered them into the operating system, and would try to upsell customers as well. During his time here he learned customer service skills, time management, and leadership. He also trained the new hires on how to operate the system.

Eversole Thoroughbreds, Groom / Farmhand, 2011 - 2012

Previous work experience includes working as a groom at Eversole Thoroughbreds. While there he engaged in farm activities such as turning out the horses, watering and feeding, bathing and grooming, stall and paddock maintenance, and general farm activities.



Education

- Bachelor of Arts in Business Administration
 - Flagler College Tallahassee
- FEMA IS 100C, G-191, 200C, G-300, G-400, 700B, 800D, 2200 Classes Completion Certification

License / Certifications

- Tallahassee State College, Skills for Making Great Decisions Course Certification of Completion

Experience

Years of Experience: 14
FEMA PA: 6

Experience

Since 2020, Michael has provided public assistance, grants, management, disaster recovery, and emergency management services

- His responsibilities include seeking maximum reimbursement awards from the Federal Emergency Management Agency (FEMA) on Hurricanes Irma, Michael, and Dorian-related large projects; tracking financial totals and subgrantee documentation for grant management workflow purposes; coordinating with Government Authorized Representatives (GARs) to monitor disaster recovery efforts; and verifying and validating Categories A-G damage expenses for subrecipient review in accordance with FEMA regulations and federal and state law.
- Additional responsibilities include routing subgrant agreements for review of obligated projects for accuracy, the timely processing of Requests for Reimbursements (RFR), confirming that all activities and documents are recorded and uploaded into FloridaPA, and responding to requests from the Florida Division of Emergency Management (FDEM) and the subrecipients by the deadline provided

Representative Experience

Florida Division of Emergency Management (FDEM), Public Assistance, 2020 - Present

DEM retained THF beginning in October 2017 to provide pre-event assessments of critical policies, documentation procedures for damage assessments, project worksheet development, closeouts, and appeals for sub-recipients affected by Hurricane Irma.

- The project includes 100% validation for multiple counties across North Florida.
- The initial budget amount and total actual fees are a payout of \$1.4 billion and 3,566 projects with estimated fees to date of over \$29 million.
- Disaster-related recovered costs vs. total retained reimbursed amount: THF has verified and validated \$982 million disaster-related reimbursements to the State of Florida applicants to date. THF is still assisting with the verification and validation process to complete the Hurricane Irma reimbursements.

Florida Department of Commerce - BESS Monitoring, 2024 - 2025

The CSBG, WAP, and LIHEAP Program Monitor is responsible for maintaining compliance with federal, state, and local regulations and guidelines related to the Community Services Block Grant (CSBG), Weatherization Assistance Program (WAP), and Low Income Home Energy Assistance Program (LIHEAP). This position involves conducting on-site and remote monitoring activities, reviewing program documentation, providing technical assistance, and preparing detailed reports to support program integrity and promote effective service delivery.

Hurricane Milton - Glades Electric Cooperative, Documentation Specialist, 2024

- Assisted in reviewing documentation for compliance with FEMA guidelines.
- Coordinated meal signage for linemen and cooperative staff.
- Monitored and recorded accurate completion of fuel logs during refueling operations.

Hurricane Helene - Florida Lottery Draw Auditor, 2024

Due to Tallahassee being at risk of damage from Hurricane Helene's landfall, Michael had to assist the Florida Lottery with the onsite audit in the backup studio in Orlando, Florida, to monitor functionality during live drawings and to witness the live drawings alongside the draw manager to document any discrepancies.

Nassau County, COVID-19 Public Assistance, 2021 - 2022

As a sub-contractor, THF assisted the Nassau County team in COVID-19 public assistance claims. During the project, the team gathered all essential COVID-19 documents from the County and assisted in submitting the request for public assistance applications in Grants Portal, which included over \$4 million in COVID-19 recovery funds. Our consultants utilized the COVID-19 Pandemic: Safe Opening and Operations Policy, as well as the COVID-19 Pandemic: Eligible Emergency Protective Measures to determine the eligibility of appropriate expenditures.

Sarasota County, ERAP and Cares Programs, Sarasota, Florida, 2020 - 2021

Michael assisted with the CARES Act for the small business team seeking maximum funds from the CARES grants to assist small businesses effected by COVID. He assisted on the ERAP program to assist individuals with rental costs.

Florida Department of Health, Vaccine Documentation, Tallahassee, FL, 2021 - Present

Assisted the Florida Department of Health with reviewing the process and procedures for the new email box related to Section 381.00316 and 381.00317, Florida Statutes and Rule 64-8.001, Florida Administrative Code. Created process draft documentation, and decision tree drafts while working with the DOH team to review, respond, and record the information that was sent into the mailbox.



Education

- Bachelor of Arts in Business Administration
 - Flagler College Tallahassee
- FEMA IS 100C, G-191, 200C, G-300, G-400, 700B, 800D, 2200 Classes Completion Certification

License / Certifications

- Tallahassee State College, Skills for Making Great Decisions Course Certification of Completion

Experience

Years of Experience: 14
FEMA PA: 6

Florida Department of Military Affairs, Michael, Sally, COVID-19, Ian, Nicole, Idalia, Debby, Helene, Milton Programs, 2021 - Present

THF assisted the Florida Department of Military Affairs (DMA) with FEMA public assistance claims. Specifically, our team gathered all essential documents from DMA and assisted in submitting the request for public assistance applications in Grants Portal. THF utilized FEMA guidance to determine the eligibility of appropriate expenditures. Our team continues to assist DMA with future disasters.

Florida Lottery, Draw Auditor, Tallahassee, Florida, 2022 - Present

Maintains the integrity of Florida Lottery draws through the following:

- Determines that the seals protecting the vault door, cabinets, and lottery ball sets match up with the previous draw auditor data, confirming that correct data is kept and that no tampering occurs.
- Records data in Florida Department of Lottery sealed documentation.
- Certifies that weights of the lottery ball sets are within established parameters.
- Audits the lottery machines and ball tests to guarantee fair and unbiased draws.
- Witnesses lottery draw rehearsals and live draws to make certain all protocols are followed and accurate information is provided to the public.
- Keeps close record of seals used to lock machines and ball sets between rehearsal and the live game draws.
- Certifies the winning number with the Florida Department of Lottery Games Administrator.

Marcum, Trulieve Project, Multiple Sites/Facilities, 2022 - 2024

Assisted Marcum with the audit of Trulieve by witnessing annual harvests of different marijuana strains, budding processes, and measurements of marijuana plants. Additionally, THF ran testing to determine survival rates of the different strains of plants to determine if the plants could be harvested.

State of Florida-DOH, Tallahassee, FL, 2019 - 2020

- Reviewed documents and/or contacted appropriate parties to maintain compliance with applicable statutory and regulatory requirements.
- Conducted investigations when appropriate, issued subpoenas, citations, cease and desist agreements and notices of non-compliance, contacted and interviewed witnesses and experts as necessary when conducting investigations, prepared investigative reports and prepared files for legal review, testified at hearings as necessary.
- Evaluated and interpreted laws, rules and regulations as they applied to various practice acts and related statutes and recommended changes as necessary. Provided technical assistance, consultative services and direction for development, implementation and evaluation of data and reports.

State of Florida-DOH, Tallahassee, FL, 2016 - 2019

- Served as mediator in resolution of complaint issues.
- Interpreted and applied statutes, policies and regulations in analyzing complex data regarding patient care and malpractice issues involving health care practitioners.
- Consulted with federal, state and local organizations on matters related to reports/complaints.

Sam's Club - Tobacco Cashier, 2017 - 2019

- Handled all store tobacco transactions for both personal and resale use.
- Helped with inventory of all tobacco products.
- Handled payments for customers for credit cards issued through the company.

Publix Supermarkets - Customer Service Staff, 2012 - 2017

- Handled Western Union money transfers.
- Cashed payroll and personal checks. Accounted for store sales, money services, balancing daily/weekly store finances.
- Helped find cash discrepancies.
- Was responsible for making tills when store opened and counting down all tills when store closed.

Edward “Ed” Westfall

[Project Title]

Education:

Master of Public Administration, Organizational Change, Rutgers University

MS in National Security Strategy, National War College

BS in Political Science & Psychology, Regents College of the State of New York

Biography. Ed Westfall is an innovative public sector and nonprofit executive who shapes organizational strategy, develops and implements robust processes, oversees operations, and ensures long-term sustainability. An organizational ambassador that establishes strong relationships with stakeholders, including community members, government officials, partner organizations, and the media. Drawing from extensive experience as a senior state appointee, and U.S. Coast Guard officer, brings thought leadership to strategy development and execution. Excels in planning, coordinating, and implementing strategies from both top-down and bottom-up approaches and identifying and resolving complex business problems. Building, leading, and motivating cross-functional teams that foster a collaborative environment where individuals bring their best and achieve collective success.

Relevant Skills.

- **Business Development** – Emergency management, maritime security, transportation, and intergovernmental dynamics knowledge, experience, and extensive network provide keen insight into both key trends as well as the “dynamics of opportunity” in strategy, budgetary, and program development cycles.
- **Client Success** – Broad executive experience with operations, implementation, problem-solving, and partner engagement and alignment fosters understanding and translation between client organization leaders and program and project teams.
- **Product Development** – Experienced and informed perspective provides critical feedback to product development teams at all levels, ensuring new and evolved products best address spoken and unspoken client needs.

Project Dates:

2023 – Present

Sikich LLC. Director, Customer Success. Experience and responsibilities include

- Directs a dynamic team of technical / functional consultants to provide customer success and support across the State Consulting business unit.
- Engages with thought leaders and industry experts to proactively monitor adjustments or changes needed to processes and / or technology.
- Engages with client executives to ensure ingoing alignment with client strategic goals above and beyond the scope of individual projects.
- Elicits feedback on products to advance Sikich’s offerings.
- Engagement Executive, California Department of Community Services and Development (2024 – Present)
- Consultant, maritime technology company (redacted), (2024-2026)
- Response Advisor, Santa Cruz County Disaster Recovery Management Services, Santa Cruz County, Santa Cruz, CA (2024 – Present)

Project Dates:

Apr 2021 – Jun 2023

CA Governor’s Office of Emergency Services.

Deputy Director for Response Operations. Experience and responsibilities included:

	<ul style="list-style-type: none"> ▪ Directed emergency response operations for California, heading a team of 285 members and overseeing a budget of \$160 million. ▪ Achieved a 50% increase in staff and restructured the reporting hierarchy of key executives for improved efficiency. ▪ Created and fostered crucial collaborations with federal, state, mutual aid, private sector, and non-governmental organizations to assist communities impacted by wildfires, floods, and earthquakes. ▪ Led various technology projects, including a \$24 million aviation program, interagency center for wildfire threat assessment, and a comprehensive statewide mapping system for all hazards. <p>Administrator, Coastal Region Experience and responsibilities included:</p> <ul style="list-style-type: none"> ▪ Provided essential emergency management assistance to a vast stretch of coastal counties and local governments, encompassing 500 miles across 16 counties, while serving as a conduit for local and regional insights at the state. ▪ Successfully spearheaded the relocation of the office, incorporating a training center and staging facility. ▪ Collaborated with elected officials at the state, county, and local levels, and local non-profit organizations to devise innovative solutions for meeting the needs of a disadvantaged community devastated by wildfire. ▪ Directed a 16-member team with a budget of \$4M, ensuring efficient and effective emergency responses.
<p>Project Dates: Jul 1998 – Mar 2021</p>	<p>U.S. Coast Guard.</p> <p>Director, Office of Emerging Policy</p> <ul style="list-style-type: none"> ▪ Directed an 8-person team in evaluating emerging national policy matters and seamlessly incorporating them into comprehensive strategies at agency and interagency levels. ▪ Oversaw crafting a multi-agency maritime strategy that clearly outlined the United States national stance in response to evolving international dynamics. ▪ Coordinated policy alignment and strategic foresight initiatives across the National Security Council and the entire enterprise. <p>Deputy Director, National Maritime Intelligence-Integration Office</p> <ul style="list-style-type: none"> • Collaborated with a diverse range of interagency, foreign, state, local, and non-governmental partners to foster relationships and establish agreement on cutting-edge approaches to information sharing. ▪ Acted as the office’s representative in interagency and international governing boards and committees. ▪ Formulated and executed the National Maritime Intelligence Strategy, offering strategic direction to the 17 agencies within the national Intelligence community. ▪ Oversaw a team of 45, managing a budget of \$10M. <p><i>Additional Roles Included:</i></p> <ul style="list-style-type: none"> ▪ Executive Director, The Interdiction Committee ▪ Chief, Arctic Strategy Branch ▪ Assistant U.S. Coast Guard Attache, U.S. Embassy Mexico ▪ Surface Operations Officer, Joint Interagency Task Force West

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- *Commanding Officer, U.S. Coast Guard Cutters Boutwell, Escanaba, Aspen, William Tate, and Red Cedar*
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Brad Harrelson

[Project Title]

Education:

**Master of Science,
Operations Management,**
University of Arkansas

**Bachelor of Applied Arts
and Sciences,** University of
North Texas

Certifications:

**Certified Agile Professional
Scrum Master**

**Certified Agile Professional
Project Manager**

Biography. Brad Harrelson is a Certified Agile Project Manager, Certified Agile Scrum Master, and Emergency Management subject matter expert with more than a decade of experience implementing novel programs and technology solutions in complex disaster environments. Brad's success is driven by his exceptional relationship-building abilities as he directly engages and collaborates with all stakeholders to build trust, uncover pain points, and achieve a common goal. With unparalleled experience managing projects in environments spanning international disaster relief non-profits to the largest city and state governments in the United States, Brad combines his thorough programmatic background with technology expertise to discover, design, and implement the right solutions for every client.

Highlights of his qualifications include:

- Lead business analyst and technical program/project manager for numerous multi-agency technology modernization initiatives for emergency management and disaster response organizations.
- Extensive emergency management and disaster response and recovery program and management experience related to public sector needs.
- Comprehensive implementation experience across Salesforce applications, inventory management systems, volunteer management systems, and operational project management tools in emergency response environments.
- Author of countless user guides, trainings materials, and program policies, including California's first all-hazard Disaster Debris Management Plan and multiple Presidential Major Disaster Declarations.

Additional Certifications. L-146: Homeland Security Exercise and Evaluation Program; L-202: Debris Management Planning; L-958: All-Hazards Operations Section Chief; L-964: All-Hazards Situation Unit Leader; IS-1.a: Emergency Manager: An Orientation; IS-100.b: Introduction to Incident Command System; IS-200.b: ICS for Single Resources and Initial Action Incidents; ICS-300: Intermediate ICS for Expanding Incidents; ICS-400: Advanced ICS, Command and General Staff; IS-632.a: Introduction to Debris Operations; IS-633: Debris Management Plan Development; IS-700.a: National Incident Management System, An Introduction; IS-800.b: National Response Framework, An Introduction; IS-806: Emergency Support Function #6 – Mass Care; FEMA EMI Professional Development Series (IS-120.a: An Introduction to Exercises; IS-230.b: Fundamentals of Emergency Management; IS-235.b: Emergency Planning; IS-240.a: Leadership and Influence; IS-241.a: Decision Making and Problem Solving; IS-242.a: Effective Communication; IS-244.b: Developing and Managing Volunteers)

Project Dates:

Jun. 2024 – Present

Sikich LLC, Santa Cruz County, CA. Recovery Subject Matter Expert. Serve as the lead technology and disaster analyst to provide guidance and subject matter expertise in response to multiple Presidential Major Disaster Declarations (FEMA-DR-4683-4699-4769), to support the County identifying and implementing process improvements for technology systems and disaster recovery programs. Experience and responsibilities include: Experience and responsibilities include:

- Provide guidance and subject matter expertise to support the County navigating state and federal public assistance reimbursement processes.
- Led extensive discovery, research, and analysis project to identify legacy system and business process challenges impacting service delivery.
- Employed a human-centered design approach to conduct more than 30 interview sessions with nearly 40 subject matter experts across a dozen departments and countywide functions.
- Reviewed and analyzed county, state, and federal laws, policies, and guidelines to maintain program compliance.
- Reviewed, analyzed, and documented County staff program workflows performed in numerous software and technology systems.
- Created a comprehensive Disaster Recovery Report to identify improvements and streamline processes with recommendations in organizational change management, training, and improved technology systems utilization.
- Monitor FEMA project progress and produce comprehensive weekly reports to provide County administration and stakeholders accurate visibility.

Project Dates:

Apr. 2022 – Sep. 2024

Sikich LLC, CA Governor's Office of Emergency Services. Senior Solution

Consultant. Served in senior project leadership roles to guide the discovery, design, implementation, and support for multiple enterprise Salesforce Public Sector Solution applications for disaster response and recovery programs.

Experience and responsibilities included: Experience and responsibilities included:

- Conducted dozens of discovery interviews across multiple Directorates to analyze and understand business processes, requirements, and challenges from stakeholders to reach consensus and increase product value.
- Prepared, published, and presented business process analyses and IT solutions for emergency management applications to executive State government stakeholders in support of multi-year and multi-million-dollar Salesforce implementations.
- Created legacy and to-be business process flow diagrams to document workflows and identify opportunities for improvement and modernization.
- Designed low- and high-fidelity user interface mockups and prototypes for review and feedback from project stakeholders.
- Collaborated closely with Product Owner to draft, refine, and finalize user stories with detailed acceptance criteria for the scrum team.
- Led project kick-offs, stakeholder engagements, and sprint planning sessions.
- Served as Scrum Master to guide teams of designers and developers in collaboration with client Product Owners to meet Sprint deliverables.
- Provided risk and issue mitigation by removing project impediments.
- Delivered weekly, monthly, and ad-hoc reports, status updates, and presentations to provide transparency and ensure accountability to all stakeholders.
- Produced and maintained project schedules and product roadmaps.
- Prepared User Acceptance Testing (UAT) strategy, plans, and criteria in collaboration with the Product Owners, and conducted sessions with program staff and project stakeholders.

Project Dates:

Aug. 2020 – Mar. 2022

Hagerty Consulting, CA Governor's Office of Emergency Services. Special Projects

Lead. Served in senior project leadership roles during four Presidential Major Disaster Declarations (FEMA-DR-4458-4569-4610-4619) to analyze and identify business process and service delivery challenges. Spearheaded multiple capacity-building initiatives and technology implementation projects to improve disaster response and recovery service delivery. Experience and responsibilities included:

- Performed project management and capacity-building responsibilities to implement technology solutions and business process improvements.
- Served as project manager and lead author for the State's first all-hazard Disaster Debris Management Plan project, three presidential major disaster declaration requests for the Governor's Office which secured billions of dollars in federal funding, and numerous program and policy guides, instructional templates, and standard operating procedures.
- Served as project manager to implement a cloud-based solution to track and monitor disaster declarations, categories of assistance, and services provided to citizens to inform Recovery leadership and State government executives.
- Guided expansion of a digital workspace and project management tool and implementation / onboarding of numerous Recovery units to create operational efficiencies for the Directorate to manage projects across multiple programs.
- Designed and implemented capacity-building initiatives for the Individual Assistance Unit to rapidly revise programmatic user guides and recruit, train, and deploy State Recovery personnel to deliver services for disasters survivors.

Project Dates:

Mar. 2020 – Aug. 2022

Hagerty Consulting, New York City Emergency Management. Senior Emergency

Management Consultant. Experience and responsibilities included:

- Served as the project manager to coordinate a multi-agency effort with senior-level government and private entity stakeholders to survey, select, plan, and launch large-scale food distribution facilities in all five boroughs.
- Performed technical project management duties to implement a cloud-based and mobile app solution to streamline program intake requests from citizens, route planning and management, and delivery status monitoring.
- Maintained aggressive project timeline by managing stakeholders and vendors through frequent discussion, project planning, and collaboration sessions.
- Developed programmatic training materials, user guides, operational checklists, and after-action reports to ensure long-term program sustainability.

Project Dates:

Jul. 2018 – Feb. 2020

Brad Harrelson Photography. Proprietor / Project Manager.

Experience and responsibilities include:

- Performed project management duties to plan, schedule, and execute multiday and multi-location photoshoots with international hospitality clients.


	<ul style="list-style-type: none"> ▪ Collaborated with project stakeholders through discovery interviews to understand and document client ideas, concepts, and deliverable expectations.
<p>Project Dates: Jun. 2016 – Jun. 2018</p>	<p><i>Team Rubicon – National Operations Center, Technology Program Manager</i> Managed multiple enterprise technology implementation projects to streamline enterprise-wide capabilities, including inventory management, disaster technology logistics, and technical support service request systems. Experience and responsibilities included:</p> <ul style="list-style-type: none"> ▪ Collaborated with stakeholders and executives to understand, document, and analyze business requirements, pain points, and needs for each project. ▪ Prepared project scoping and solutions documentation to guide technology research, vendor evaluation and selection, and planning efforts. ▪ Developed training materials, user guides, lesson learned, and best practices documentation to support user adoption and long-term sustainability. ▪ Spearheaded the extensive technology research, planning, and procurement necessary to become the first non-profit in the U.S. to achieve the World Health Organization Emergency Medical Team Type 1 Mobile certification.
<p>Project Dates: Jul. 2009 – Dec. 2013</p>	<p><i>American Red Cross – North Texas Region, Mass Care Program Manager</i> Experience and responsibilities included:</p> <ul style="list-style-type: none"> ▪ Managed regional sheltering, feeding, bulk distribution, and family reunification programs in a 111-county jurisdiction by remotely supporting 19 full-time staff through technical guidance and hands-on coaching, while managing a program of over 1,200 volunteers. ▪ Served as project manager to implement an enterprise volunteer management system to improve disaster response service delivery programs. ▪ Collaborated with 30+ region stakeholders to conduct a comprehensive needs assessment to gather and document requirements, needs, and pain points. ▪ Prepared training materials and user guides and delivered training presentations to national offices to prepare for a nationwide rollout due to project success. ▪ Served as Interim Assistant Director, Service to the Armed Forces and International Services to manage three staff that reached over 25,000 service members and assisted over 100 refugee families with various services.

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.

Accept All Terms and Conditions Within Section as Written (Initial)	Exceptions Taken to Terms and Conditions 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.)
		

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.

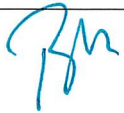
Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having 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.

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)	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. 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).

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):

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 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. 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:

1. Billing period,
2. Total billed amount, and
3. Total hours billed

Supporting documentation shall include, but not be limited to:

1. Staff name,
2. Hours worked each day,
3. Hourly rate, and
4. 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.

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.

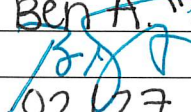
Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603, DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Vendors. This information is for statistical purposes only and will not be considered for contract award purposes.

____ 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:	Thomas Howell Ferguson, P.A.
ADDRESS:	2615 Centennial Place Ste 200
PHONE:	850-668-8100
EMAIL:	sstevens@thf-cpa.com
BIDDER NAME & TITLE:	Ben A. "Steve" Stevens, III; Shareholder
SIGNATURE:	
DATE:	02/27/2026

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

NAME:	Brittany Bechtel
TITLE:	Senior Manager
PHONE:	850-815-2410
EMAIL:	Bbechtel@thf-cpa.com