

APRIL 7, 2020

DISASTER RECOVERY PROPOSAL

**RESPONSE TO:**  
**CONTINGENCY TECHNICAL STAFFING FOR  
FEMA RECOVERY PROGRAMS**

**RFP 6248 Z1**

*State of Nebraska*

SUBMITTED BY



GCRINCORPORATED.COM



April 7, 2020  
Annette Walton & Nancy Storant  
State of Nebraska - State Purchasing Bureau  
1526 K Street, Suite 130  
Lincoln, NE 68508

RE: RFP# 6248 Z1 – Contingency Technical Staffing for FEMA Recovery Programs

Dear Ms. Walton and Ms. Storant,

On behalf of GCR Inc. (GCR), I am pleased to submit this proposal for Contingency Technical Staffing for FEMA Recovery Programs to the State of Nebraska (State), Department of Administrative Services (DAS), Materiel Division, State Purchasing Bureau (SPB).

We understand NEMA's need to augment program support to administer FEMA recovery funding from the historic spring floods in 2019 under DR-4420 and stand available to assist the State with other open disasters and emergency protective measures for the ongoing COVID-19 response under EM--3483 as well. GCR has provided similar services to the State of Louisiana for the past 6 years through the deployment of more than sixty full-time staff working onsite to provide staff augmentation, subrecipient assistance, project formulation and evaluation, grant management, and closeout services for more than \$16 billion in PA funds and \$2 billion in HMGP funds for Hurricanes Katrina, Rita, Gustav, Ike, Isaac, and the Great Floods of 2016. GCR also provides FEMA grant management software to 17 states for PA and HMA funds and has delivered FEMA program support services to numerous local governments and universities over the course of our company's 40-year history in the disaster recovery industry.

GCR offers experienced disaster recovery specialists, closeout specialists, accountants, auditors, insurance specialists, EHP specialists, BCA specialists, project engineers, subrecipient liaisons, program experts, and supervisors to provide the full complement of services requested under the RFP to achieve the State's objectives. For this response, GCR has teamed with Del Sol Consulting, Inc., which has provided similar PA and HMGP support services in Texas, New York, Mississippi, and Louisiana. GCR and Del Sol have teamed successfully on other disaster recovery consulting engagements and have assembled a highly experienced team of qualified staff to provide the technical services required for FEMA recovery programs.

Per the requirements of the RFP, GCR submits the following forms:

- Form A – Bidder Proposal Point of Contact
- RFP for Contractual Services Form

GCR also acknowledges receipt of the following:

- Addendum One
- Addendum One Revision One
- Addendum Two
- Attachment A Revision One
- Addendum Three

We look forward to assisting the State of Nebraska to manage its FEMA recovery funding and programs.

Sincerely,

Angelle C. Romig  
President

**Form A**  
**Bidder Proposal Point of Contact**  
**Request for Proposal Number 6248 Z1**

Form A should be completed and submitted with each response to this solicitation. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	GCR Inc.
Bidder Address:	3300 West Esplanade Avenue, Suite 400 Metairie, LA 70002
Contact Person & Title:	Angele C. Romig, President
E-mail Address:	<a href="mailto:aromig@gcrinc.com">aromig@gcrinc.com</a>
Telephone Number (Office):	(504) 304-0725
Telephone Number (Cellular):	(504) 452-1385
Fax Number:	(504) 304-2525

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	GCR Inc.
Bidder Address:	3300 West Esplanade Avenue, Suite 400 Metairie, LA 70002
Contact Person & Title:	Ben Billings, Vice President
E-mail Address:	<a href="mailto:bbillings@gcrinc.com">bbillings@gcrinc.com</a>
Telephone Number (Office):	(504) 304-0798
Telephone Number (Cellular):	(202) 834-5328
Fax Number:	(504) 304-2525

## REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance

### CONTRACTOR MUST COMPLETE THE FOLLOWING

with the procedures stated in this Solicitation, and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder maintains a drug free work place.

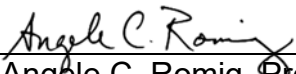
Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

\_\_\_\_\_ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" 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.

\_\_\_\_\_ 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.

### FORM MUST BE SIGNED USING AN INDELIBLE METHOD (NOT ELECTRONICALLY)

FIRM:	<b>GCR Inc.</b>
COMPLETE ADDRESS:	3300 West Esplanade Avenue. Suite 400 Metairie, LA 70002
TELEPHONE NUMBER:	(504) 304-2500
FAX NUMBER:	(504) 304-2525
DATE:	March 30, 2020
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	Angele C. Romig, President

Cover Letter

Form A – Bidder Proposal Point of Contact

RFP for Contractual Services Form

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# 1. Part 1 – Attachment A – Bidder Questionnaire

GCR submits the following responses to Attachment A – Bidder Questionnaire.

**Attachment A - Revision One  
Bidder Questionnaire  
RFP 6248 Z1**

**Bidder Name:** GCR Inc.

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

**CORPORATE OVERVIEW**

**Bidder Identification and Information**

**Corporate Name**

GCR Inc.

**Company Headquarters Address**

3300 West Esplanade Avenue, Suite 400  
Metairie, LA 70002

**Entity organization**

Corporation

**Company's state of incorporation**

Louisiana

**Company's first year in business**

1979

**Company's name/organization change**

GCR was incorporated in the State of Louisiana in 1979 as Gregory C. Rigamer & Associates, Inc. (dba GCR & Associates, Inc.) and operated under the same ownership for 32 years. On December 30, 2011, the majority interest of Gregory C. Rigamer & Associates, Inc. was acquired by GCR Acquisition Company LLC which serves as the Parent Company of GCR Inc. The firm and its parent company are both privately held business corporations. On December 21, 2017, GCR's ownership was transferred to Hammond, Kennedy, Whitney & Company, Inc. (HKW).

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

**CORPORATE HEADQUARTERS**

3300 West Esplanade Avenue, Suite 400  
Metairie, LA 70002  
504.304.2500

**BATON ROUGE, LA**

6100 Corporate Blvd, Suite 250  
Baton Rouge, LA 70808  
225.215.1025

**COVINGTON, LA**

1001 Highway 190 East  
Service Road, Suite 201  
Covington, LA 70433  
985.327.0413

**FAIRFAX, VA**

3975 Fair Ridge Drive, Suite 425N  
Fairfax, VA 22033  
703.460.9001

**INDIANAPOLIS, IN**

6081 E. 82nd Street, Suite 440  
Indianapolis, IN 46250  
317.806.8800

**COLUMBUS, OH**

1 Easton Oval, Suite 310  
Columbus, OH 43219  
504.305.2500

**WINDSOR, CT**

100 Northfield Drive, Suite 300A  
Windsor, CT 06095  
860.242.3299

**OTTAWA, ON**

4100 Strandherd Drive, Suite 217  
Ottawa, ON K2J OV 2, Canada  
321.206.3784

**A. Attachment A – Revision One Bidder Questionnaire**

**B. The ability, capacity, and skill of the bidder to deliver and implement the system or project that meets the requirements of the solicitation**



GCR Inc. (GCR) incorporated in the State of Louisiana in 1979 and has expanded to include offices in five U.S. states as well as a Canadian office in Ottawa, Ontario. GCR serves clients throughout the U.S. and abroad and offers technical assistance, project management, and services to clients recovering from disasters. Since flooding in Southeast Louisiana in 1995, GCR has delivered services aligned with the requirements of this assignment. GCR has provided disaster recovery services, grant management, hazard mitigation planning, and project delivery for FEMA PA, FEMA HMGP, and HUD CDBG-DR programs throughout the Continental United States, Puerto Rico, and the U.S. Virgin Islands.

GCR acquired MB3 Inc. in 2018. With that acquisition, GCR incorporates *EMGrantsPro* into its professional software offerings. *EMGrantsPro* is the go-to solution for State Emergency Management departments needing software to track all grant projects/funding between FEMA, the State, and the Applicant and now functions as the comprehensive grant management system of record for all FEMA grant programs in 17 different states and the territory of the U.S. Virgin Islands.

GCR has supported the Louisiana Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP) with staff augmentation, technical assistance, grant management, and closeout services for the past 6 years in relation to the Public Assistance (PA) and Hazard Mitigation Grant Program (HMGP). This engagement included more than 60 full-time contract staff working onsite who have processed tens of thousands of reimbursement requests from subrecipients and closed out more than 30,000 projects in partnership with GOHSEP.

GCR has also provided CDBG-DR support to multiple states and territories and coordinated the use of those funds in conjunction with FEMA PA and HMGP funds relative to cost-share fulfillment, duplication of benefits, and unified environmental and historic reviews. GCR supports the California Department of Housing & Community Development (HCD) to provide disaster recovery (CDBG-DR) and mitigation services (CDBG-MIT) for wildfires, mudslides, and debris flows in 2013, 2017 and 2018 events. That work includes technical assistance, program development and management, subrecipient monitoring, and regulatory compliance. GCR supports the Texas General Land Office (GLO) in CDBG-DR services with its recovery from Hurricane Harvey, providing program management for the statewide housing recovery effort. Other CDBG-DR assignments include an engagement with the North Carolina Office of Recovery & Resiliency (NCORR) to provide disaster recovery subject matter expertise and compliance monitoring of subrecipient projects associated with Hurricanes Matthew and Florence. GCR also supports the Louisiana Office of Community Development providing CDBG-DR and CDBG-MIT program management, action plan development, and outreach and engagement for the 2016 floods and the Florida Department of Economic Opportunity (DEO) providing subrecipient oversight and monitoring services for CDBG-DR funding from Hurricanes Irma, Michael, and Dorian.

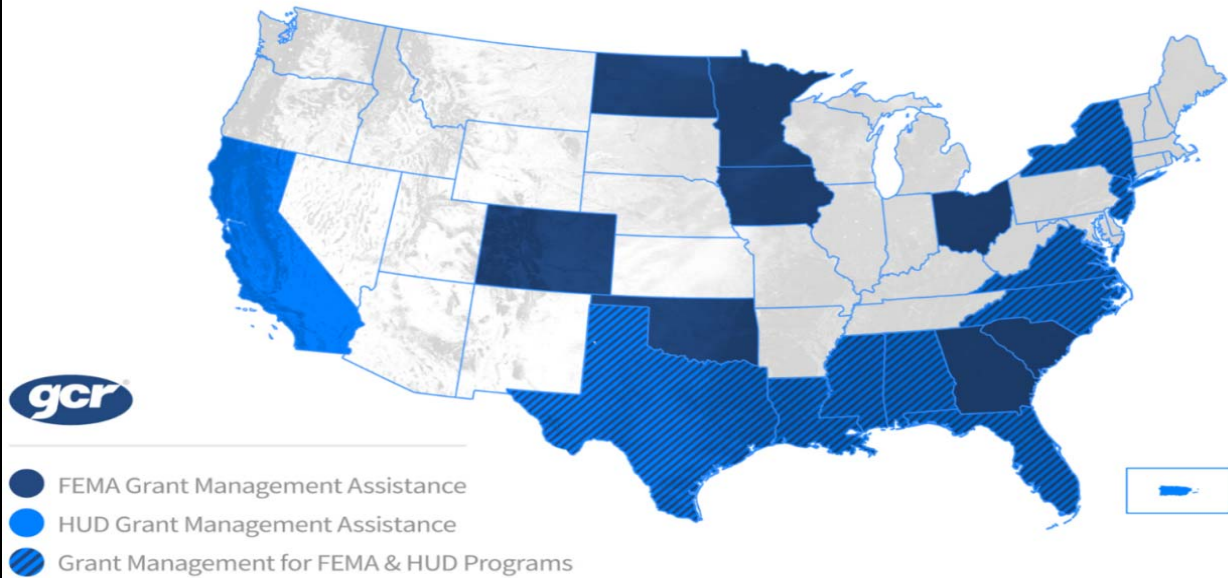
The following is a representative sample of GCR's current relevant project experience:

- Louisiana Governor's Office of Homeland Security & Emergency Preparedness, Public Assistance & Hazard Mitigation Closeout, Grant Management, and Technical Assistance for Hurricanes Katrina, Rita, Gustav, Ike, Isaac, Great Floods of 2016
- California Department of Housing & Community Development CDBG-DR and CDBG-MIT in response to wildfires and disasters in 2013, 2017 & 2018
- Texas General Land Office Housing Assistance Program for from Hurricane Harvey
- North Carolina Office of Recovery & Resiliency disaster support for Hurricanes Matthew & Florence
- Florida Department of Economic Opportunity subrecipient oversight and monitoring for Hurricanes Irma, Michael, and Dorian



- Louisiana Office of Community Development for the Restore Louisiana, LA-SAFE, and Watershed Initiative programs including program management, outreach and engagement, action plan development, and regulatory compliance
- Commonwealth of Puerto Rico Technical Assistance for Hurricane Maria recovery
- State of New York Disaster Recovery Operations Support following Hurricane Sandy
- City of New Orleans, Multi-Jurisdictional Hazard Mitigation Plan

## STATE-LEVEL DISASTER RECOVERY SUPPORT



*Figure 1: GCR's State-Level Disaster Recovery Clients - Past and Present*

### **C. The character, integrity, reputation, judgment, experience, and efficiency of the bidder**

GCR's corporate culture is defined by hard work, innovation, and camaraderie. The camaraderie is a by-product of honest leadership and employees who enjoy working within a collegial environment. The culture has been fostered by great entrepreneurial energy and employees who have invested their professional careers in the growth of the firm. The employees of GCR dedicate themselves to the mission of the client on each project. The extraordinary tenure of our employees bolsters our ability to recruit and bring on new talent as well as provide continuity-of-service to clients. During the recent expansion of the firm, GCR has sought to hire employees whose resumes and backgrounds speak of integrity and ethical principles of dedication and commitment. The corporate house is financially strong, but more importantly, the character and values of the collective body are equally as strong.

GCR is civic and community-minded. Our employees are committee chairmen, advisory members, and volunteers throughout their communities, active in helping various interests to grow and thrive. The integrity of the collective body flows from its members. Likewise, when working with subcontractors on an assignment, our policy is to respect the skills and talents of our subcontractors while supporting them in tasks so that they may flourish and succeed.

GCR and its subcontractor, Del Sol Consulting, Inc. currently have more than 25 experienced Public Assistance and Hazard Mitigation professionals on staff and are ready to assist the State with its program needs. Our team members are knowledgeable of FEMA requirements and PA/HM/IA program processes, pre-cleared by FEMA to work onsite, and fully proficient with NEMIS, EMMIE, and other grant management systems and processes. A large contingent of these professionals previously worked for FEMA, state grantees, and local subrecipient agencies and

have managed recovery operations and worked with FEMA's recovery programs from each of these various perspectives in addition to a comprehensive suite of program support roles as vendors.



Del Sol Consulting, Inc. (Del Sol) is a rapidly growing woman and minority owned company with more than 14 years of experience providing expert consulting services and staff augmentation to clients who are facing the daunting tasks of pre-planning for potential natural disasters, responding to a disaster, and effectively implementing their long-term recovery strategy. Services provided include project oversight, compliance, and regulatory management for the various requirements set forth by the various Federal Agencies involved in recovery. Del Sol is also highly experienced in providing FEMA Public Assistance Advisory Services, Financial Grant Management, Procurement and Contract Management, IT and Data Management, Insurance Funding Support, Hazard Mitigation both 404 and 406, and Emergency Management Support.

Del Sol's team members rely on personal experience, having been disaster victims themselves, to energize and connect to program partners and beneficiaries - the services Del Sol provides to its clients are more than just a business, they are a way of life. The Del Sol proposed team is made up of staff who work closely with FEMA and understand with the common challenges that hinder recovery. Team members are also proficient with the relevant databases and systems critical to program success and have developed and continue to maintain several recovery program databases that support project implementation.

- GCR offers the State an unrivaled level of experience for the provision of qualified personnel familiar with FEMA programs administered under the Stafford Act and National Flood Insurance Act. Since 2013, GCR's qualified personnel have supported the State of Louisiana's historically large Public Assistance and Hazard Mitigation programs through the provision of staff augmentation, technical assistance, grant management, and closeout services across multiple disasters.
- The GCR Team is well-equipped to assist the State in technical assistance, grant management, and closeout procedures in connection with all current federally declared disasters and any subsequent disasters which may occur during the term of this contract. We have an experienced team supported by experienced leaders.
- During our forty-one year history, GCR has provided grants management services for public and private sector clients, including dozens of state and local agencies throughout the United States, for programs administered by the Federal Emergency Management Agency (FEMA), Department of Housing and Urban Development (HUD), Federal Aviation Administration (FAA), and the Federal Transportation Administration (FTA).
- Project leadership and staff are full-time employees of GCR and our subcontracting firm, and all have previous experience in the formulation of projects and the evaluation and management of federal disaster recovery grants. Collectively, we provide qualified staff to exceed the mandatory requirements for staffing and fulfillment of project goals outlined in the RFP. We also have proven management processes to adjust staffing levels to address evolving needs. GCR will maintain the proper headcount and quality of resources throughout this engagement.
- Subrecipient engagement is a critical component of this program. GCR has implemented comprehensive subrecipient outreach services in its other state-level PA and HMGP engagements, building trust, establishing confidence, and acquiring detailed knowledge of subrecipients' respective projects and needs. GCR originally conceived and successfully piloted the concept of dedicated Outreach Teams in Louisiana and has proven methodologies and experience working side-by-side with subrecipients to build local capacity, advance implementation, process reimbursements, and drive projects into closeout. We will bring these proven techniques to NEMA's PA and HMGP programs to provide subrecipients throughout the state with the support and expert advice they need to ensure project eligibility and compliance, maximize reimbursements, and drive project closeout.



**D. Whether the bidder can perform the contract within the specified time frame**

We have the right people and the right systems to support the NEMA. Our leadership, personnel, technical approach, management techniques, workflows, and training have all been tried and tested in large-scale program enterprises and in the midst and aftermath of disaster events. We have demonstrated success providing PA staff augmentation, subrecipient engagement, and program support across the Public Assistance enterprise. The GCR Team is fully staffed and ready to work.

**E. The quality of vendor performance on prior contracts**

GCR has consistently provided clients with qualified staff, comprehensive support, quality work products, and engaged project management to help them accomplish their objectives and complete projects on-time and on-budget. For example, GCR's project team providing Public Assistance and Hazard Mitigation services to the State of Louisiana regularly exceeded monthly production goals established by the client and FEMA for both reimbursement requests and closeout packages by more than 150% for each benchmark. The team also provided flexible staff augmentation to the State and quickly added additional people and took on new tasks at the State's direction in order to promptly backfill gaps created by agency staff departures. And dozens of GCR staff members earned GOHSEP Production Awards for exceptional individual performance and output to accelerate the State's FEMA recovery programs.

We have a proven track record of creating data-driven planning documents that leverage our experience in data analysis and Geographic Information Systems (GIS), purposeful community and stakeholder engagement, and ensuring compliance with FEMA and HUD regulations. We regularly turn volumes of data into essential, visually-appealing information to support decision-making. For example, GCR has submitted dozens of federally-required plans ahead of federal deadlines and in full compliance with federal requirements, earning FEMA and HUD approval for all Hazard Mitigation Plans, Action Plans, and other deliverables that we have been contracted to develop, including an Action Plan for the State of Louisiana after the Great Floods of 2016 which HUD determined to be the fastest submittal from any state in the program's history.

GCR also has a demonstrated track record of earning repeat business, expanded workloads, and contract renewals from our clients, which is a testament to the level of service we provide for each engagement. This record reflects our commitment to only pursuing work for which we are well-qualified and adequately resourced, quality hiring and continuous training support, a customer-oriented corporate culture, and engaged project management that continuously monitors the quality and quantity of team members' performance and proactively identifies efficiencies and solutions.

**F. Such other information that may be secured and that has a bearing on the decision to award the contract**

N/A

**FINANCIAL STATEMENTS AND INFORMATION**

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

1.1 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 proposal evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference.

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

	<p>The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.</p>
<p><b>Response: GCR Inc. includes a copy of our 2018 audited financial statement in Appendix A of our proposal.</b></p> <p>BMO Harris Bank, Mitchell Kinastowski, Vice President  111 West Monroe Street - 5W, Chicago, IL 60603  (312) 461-5531; <a href="mailto:Mitchell.kinastowski@bmo.com">Mitchell.kinastowski@bmo.com</a></p> <p><b>GCR Inc. has no judgments, pending or expected litigation or other real or potential financial reversals to disclose.</b></p>	
<p>1.2</p>	<p><b>CHANGE OF OWNERSHIP</b></p> <p>If any change in ownership or control of the company is anticipated during the twelve (12) months following the proposal due date, the bidder should describe the circumstances of such change and indicate when the change will likely occur. Any change of ownership with Contractor will require notification to the State.</p>
<p><b>Response: GCR Inc. does not anticipate any change of ownership or control of the company during the next twelve (12) months.</b></p>	
<p>1.3</p>	<p><b>RELATIONSHIPS WITH THE STATE</b></p> <p>The bidder should describe any dealings with the State over the previous five (5) years. If the organization, its predecessor, or any Party named in the bidder's proposal response has contracted with the State or any political sub-divisions of 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><b>Response: GCR Inc.'s affiliate, PCC Technology Inc., contracts under Contract number 74944 O4 to provide a Business Services Filing System to the State of Nebraska.</b></p> <p><b>GCR's subcontractor Del Sol Consulting, Inc., has not had any contracts with the State of Nebraska or any political sub-division of the State in the last five (5) years.</b></p>	
<p>1.4</p>	<p><b>BIDDER'S EMPLOYEE RELATIONS TO STATE</b></p> <p>If any Party named in the bidder's proposal response is or was an employee of the State within the past sixty (60) 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 proposal 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 proposal. If no such relationship exists, so declare.</p>
<p><b>Response: GCR Inc. affirms that no such relationship exists.</b></p>	

**CONTRACT PERFORMANCE**

If the bidder or any proposed subcontractor has had a contract terminated for default during the past five (5) 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.

**1.5** It is mandatory that the bidder submit full details of all termination for default experienced during the past five (5) 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 proposal accordingly. If no such termination for default has been experienced by the bidder in the past five (5) 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: GCR Inc. has not had a contract terminated for default during the past five (5) years.**

**GCR Inc. was contracted to provide staff augmentation for the Louisiana Workforce Commission, Office of Unemployment Insurance Administration. The Governor issued a directive on March 9, 2016 to cancel all "non-essential" contracts due to the Louisiana State Budget Deficit and terminated the GCR contract for convenience. GCR was subsequently rehired for the same work under a new contract.**

**Del Sol Consulting, Inc. has not had a contract terminated for default during the past five (5) 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 proposal.

The bidder should address the following:

- 1.6**
- 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 Contractor or as a subcontractor. If a bidder performed as the prime Contractor, 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 Contractors above. In addition, subcontractors should identify



what share of contract costs, project responsibilities, and time period were performed as a subcontractor.

**Response:**

The following project summaries demonstrate GCR's experience with projects of similar size and scope.

**GCR Inc.**

**Project 1**

**Project Title:** Stafford Act & National Flood Insurance Act Programs – PA and HM Grant Management & Closeout Services

**Client:** Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

- a) **Project time period:** 2013 – 2019
- b) **Schedule and actual completion dates:** 2013-2019 (completed on-schedule)
- c) **Bidder's responsibilities:** This project includes the Public Assistance (PA) and program for Hurricanes Katrina, Rita, Gustav, Ike, Isaac, and other open disasters, and the Hazard Mitigation Grant Program (HMGP) for Hurricanes Katrina and Rita, which elevated over 10,500 homes and provided emergency generators to nursing homes in Louisiana. GCR has provided qualified personnel to manage and carry out the project including a project manager, supervisors, cost estimators, and experienced grant management and closeout personnel.

- d) **Reference:**  
Lynne Browning  
Assistant Deputy Director  
Governor's Office of Homeland Security & Emergency Preparedness  
7667 Independence Boulevard  
Baton Rouge, LA 70806  
Telephone: (225) 925-7500  
Fax: (225) 925-7501  
[Lynne.browning@la.gov](mailto:Lynne.browning@la.gov)

- e) **Work performed as prime contractor or subcontractor:** Prime

**Project budget:** \$16,000,000 per annum

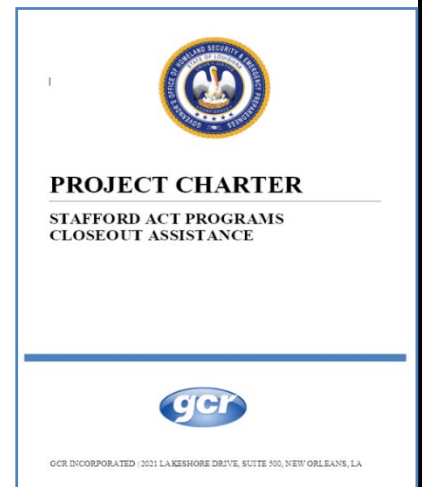
**Project description:** GCR provided qualified personnel familiar with the closeout procedures for all FEMA programs under the Stafford Act to manage and carry out the project including project manager, closeout supervisors, and experienced closeout personnel. The GCR Team conducted site visits to sub-grantees; worked closely with sub-grantees to complete required closeout documentation; reviewed grants for compliance with federal law, regulations, and policy; audited files for proper accounting and compliance; and developed corrective action protocols to address any deficiency findings in documentation and procedures.

Throughout this assignment, the GCR Team processed over 3,500 workbooks (this included Large Projects with zero amounts), and over 2,600 small projects totaling over \$1.6 billion. GCR's estimating team has completed over 870 cost analyses for our closeout team and the GOHSEP closeout team.

GCR fully staffed the project within 30 days of the Notice to Proceed. During the life of the project, GCR responded quickly to handle increased production metrics negotiated with FEMA and additional tasks requested by GOHSEP. For example, in 2014 the closeout of the homeowner elevation and IMM grant program under the OCD-DRU Home Elevation project was added to the scope of GCR's contract and successfully completed. In 2015, the Department of Health and Hospitals' HMGP Generator project was added and successfully completed. With GCR's access to additional qualified specialists, we brought surge staff to address backlogs as they occurred, including cost estimating, closeout backlogs and HMGP expertise.

The GCR Team working on the Stafford Act Program Closeout component grew to meet the needs of GOHSEP. The team included a project manager, 5 supervisors, 3 PA closeout teams, 1 cost estimating team, and 1 OCD HMGP closeout team.

GCR developed the GOHSEP Closeout Reporting and Time Entry System (CRATES) to capture daily performance metrics for this project. During the term of this contract, the functionality in CRATES served as a companion platform to LAPA to enable



monitoring efficiencies, increased workflow and overall production reporting. The system provided real-time information by project, Applicant, and jurisdiction, with GIS-based location mapping and reporting. Closeout Specialists used CRATES to input daily hours. By tracking time by disaster and Project Worksheet, CRATES reported direct and indirect costs as needed by GOHSEP.

GCR made two enhancements to CRATES - a dashboard that provides access to critical information on throughput data without having to generate a report, and a document repository to store policy-based reference documents, such as completed and successful cost estimates. This repository provided ready access to critical information.

## Project 2

**Project Title:** Louisiana Hazard Mitigation Grant Program

**Client:** Louisiana Office of Community Development-Disaster Recovery Unit (OCD-DRU) by assignment from GOHSEP as the State Administrative Agent for the HMGP award which funded the program

a) **Project time period:** 2009 – 2014

b) **Schedule and actual completion dates:** 2009-2014 (completed on-schedule)

c) **Bidder's responsibilities:** From the project's inception in 2009, GCR, serving as a sub-contractor to The Shaw Group, provided 25 qualified staff familiar with Stafford Act and National Flood Insurance Act programs and the facilities in New Orleans for the program. By 2010, GCR's staff increased to 51. Staff conducted homeowner outreach, provided one-on-one assistance to homeowners with grant applications, assisted with the execution and closeout of each of the 10,500 grants throughout South Louisiana, and was responsible for ensuring that Program Compliance deliverables were met. The project included grants management, working with Applicants, closeout, grantees and sub-grantees, understanding National Flood Insurance requirements, and reconciliation of federal funds.

GCR personnel provided the following services:

- Management services in program operations, application processing, and administration
- Evaluating each homeowner's flood vulnerability
- Determining the required elevation height to meet National Flood Insurance requirements
- Providing guidance on developing cost estimates for each grant given to each homeowner

GCR was also responsible for document management and records retention of physical documents, electronic images, Applicant-related emails, correspondence, training materials, and policy and procedures. GCR worked closely with the State of Louisiana and its designees in managing day-to-day operations, improving processes for quality and efficiency, and implementing policy changes.

In 2011, GCR became a subcontractor to HGI on the HMGP project. GCR's qualified staff included over 20 Hazard Mitigation Specialists familiar with Stafford Act and National Flood Insurance Act programs. The experienced staff provided continuity of service for applicants not just through familiar names and faces but also in the provision of a consistent location for the program. GCR continued to provide the facilities and furnishings for the program. GCR staff continued to conduct homeowner outreach, provide one-on-one assistance to homeowners with grant applications, assist with the execution and closeout of grants throughout South Louisiana, and ensure that Program Compliance deliverables were met. The project included grants management, working with Applicants, closeout, understanding National Flood Insurance requirements, and reconciliation of federal funds.

GCR was also responsible for document management and records retention of physical documents, electronic images, Applicant-related emails, correspondence, training material, and policy and procedures. GCR worked closely with the State of Louisiana and its designees in managing day-to-day operations, improving processes for quality and efficiency, and implementing policy changes.

d) **Reference:**

Jeff Haley

Chief Operating Officer

Louisiana Office of Community Development – Disaster Recovery Unit

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Jeff.haley@la.gov

- e) **Work performed as prime contractor or subcontractor:** Subcontractor

**Project budget:** \$750,000,000

**Project description:** This project was funded predominantly with FEMA's Hazard Mitigation Grant Program (Stafford Act), FEMA's NFIP Increased Cost of Compliance (ICC) program (National Flood Insurance Act) and HUD Community Development Block Grant - Disaster Recovery (CDBG-DR). Section 404 of the Stafford Act authorizes the Hazard Mitigation Grant Program (HMGP) and FEMA administers the program. In Louisiana, HMGP helps homeowners protect their homes from damage in future natural disasters by elevating their homes, reconstructing safer structures, or installing individual mitigation measures. The program targeted participants in Louisiana's Road Home program needing additional funds to complete their home mitigation. The program design included the elevation of over 10,500 homes at a cost of \$750 million. With the prime contractor role transitioned to HGI in 2011, the value of the GCR staff was recognized and transitioned as well. GCR's staff provided continuity of service for applicants and institutional knowledge for an ongoing grants management and closeout program. The project was funded predominantly with FEMA's Hazard Mitigation Grant Program (Stafford Act), FEMA's NFIP Increased Cost of Compliance (ICC) program (National Flood Insurance Act) and HUD Community Development Block Grant - Disaster Recovery (CDBG-DR).

### Project 3

**Project Title:** California Disaster Recovery Support

**Client:** State of California Department of Housing and Community Development (HCD)

- a) **Project time period:** 2014 – Present

- b) **Schedule and actual completion dates:** Ongoing and on-schedule

- c) **Bidder's responsibilities:** GCR serves as the project manager for the State's \$70 million National Disaster Resilience Implementation (CDBG-NDR) and led the development of the state's \$212 million Community Development Block Grant Disaster Recovery (CDBG-DR) Action Plan. GCR serves as the State's Subject Matter Expert on CDBG-DR regulatory compliance, from leading program design for housing and infrastructure programs, to developing policies and procedures for both NDR and CDBG-DR programs.

- d) **Reference:**

Susan Naramore

Specialist – Disaster Recovery

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[Susan.Naramore@hcd.ca.gov](mailto:Susan.Naramore@hcd.ca.gov)

- e) **Work performed as prime contractor or subcontractor:** Prime

**Project budget:** \$2,080,000

**Project description:** GCR began working with the HCD in 2014, supporting the State's National Disaster Resilience Competition Phase II Application to support fire recovery projects in Tuolumne County. California experienced historic and devastating wildfires and mudslides in 2017 and 2018, and GCR's support role with HCD has grown to include recovery efforts from those disasters as well and the administration of Community Development Block Grants for Disaster Recovery (CDBG-DR) allocated to California for those events.

#### **National Disaster Resilience Competition (NDRC)**

GCR serves as the primary outside advisor to the State of California for the implementation of its \$70 million CDBG-NDR award to develop and implement its Community and Watershed Resilience Program. The program consists of three pillars: forest and watershed health, a biomass and wood products facility, and a community resilience center. GCR supported the State during phase two of the National Disaster Resilience Competition and has transferred that knowledge into the implementation phase of the initiative. GCR's scope of work includes support across a number of areas, including technical assistance to the State and its subrecipients, project design, project implementation support, compliance monitoring, and overall program management support.

GCR works directly with the State of California, Department of Housing and Community Development (HCD) as well as its partners and subrecipients involved in the implementation of the NDR grant. GCR developed an organizational framework for HCD and its partners to guide the implementation of the NDR-funded efforts among state agencies, subrecipients, and stakeholders. GCR is providing administrative oversight, regulatory guidance, project implementation assistance, and trainings. So far, GCR has delivered regulatory compliance support to HCD and its subrecipients, an indirect rate cost plan approval process for subrecipients, regulatory reviews of aspects of the grant set-up, and a full update of HCD's CDBG-DR Administrative Manual to ensure compliance with HUD regulations.

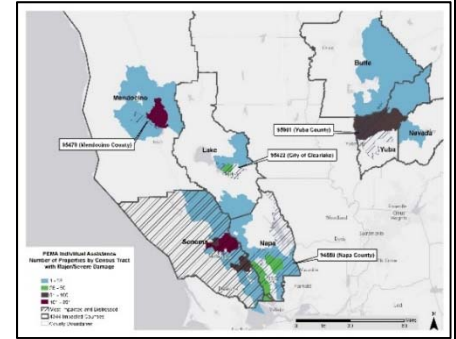


**CDBG-DR Pre-Award Disaster Recovery Support**

GCR leads the drafting of the Financial Management and Grant Compliance Certification, Evaluation of Risk Management Capacity, Unmet Needs Analysis, and development of the State’s Action Plan. Additional efforts include leading outreach and support to impacted communities, program design, formulation of implementation strategies, and guidance on how to stand up a disaster recovery office.

GCR’s scope of services includes the following:

- **Project Management and Coordination** – GCR provides overall support for all aspects of HCD’s CDBG-DR program including task and timeline management and development of CDBG-DR brand
- **Pre-Award Regulatory Support** – Conducts analysis of Federal Register Notices and applicable Department of Housing and Urban Development policies
- **Unmet Needs Action Plan and Certifications** – Leads the development of all content for Unmet Needs Action Plan and Certifications including Certifications of Proficient Controls, Implementation Plan and Capacity Assessment, CDBG-DR Administrative Manual, Unmet Needs Analysis, Method of Distribution, and Program Design
- **Mitigation Action Plan Development** – Pending the release of the Mitigation Federal Register Notice, GCR will lead all activities of the Action Plan
- **Community and Stakeholder Engagement** – GCR leads local unmet needs data collection, establishes and maintains relationships with state agencies and local government partners, drafts all stakeholder briefing and public meeting materials, assists with program messaging, and coordinates public meeting logistics



**About the Client:** HCD helps to provide stable, safe homes affordable to veterans, seniors, young families, farm workers, people with disabilities, and individuals and families experiencing homelessness. By administering programs that provide grants and loans (from both state and federal housing programs), HCD creates rental and homeownership opportunities for Californians from all walks of life, including veterans, seniors, young families starting out, people with disabilities, farmworkers, and individuals and families who are experiencing homelessness. HCD has provided more than \$3 billion of funding for affordable housing development and associated infrastructure. Through long-term monitoring, HCD ensures the developments continue to provide safe and affordable homes, and that the homes remain well-maintained and financially sound.

**SUBCONTRACTORS**

1.7

If the bidder Contractor intends to subcontract any part of its performance hereunder, the bidder Contractor must provide:

- Name, address and telephone number of the subcontractor(s);
- Specific tasks for each subcontractor(s);
- Percentage of performance hours intended or each subcontractor(s); and
- Total percentage of subcontractor(s) performance hours.

**No Response Required:**

1.8

- Describe bidder’s process for providing PA technical services.

**Response:**

GCR understands the State of Nebraska’s challenge in scaling up PA program support to manage more than 400 subrecipients, 2,200 projects, and \$400 million in funding from the historic 2019 floods (DR-4420), the need to document eligible Category B expenses in the ongoing response to COVID-19 (EM-3483), and closeout of more than \$40 million in PA funding from 6 previous disasters. GCR has direct experience providing state-level staff augmentation in support of FEMA

recovery programs under the Stafford Act and National Flood Insurance Act in alignment with the scope of work for this engagement. Our experience and track record providing technical assistance, grant management, closeout, software support, and multi-agency program coordination for the PA program is extensive and highly regarded. We have assigned a veteran project manager for this engagement, Mike Dorris, Sr., CPA, with decades of experience managing large-scale PA enterprises and diverse teams, and our program support staff are available now and ready to work.

## **Approach & Methodology for Managing PA Projects**

The GCR Team offers experienced staff and a management structure that is production and quality-oriented to best meet the needs of the State. The GCR Team brings a proven management approach at the individual production level to achieve monthly and annual goals developed in consultation with NEMA.

We understand NEMA's mission to ensure the timely formulation, completion, reimbursement, reconciliation, and closeout of open projects and subrecipients. That includes meeting smart formulation of projects, maximizing and expediting eligible reimbursements to subrecipients, meeting closeout deadlines, avoiding de-obligations, and ensuring program compliance. GCR has helped close over 30,000 Public Assistance projects with over 500 subrecipients. We are well-versed with subrecipient issues, operational protocols across the Public Assistance program, and grant management workflows.

We also understand the high stakes associated with this mission. The inability to bring subrecipient project expenditures into compliance with the governing regulations could lead to the de-obligation of project funds and leave the State and subrecipients vulnerable to losing administrative and management funds as well. It will also delay recovery and create financial strain in Nebraska communities impacted by disasters. GCR will help the State to establish performance measures for contract staff production, subrecipient progress, and project advancement based on its experience supporting similar PA programs. It will also track production against federal closeout deadlines. Our approach is data-driven and performance-focused. We will help NEMA to establish benchmarks, production targets, and reporting mechanisms for all of its desired PA program outcomes and help agency staff and subrecipients to optimize workflows that maximize production and accountability and demonstrate progress through detailed reports. The GCR Team will work side-by-side with state staff and subrecipients throughout this process to understand their issues, solve problems, and build capacity to improve program outcomes and better manage future disasters.

Our qualified staff members are cross trained in both grant management and closeout. This enables staff to move seamlessly across functions as needed, transferring to closeout when the pipeline of closeout ready projects is high and to grants management when the pipeline needs replenishment. Understanding the closeout process, policies, and documentation requirements also enhances GCR's ability to provide quality assurance throughout the grant management process and improve closeout readiness of projects at the end of their lifecycle. Driven by GCR's orientation process, our staff is prepared to assist subrecipients in understanding the requirements of closeout earlier in the process to avoid common documentation challenges that slow down approval of expenses and create a backlog in the process. This is a key element of GCR's approach to linking grant management and closeout and providing the required services in a manner that is coordinated.

## **Subrecipient Engagement & Support**

### **Project Formulation**

The GCR Team will consult with NEMA to identify applicants in need of technical assistance and conduct a formal kickoff meeting to gain an understanding of their project requirements, project status, and desired outcomes. Program Liaisons and Project Officer Engineers will assist applicants to verify that the disaster, geographic area, applicant, facility, damage, and scope of work are all eligible for Public Assistance. Projects will be formulated based on eligible damages, the applicant's desired project outcome, and FEMA eligibility requirements, and team members will review this information in order to help the applicant determine which approach is appropriate for the project (e.g. alternate, improved, replacement, repair, 428, etc). FEMA representatives will be invited to the table early in the process to drive consensus on eligible scope and required reviews.

### **Grant Management**

The GCR Team will perform the following tasks in support of its responsibilities toward Subrecipient Outreach:

- Mike Dorris will identify and recommend to NEMA priority subrecipients with open projects in need of more intensive support based on project volume, size, complexity, and age; project status reporting; and staff capacity

- Upon adoption of the recommended priority grouping by NEMA, the GCR Team will conduct outreach and conduct meetings onsite with subrecipients to chart a path
- Scheduling, agendas, minutes and action items will be tracked in the Meeting module
- Subrecipient progress will be measured and reported to NEMA on a regular basis along with production metrics for individual outreach specialists (or Program Liaisons)
- Engagement specialists will meet internally to share best practices and innovative problem-solving strategies
- The GCR Team will provide status updates on its Subrecipient Outreach efforts and performance metrics during regular meetings with the NEMA Contract Monitor/Project Manager
- Mike Dorris, our Project Manager, will communicate regularly with subrecipients to determine overall satisfaction and identify opportunities for improvement

### Analyze Data, Identify Problems, & Recommend Solutions

GCR employs a data-driven approach, active management based on detailed performance metrics, and the institutional knowledge of its highly experienced staff members to identify bottlenecks, inefficiencies, and capacity challenges. Each staff member, project, and subrecipient is monitored based on established benchmarks and regular reports. These tools enable GCR to quickly identify problems with processes, projects, subrecipients, or staff members. Our team has a robust record of identifying problems and recommending innovative solutions to state-level Public Assistance clients, and it is one of the hallmarks of our management team and Mike Dorris, Sr. in particular, whom we have proposed as the Project Manager for this engagement.

GCR provides the following 3 examples to demonstrate its experience in analyzing data to identify problems and implement solutions.

- **Subrecipient Outreach Teams:** Upon determining that certain subrecipients had large or complex projects which were not advancing at regular intervals, GCR created and presented the concept of a specialized outreach team to dislodge projects with unapproved expenses and move them into the closeout pipeline. The team's efforts dislodged 118 projects in a matter of months and built significant capacity at the subrecipient level. Indicators of subrecipient support needs and dedicated outreach teams have since been adopted by the client as a means to deploy resources and advance projects across the program.
- **Cross Training:** Upon realizing a surge in the pipeline of closeout ready projects with insufficient personnel to close them, GCR decided to cross-train grant management specialists to conduct closeouts when needed. It also cross-trained closeout specialists to conduct reimbursement reviews when the pipeline of closeout ready projects is low. Our management team regularly tracks the volume of projects in separate queues and shifts cross-trained specialists as the program requires to maximize productivity, expedite reimbursements, and drive project closeout.
- **State Closeout:** The GCR Team learned from one of its Public Assistance clients in October 2018 that approximately 1,500 projects had been closed by FEMA but remained open on the state's end. GCR's Project Manager, Mike Dorris, took the initiative to form a new team led by Deidra Davis to begin closing these projects on the state's behalf. Both of these individuals are proposed for inclusion on this engagement. As of June 30, 2019, over 1,000 of these projects had been reviewed and processed for Final Closeout, enabling projects to be closed so the subrecipient could receive full and final payment.

### Technical Reviews

Our experienced project managers, engineers, senior advisors, program liaisons, EHP specialists, and insurance specialists will work closely with subrecipients to determine project eligibility and a comprehensive scope of work. Technical components of the work will be carefully reviewed, and Project Worksheets will be formulated to capture the eligible scope of work based on eligible damages, codes and standards, mitigation enhancements, and Public Assistance program rules and requirements. Staff members will use the FEMA-approved Cost Estimating Format (CEFs), software, and standard operating procedures, ensure that required environmental and historic preservation (EHP) reviews are completed, shepherd the project through the system for approval and obligation, help the applicant to obtain the necessary permits and clearances, and assist the subrecipient in properly procuring services, monitoring the work, obtaining and maintaining all required documentation,

reporting on the grant, and completing the work in a timely fashion and in compliance with FEMA requirements. The GCR Team typically recommends weekly calls with subrecipients to track progress, solve problems, and advance projects on a continuous basis.

## Debris Management

The GCR Team understands that removing debris quickly is paramount to recovery. Our qualified staff have overseen large-scale debris removal and monitoring efforts in Louisiana, Texas, and Mississippi and are committed to providing comprehensive support to NEMA and its applicants to complete the following tasks:

- Properly procure and pre-position debris removal contractors and monitoring firms
- Utilize GIS systems to estimate debris quantities
- Requisition and deploy the appropriate number of crews to complete the work in the areas where they are needed
- Ensure that all program requirements are met for both removal and monitoring, including procurement, documentation, eligibility, cost reasonableness, and other factors
- Advise applicants on technical issues including the required separation of household debris, procedures for addressing waterway debris, Private Property Debris Removal (PPDR) authorities and requirements, and demolitions
- Leverage cost-share incentives and recycling credits available for debris removal under the PA program
- Advise on legislative authorities and options to satisfy federal cost-sharing requirements through the provision of state and federal funding including CDBG-DR funds (based on our team's successful implementation of these strategies in both Texas and New York)

## Appeals

The GCR Team is knowledgeable and experienced in assisting grantees and subgrantees to resolve disputes with FEMA over project eligibility, cost, and other issues through first appeals, second appeals, and arbitration proceedings as provided for under the Stafford Act and Chapter 44 of the Code of Federal Regulations. Our proposed Appeals Specialist for this engagement, Mike Gaffney, is an attorney and CPA with extensive FEMA program knowledge who has filed more than 60 first and second appeals with FEMA, the majority of which were resolved favorably, argued numerous second appeals in Washington, DC, and worked on 10 separate arbitrations of FEMA projects before the Civilian Board of Contract Appeals (CBCA), and represented the State of Louisiana, State of Texas, and numerous local jurisdictions in legal matters before the agency since 2005, and is among the most highly renowned attorneys specializing in this area. Our general approach toward project appeals is based on the following guidelines.

- Review all applicable statutes, regulations, policies, and guidance and consult the appropriate Recovery Directorate Manual for the disaster in question
- Meet with applicants during kickoff meetings to discuss eligibility issues and establish a document retention program prior to the formulation of Project Worksheets
- Meet regularly with applicants to discuss eligibility issues for existing Project Worksheets
- Facilitate discussions between applicants and FEMA with appeals assistance staff present to resolve eligibility issues
- Establish procedures to notify applicants of impending 60-day filing deadlines for first and second appeals
- Review all documents and discuss issues with applicants to obtain support for applicant's position disputing the FEMA decision
- Prepare appeals in a manner that ensures all relevant statutes, regulations and policies are cited to demonstrate inconsistencies with FEMA determinations and program rules
- Ensure that first appeals contain all relevant documentation in the event a second appeal becomes necessary, as the latter do not allow for introduction of new documentation

- Know the composition of the panel reviewing the appeal and construct your appeal accordingly

## Grant Management

In consultation with NEMA, GCR will dedicate specific team members for grants management compliance and the timely processing of reimbursement requests. In order to carry out this responsibility, designated team members must ensure that the Request for Reimbursement Form Package contains the necessary documentation to successfully support approval and payment of expenses on a project.

Requests for Reimbursement must be reviewed quickly but also thoroughly to allow prompt reimbursement to the subrecipient. GCR team members typically review a Request for Reimbursement package when a subrecipient submits a funding request into the system and when that request meets certain eligibility requirements, such as being greater than \$10,000 or the final Request for Reimbursement on a project. A Request for Reimbursement Package may be considered complete when it has passed all levels of NEMA review and advanced to Approved in the Reimbursement Request module.

GCR has included a sample RRF workflow and process outline, for consideration by NEMA, detailing submission, review, and completion (see *Figure 2: Grants Management Workflow*). The GCR Team will consult with NEMA at the outset of this engagement regarding current grant management processes and procedures and modify workflows or adopt alternative procedures at NEMA's direction.



# GCR'S PROPRIETARY GRANTS MANAGEMENT WORKFLOW

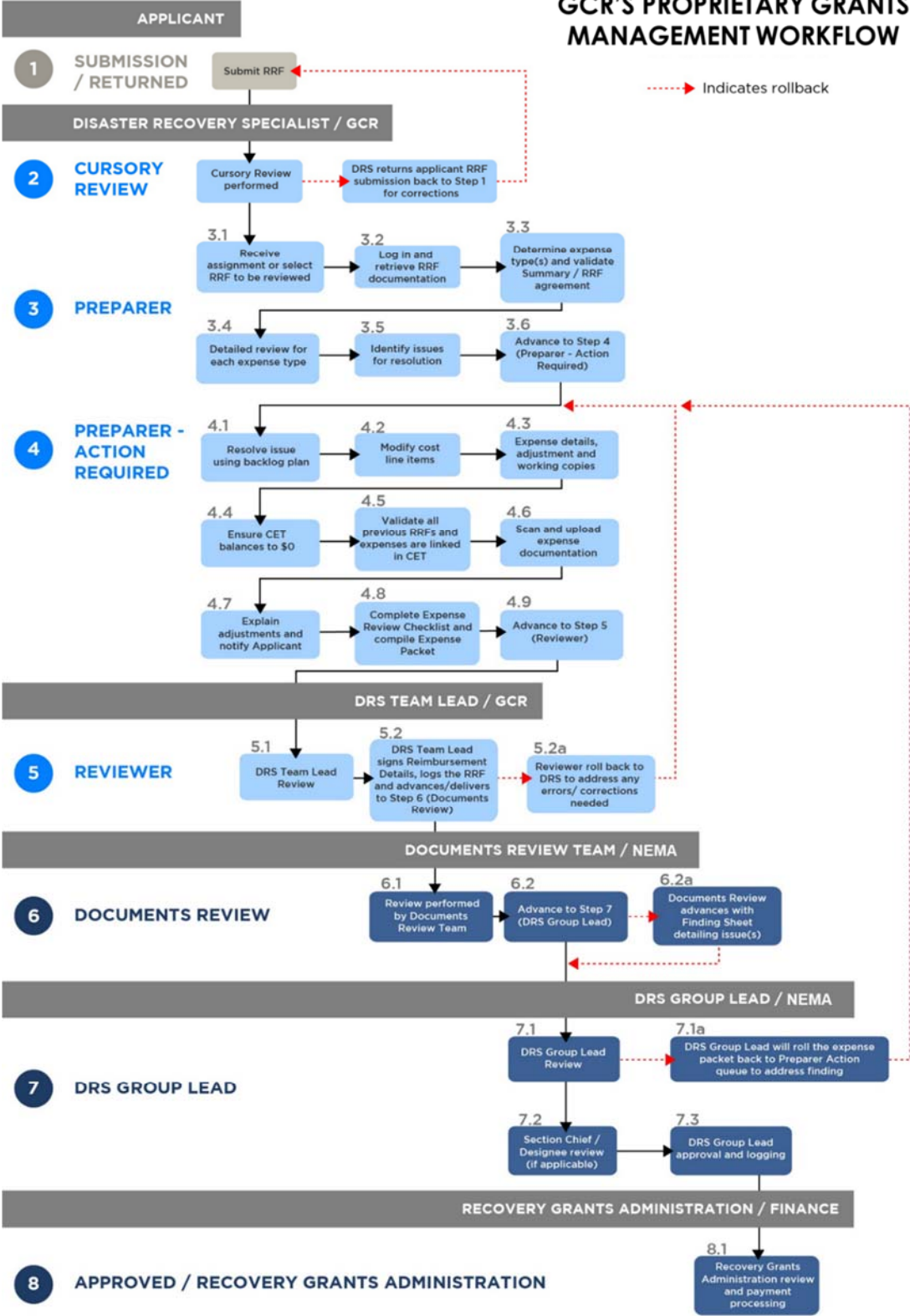


Figure 2: Grants Management Workflow

## Requests for Reimbursement Form (RRF)

The RRF process consists of the following three components – Review, Sampling, and Processing.

### Review

Disaster Recovery Specialists will review the Request for Reimbursement Form Package for compliance by ensuring the inclusion and proper completion of the following items:

- **Request for Reimbursement Form (RRF)** - A request from the Subrecipient for reimbursement of cost incurred during the execution of emergency protective measures or permanent work repairs as a result of a Federally declared Public Assistance Emergency or Major Disaster event
- **Work Summary Sheets for Force Account Labor, Force Account Equipment, Rented Equipment, Materials, Contract Work, (as applicable)** - An organized listing showing, by work type, all costs claimed for each item within the Request for Reimbursement and identifying the total of the request for each work type
- **Supporting Documentation** - Requests for Proposals, Requests for Qualifications, bids, contracts, invoices, pre-disaster overtime policy, benefits calculations, and supplemental documents, such as Change Orders, a Mayor's overtime declaration, timesheets, cost analyses, Improved Project or Alternate Project approval letters, etc.
- **NEMA Internal Review Documentation** - Expense Review Checklist, Reimbursement Details, Cost Estimate Tracking, and Working Copies showing adjustments (documents which are added to the Request for Reimbursement Package throughout the NEMA internal review process). These documents include notes pertaining to the review of the Request for Reimbursement Package, adjustments to the review, and accounting for the costs in accordance with FEMA's Scope of Work for the project

### Sampling

The reimbursement review process typically requires a sampling of claimed expenses for validation as follows:

- Proof of Payment – 5% testing
- Force Account Labor Summaries – 20% (when more than 10 summary sheets are included)
- Force Account Equipment – 20% (when more than 10 summary sheets are included)

### Processing

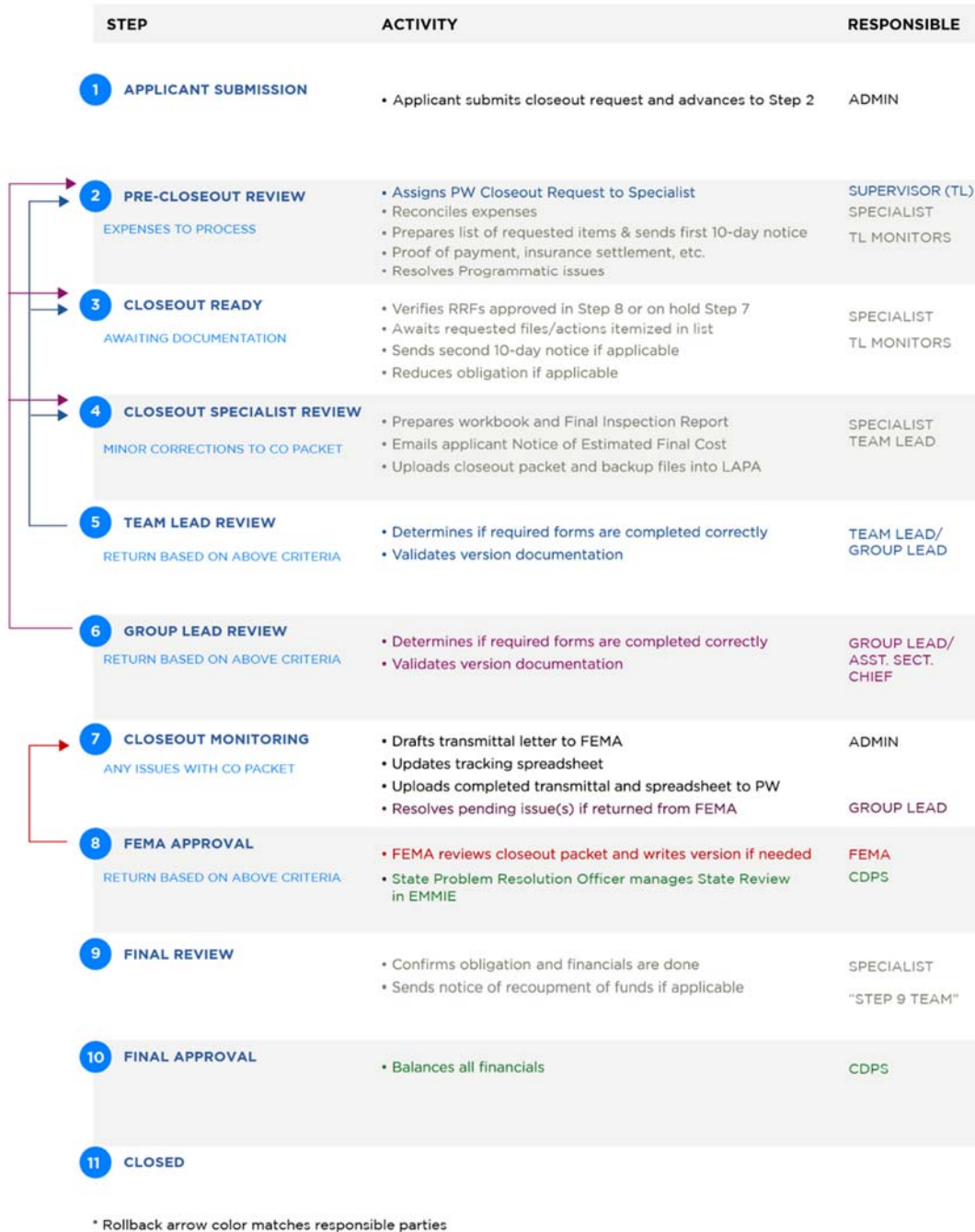
The Disaster Recovery Specialist is responsible for completing the following tasks:

- Initial reviewer (contractor) completes their review in accordance with NEMA SOPs
- The packet is then advanced to the NEMA Team Lead staff for review
- If no deficiencies are noted, it will either be approved or placed on hold pending a closeout version obligation
- Any deficiencies or corrections noted at any step will cause the packet to be returned to the initial reviewer to address

### Closeout

GCR typically follows a detailed, sequential step review process for project closeout. *Figure 3: Closeout Step Review* presents this 11-step process. The GCR Team will consult with NEMA at the outset of this engagement regarding current closeout processes and procedures and adapt these workflows or adopt alternative procedures at NEMA's direction.

## GCR'S PROPRIETARY CLOSEOUT STEP REVIEW



*Figure 3: Closeout Step Review*

### Closeout Package: Preparation, Review, & Approval

The GCR Team understands that Closeout Packages must contain the necessary supporting documentation for review and approval by NEMA and FEMA. Closeout Specialists are responsible for reviewing Project Worksheets and preparing the required templates, forms, and documentation for closeout. This process includes the following tasks:

**Process Additional Expenses:** Identify if the PW contains a cost overrun and if additional expenses will need to be submitted. The Closeout Specialist will review these expenses to determine eligibility and the need for inclusion in the final closeout



version. The Closeout Specialist will then submit the eligible expenses for internal review through the standard Closeout review process for expense reimbursement. These expenses will not be Express Paid. Expenses included in the Final Closeout Package will be reviewed by FEMA during Step 8 of the closeout process.

**Prepare the Closeout Package:** A Closeout Package is required for each large project. The Closeout Package contains all documentation necessary to receive FEMA approval for closeout. The Closeout Specialist will compile the necessary documentation for the Closeout Package, which includes the following:

- **Final Inspection Report** - The Final Inspection Report (FIR) is a form required by FEMA to document project completion, capture total project costs, and to obtain GOHSEP's certification of project closeout. The Closeout Specialist will use the FIR to:
  - Capture all project expenses and any deductions on the project to determine the total project cost for the PW
  - Enter the total project costs associated with the project by listing the PW estimated costs and actual costs and indicate if there are any adjustments made to the total project costs due to findings, deductions, penalties, or insurance
  - Determine if there is a cost underrun or cost overrun when compared to the obligated value of the PW
  - Provide comments on the project costs, as necessary
  - Specify if the requirements for any special considerations involved with the project were met, such as environmental reporting requirements and insurance purchase requirements
  - Certify that the Closeout Specialist assisted the subrecipient in preparing the PW in compliance with the closeout requirements
- **Large Project Certification** – NEMA may provide the subrecipient with a Notification of Estimated Final Cost in order to certify the project was completed in accordance with the grant guidelines, including federal, state and local laws, statutes and regulations. The Closeout Specialist will refer to the PW to populate the information regarding the large project being certified, including:
  - Total Project Costs (pre-closeout) – Total amount of work eligible for reimbursement through the FEMA PA program prior to closeout reconciliation
  - Total Project Costs Supported in Closeout – Total cost of the eligible work performed following closeout reconciliation (regardless of funding source, such as obligation or insurance)
  - Other Funding Sources – Insurance, salvage value, etc.;
  - Eligible Funding – Total Project Costs Supported in Closeout less Other Funding Sources
  - FEMA Final Obligation - Total amount the subrecipient certifies for project completion that is eligible for reimbursement through the FEMA PA program; the subrecipient is given 10 business days upon receipt of a Notification of Estimated Final Cost to disagree and contact the NEMA section staff. If the subrecipient does not contact NEMA, it certifies all work was completed and reimbursed in accordance with the federal regulations in 44 CFR. The subgrantee will also confirm an understanding that all files are subject to an audit by the Department of Homeland Security Office of Inspector General (DHS OIG) during the documentation retention period.
- **Closeout Workbook** - The Closeout Workbook is a template used to document and review the costs incurred to complete the eligible scope of work for a large project. The Closeout Workbook Standard Operating Procedures provide detailed instructions on completing the workbook for each large project.
- **Additional Documentation** - Additional documentation support in the Closeout Package may include:
  - Version Documentation - During Closeout, a single closeout version request will be submitted to adjust scope changes, obligate cost overruns, or de-obligate cost underruns. If the PW requires a version at Closeout, the Closeout Specialist will include all documentation needed to support any cost overruns and scope changes. Payments or credits outstanding to NEMA following a new PW version will be reconciled after the federal closeout date.
  - Insurance Documentation - If the project requires insurance to be obtained and maintained following the completion of the recovery work, the Closeout Specialist will ensure the supporting documentation necessary to show that an insurance policy or waiver has been obtained. The policy should cover the scope of work completed for the project. If the project received insurance funding, additional documentation may include the Statement of Loss, Settlement Check, Denial letter, and/or current insurance policy. This documentation will be included in the Closeout Packet as needed.

- Site Inspection Reports - If a Site Inspection Report was completed when the project work was greater than 75% complete prior to closeout, the report will be included in the Closeout Package. If a Site Inspection Report is not available, the Closeout Specialist is required to request a site inspection be conducted by the Site Inspection Team and include the report in the Closeout Package.
- Time Extension Request - If a time extension request is needed to meet an adjusted work deadline based on final completion.

**QA/QC Reviews:** Once the Closeout Package is completed by the Closeout Specialist with the required forms, templates, and documents, it will subsequently be reviewed for accuracy and completeness by the GCR Team Lead followed by the NEMA Group Lead. The information will then be submitted for FEMA review and approval.

**Final Review & Approval:** After the Closeout Package has been reviewed, approved, and closed by FEMA, the GCR Team conducts a Final Review (also known as a Step 9 review). Once projects have been closed by FEMA, they must be closed on NEMA's end also. That is the purpose of the Step 9 reviews – to complete the Final review checklist. In many cases, there is an RRF on hold that cannot be approved and paid until the final PW version is written. The Closeout Specialist reviews these RRFs and processes them according to the Final Scope of Work. Once these RRFs are approved, the project is moved to Step 10 for the Group Lead to review. When the Group Lead moves the project to Step 11, the project is closed, and the subrecipient then receives full and final payment based on the final obligated amount.

## Project Reporting

Internally, GCR will generate daily and weekly reports for processing reimbursement requests, closeouts, and other functions. Monthly production reports with cumulative counts for NEMA Section Chiefs and senior leadership (see *Figure 4: GCR Closeout Expense Report for 2 Supervisors*) will capture production by staff member. Our Project Manager will meet with NEMA Section Chiefs to review the status of the production queue and address production issues. GCR will build off existing status reports to meet requirements to measure activities against goals and objectives of Task Orders. GCR tracks production daily as an internal metric. Daily counts are readily available to NEMA by:

- Number of projects assigned
- Number of new assignments
- Number of closeout workbooks completed
- Number of projects returned for correction
- Number of Subrecipient meetings

GCR recognizes that regular declaration of work activity and task completion greatly aids in maintaining project momentum and provides a means for evaluating overall project status for NEMA on this project.

GCR will submit monthly reports demonstrating task order accomplishments for the prior month including production, quality, staffing, and other information requested by NEMA. Figure 4: GCR Closeout Expense Report for 2 Supervisors provides an image of the monthly FEMA Rollback report.

Monthly Reports include the following information:

- Number of hours expended by staff on each PW
- Detailed status information of all projects assigned
- Roll-up of production numbers for all positions (to include all metrics detailed in the weekly reports)
- Any outstanding deficiencies found within subrecipient project files
- Status of projects not closeout ready
- Providing appropriate advice and courses of action in accordance with the Statement of Work and stated Goals

Weekly timesheets and reports will be delivered each Monday, and monthly timesheets and reports will be delivered by the 15<sup>th</sup> of each month. GCR has consistently achieved these project reporting requirements and timeframes for other states and will continue to do so for Nebraska. Figure 6: Weekly Forecasting, Tracking with Monthly Cumulative provides a report image of the weekly forecasting and tracking counts along with cumulative actuals. Mr. Dorris employs these regular reports to gain insight into the project, respond to inquiries regarding assignments, assess individual performance, and conduct cumulative analysis. The reports provide for sound management and unquestionable accountability, for individual team members and the entire GCR Team, and this information will be available to NEMA throughout the life of the project.

### Weekly Meetings

Mike Dorris, Sr. and other designated team members will be available to meet weekly with NEMA Section Chiefs and other personnel to provide updates and reports on the team's daily production progress. The weekly discussion can include a review of the Daily Reports as well as any subrecipient issues or performance items.

GCR Advanced Closeout Expenses								
DRS	Disaster	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Total
<b>Kentric's Team</b>								
Chris	1608	30	0	0	0	0	0	30
Eric	1607	0	0	0	0	0	0	0
Alanna	1603	10	0	0	0	0	0	10
Case	1607	1	0	0	0	0	0	1
Whitney	1607	0	0	0	0	0	0	0
Rebecca L.	1607	0	0	0	0	10	0	10
Rebecca E.	1607	0	0	0	0	0	0	0
Adam	1605	4	0	0	0	0	0	4
Alexandria	1603	0	0	0	0	0	0	0
Tarissa	1603	0	0	0	0	0	0	0
Ashley	1603	0	0	0	0	0	0	0
Alanna	1603	0	0	0	0	0	0	0
Latrelle-GC	1603	0	0	0	0	0	0	0
Maria-GC	1603	0	0	0	0	0	0	0
Glenna-GC	1603	0	0	0	0	0	0	0
Charly E-GC	1603	0	0	0	0	0	0	0
Charly B-GC	1603	0	0	0	0	0	0	0
Sheryl-GC	1607	0	0	0	0	0	0	0
Maria W-GC	1607	0	0	0	0	0	0	0
Total		129	0	0	0	10	0	139
<b>Sonita's Team</b>								
Sonita	1608	16	0	0	15	15	14	50
Merrilee	1607	0	0	0	0	0	0	0
Macaloe	1607	0	0	0	0	0	0	0
Hammett	1607	0	0	0	0	0	0	0
Eric	1607	0	0	0	0	0	0	0
John	1607	0	0	0	0	0	0	0
Traci	1605	10	0	0	0	0	0	10
Ashley	1603	0	0	0	0	0	0	0
Will	1603	0	0	0	0	0	0	0
Whitney	1607	0	0	0	0	0	0	0
Alana	1603	0	0	0	0	10	0	10
Kimberly	1603	0	0	0	0	0	0	0
Latrelle-GC	1603	0	0	0	0	0	0	0
Charly-GC	1603	0	0	0	0	0	0	0
Steph-GC	1603	0	0	0	0	0	0	0
Steph Team	1607	0	0	0	0	0	0	0
Total		129	0	0	15	15	14	168

Disaster	Approved RRFs
1605	91
1607	91

Figure 4: GCR Closeout Expense Report for 2 Supervisors

FEMA Rollback Tracking



Dts Pw	Actual Date FIR Transmitted to FEMA	Applicant Name	Applicant ID	Event	PW	Comment	COB
1903 11948	1/10/2019	ST BERNARD PARISH SCHOOL BOARD	067-04449-00	1903	11948	Rollback 11-6-18	Alice
1903 3739	1/01/2019	FACILITY PLANNING AND CONTROL, STATE OF LOUISIANA	000-0JL4LH-00	1903	3739	Rollback 2-24-17	Annette
1903 4718	1/01/2019	PLAQUEMINES (PARISH)	075-99075-00	1903	4718	Rollback 9-13-17	Annette
1903 19279	1/01/2019	NEW ORLEANS SEWERAGE & WATER	071-06465-00	1903	19279	Rollback 7-22-18	Ben
1903 817	1/10/2019	NEW ORLEANS SEWERAGE & WATER	071-06465-00	1903	817	Rollback 7-2-18	Ben
1903 4119	1/26/2019	NEW ORLEANS SEWERAGE & WATER	071-06465-00	1903	4119	Rollback 8-28-18	Ben
1903 19371	1/21/2019	NEW ORLEANS SEWERAGE & WATER	071-06465-00	1903	19371	Rollback 9-11-18	Ben
1903 19260	1/01/2019	NEW ORLEANS SEWERAGE & WATER	071-06465-00	1903	19260	Rollback 8-14-18	Ben
1903 19346	1/01/2019	NEW ORLEANS SEWERAGE & WATER	071-06465-00	1903	19346	Rollback 8-20-18	Ben
1903 13894	1/01/2019	NEW ORLEANS SEWERAGE & WATER	071-06465-00	1903	13894	Rollback 7-16-18	Beverly
1903 19819	1/01/2019	FAITH LUTHERAN SCHOOL	061-02032-00	1903	19819	Rollback 10-4-18	Beverly
1903 18547	1/05/2019	THE ADMINISTRATORS OF TULANE EDUCATIONAL FUND	000-0JL4LH-00	1903	18547	Not on Transmittal	Beverly
1903 8692	1/10/2019	THE ADMINISTRATORS OF TULANE EDUCATIONAL FUND	000-0JL4LH-00	1903	8692	Rollback 3-4-18	Beverly
1903 20963	1/20/2019	JEFFERSON (PARISH)	051-09051-00	1903	20963	Rollback 7-30-18	Beverly
1903 4080	1/26/2019	JEFFERSON PARISH PUBLIC SCHOOL	051-14154-00	1903	4080	Rollback 7-16-18	Brende
1907 4717	1/04/2019	LOUISIANA DEPARTMENT OF NATURAL RESOURCES	000-0JL4LH-00	1907	4717	Rollback 11-14-18	Charles
1903 19894	1/21/2019	THE HOUSING AUTHORITY OF NEW ORLEANS	071-05879-00	1903	19894	Rollback 11-27-17	Cheryl
1903 13499	1/20/2019	PLAQUEMINES (PARISH)	075-99075-00	1903	13499	Rollback 11-8-18	Cheryl
1903 4630	1/10/2019	PLAQUEMINES (PARISH)	075-99075-00	1903	4630	Rollback 10-11-18	Dominique
1907 2310	2/26/2019	FACILITY PLANNING AND CONTROL, STATE OF LOUISIANA	000-0JL4LH-00	1907	2310	Rollback 3-3-18	Dominique
1903 17907	1/01/2019	FACILITY PLANNING AND CONTROL, STATE OF LOUISIANA	000-0JL4LH-00	1903	17907	Rollback 6-7-18	Don
1907 886	1/21/2019	CAMERON PARISH WATER DIST. NO. 9	023-0H9206-00	1907	886	Rollback 2-1-18	Don
1903 3110	1/01/2019	KENNER, CITY OF	061-29475-00	1903	3110		GOHSEP
1903 385	1/01/2019	ORLEANS PARISH CRIMINAL SHERIFF'S OFFICE	071-011994-00	1903	385		GOHSEP
1903 17124	1/20/2019	NEW ORLEANS, CITY OF	071-05000-00	1903	17124	Rollback 10-30-18	GOHSEP
1903 6110	1/16/2019	NEW ORLEANS, CITY OF	071-05000-00	1903	6110	Rollback 3-30-17	GOHSEP
1903 1054	1/01/2019	NEW ORLEANS, CITY OF	071-05000-00	1903	1054	Not in Count	GOHSEP
1903 19362	2/7/2019	NEW ORLEANS, CITY OF	071-05000-00	1903	19362	Rollback 1-9-17	GOHSEP
1903 16739	1/26/2019	JEFFERSON (PARISH)	051-09051-00	1903	16739	Rollback 5-14-18	Jaborie
1903 7486	1/01/2019	TERRYTOWN VOLUNTEER FIRE DEPT	061-09854-00	1903	7486	Rollback 8-9-18	Joe
1903 8731	1/16/2019	ROMAN CATHOLIC CHURCH-PARISH OF N.O.	000-0JL4LH-00	1903	8731	Rollback 8-8-18	Kyler
1903 18927	2/26/2019	JOHN CURTIS CHRISTIAN SCHOOLS	051-09079-00	1903	18927	Rollback 3-15-17	Kyler
1907 2891	1/26/2019	VERMILION PARISH SCHOOL BOARD	113-28022-00	1907	2891	Rollback 6-4-18	Lakela
1903 5174	1/26/2019	PLAQUEMINES (PARISH)	075-99075-00	1903	5174	Rollback 1-4-17	Lakela
1903 8990	1/27/2019	PLAQUEMINES (PARISH)	075-99075-00	1903	8990	Rollback 6-13-18	Lakela
1903 8979	1/16/2019	FACILITY PLANNING AND CONTROL, STATE OF LOUISIANA	000-0JL4LH-00	1903	8979	Rollback 12-23-18	Lakela
1903 3187	2/26/2019	FACILITY PLANNING AND CONTROL, STATE OF LOUISIANA	000-0JL4LH-00	1903	3187	Rollback 9-4-18	Lakela
1903 16718	1/10/2019	FACILITY PLANNING AND CONTROL, STATE OF LOUISIANA	000-0JL4LH-00	1903	16718	Rollback 10-24-18	Randall
1907 4986	1/01/2019	LOUISIANA DEPARTMENT OF NATURAL RESOURCES	000-0JL4LH-00	1907	4986	Rollback 10-23-18	Randall
1903 3622	1/04/2019	FACILITY PLANNING AND CONTROL, STATE OF LOUISIANA	000-0JL4LH-00	1903	3622	Rollback 5-3-18	Sam
1907 4630	1/16/2019	CAMERON PARISH SCHOOL BOARD	023-0H9206-00	1907	4630	Rollback 11-10-18	Sam
1903 17226	1/16/2019	FOUNDATION FOR THE LSU HEALTH SCIENCES CENTER	071-037710-00	1903	17226	Rollback 5-25-17	Sam
1903 8744	2/7/2019	ROMAN CATHOLIC CHURCH-PARISH OF N.O.	000-0JL4LH-00	1903	8744	Rollback 11-2-16	Sam
1903 19877	1/19/2019	FACILITY PLANNING AND CONTROL, STATE OF LOUISIANA	000-0JL4LH-00	1903	19877	Rollback 6-28-18	Sherterrius
1903 19943	1/10/2019	THE HOUSING AUTHORITY OF NEW ORLEANS	071-05879-00	1903	19943	Rollback 4-6-18	Tanesha
1907 3893	1/21/2019	FACILITY PLANNING AND CONTROL, STATE OF LOUISIANA	000-0JL4LH-00	1907	3893	Rollback 9-28-18	Tanesha
1903 7053	1/10/2019	FACILITY PLANNING AND CONTROL, STATE OF LOUISIANA	000-0JL4LH-00	1903	7053	Rollback 3-8-18	Yvette
1907 4706	1/10/2019	CAMERON PARISH	023-0H9206-00	1907	4706	Rollback 8-21-18	Yvette

Figure 5: Monthly FEMA Rollback Tracking

FY 2019  
Team Production



	2019					Average	We June 6	We June 12	We June 20	We June 27	June Actual	June Projections	Total COB Count
	January	February	March	April	May								
<b>Beverly Team</b>	Advance To FEMA Per GOHSEP	Advance To FEMA Per GOHSEP	Advance To FEMA Per GOHSEP	Advance To FEMA Per GOHSEP	Advance To FEMA Per GOHSEP								
Alice	3	1	4	4	4	3.6	1		1	2	6	2	
Ben	3	2	2	1	7	4.5	2	1	2	5	12	5	
Adam	5	1	6	5	5	3.6		2	2	4	7	4	
Charles	0	2	2	3	2	2.3			1	1	8	1	
<b>Kim's Team</b>													
Norme	4	2	1	1	7	2.8				4	5	4	5
Tasha	5	1	7	2	10	3.7				0	5	1	
Yvette	2	2	1	5	5	3.3	1	2		5	5	5	
Jaborie	1	2	3	2	2	1.7				0	0	0	
Mohed	NA	NA	NA	0	2		3	1		4	4	4	
<b>North Team</b>													
Latah	2	6	1	2	6	3.9	1			1	2	1	
Kyler	4	6	2	1	5	2.6				1	1	2	1
Kimberly J	NA	0	3	2	3	2.0				1	1	3	1
Jaborie	4	0	6	2	5	3.7				0	3	0	
<b>Tech Team</b>													
Kimberly D	0	0	2	1	3	1.0	1		2	3	4	3	
Whitney	NA	NA	0	0	4					0	3	0	
Will	NA	NA	NA	4	3					0	3	0	
Beverly	NA	NA	NA	NA	NA					0	0	0	
<b>Lawrence's Team</b>													
Shertorius	2	2	6	1	3	2.1				0	4	0	
Randy	3	4	2	3	6	3.7	1		3	5	5	5	
Yvette	NA	NA	NA	3	1			1		1	4	1	
Alysa	NA	NA	NA	NA	NA					0	2	2	
Cheryl	NA	NA	NA	NA	NA					0	2	0	
Shannon Parker										0	0	0	
Other							2		3	6	6	6	
<b>Total</b>							4	8	9	18	44	88	
<b>Pending</b>													
<b>FY 2019 Objective</b>	727												
<b>2017/2018</b>	<b>FEMA</b>	<b>Actual</b>	<b>FYTD</b>	<b>Trend</b>									
Sept	87	64	63	600									
Oct	95	101	95	158	948								
Nov	84	76	83	241	964								
Dec	41	68	64	305	915								
Jan	43	71	70	375	900 Deducted 5 closed by FEMA already								
Feb	54	61	62	437	874 Deducted 1 closed by FEMA already (4096)								
Mar	64	69	75	512	878 Deducted 1 closed by FEMA already (20207)								
Apr	70	52	47	559	839 Deducted 2 closed by FEMA already (121761, 12362)								
May	51	79	83	642	856 Deducted 3 closed by FEMA already (12142, 15500, 4366)								
June	52	44	686										
July	61		686										
Aug			686										

Figure 6: Weekly Forecasting, Tracking with Monthly Cumulative

1.9

a. Describe bidder's process for providing IA technical services.

Response:

While GCR employs numerous team members with prior experience and expertise in managing and delivering IA services for FEMA, state, and local agencies, GCR does not have direct corporate experience providing IA technical services to clients.

1.10

a. Describe bidder's process for providing HMGP technical services.

Response:

GCR understands the State of Nebraska’s challenge in scaling up its HMGP support functions to administer the more than \$50 million in HMGP funding available to the State as a result of DR-4420 along with the other 6 HMGP and 4 PDM grants that also remain open. We have proven methodologies to build local capacity, formulate and review projects, expedite reimbursements, and drive mitigation projects into closeout for older disasters. We will work closely with the State to identify subrecipients in need of technical assistance to formulate new projects in coordination with the State’s ongoing Hazard Mitigation Plan update and proposed mitigation actions. GCR has developed and delivered multiple FEMA-approved hazard mitigation plans since the Disaster Mitigation Act’s enactment in 2000 and understands the value of that ongoing planning process. We also offer the State our assistance in administering funding available under FEMA’s Building Resilient Infrastructure and Communities (BRIC) program authorized by the Disaster Recovery Reform Act of 2018 and coordinating project funding with the \$108.9 million CDBG-DR allocation which the State has received through HUD as a result of the 2019 floods for unmet recovery needs and measures that promote community resilience. GCR has provided HMGP support services for over 10,000 projects, and our proposed Senior Advisor for HMA for this engagement, Michael Dorris, Jr., served as the State of Louisiana’s HMGP Program Manager for over 3 years. Additional details on GCR’s technical approach to providing HMGP services are included below.



Figure 7: Hazard Mitigation Project Lifecycle

### Technical Assistance

- Phase One: Identifying, developing, and evaluating opportunities for hazard mitigation projects
- Phase Two: Review technical components of project subapplications in areas including engineering analysis, EHP, permits, and BCA
- Phase Three: Assist subapplicants in the preparation of grant applications for FEMA HMA programs
- Phase Four: Review HMA project subapplications for completeness and regulatory compliance
- Phase Five: Gather information, review and recommend for approval the technical components of project subapplications in areas to include but not limited to engineering analysis, environmental and historic preservation, permits, and benefit-cost analysis
- Phase Six: Perform accounting and auditing tasks, assuring that all federal funds have been accounted for in each of the subrecipient’s projects and to interface with subrecipients to determine status of subaward closeout readiness

### Project Identification

Projects of various types may be considered to protect public or private property from natural hazards based upon a comprehensive review and evaluation of potential alternatives. Common project categories include:

- Acquisition of flood-prone property and conversion to open space
- Building elevation
- Building retrofits
- Stormwater management
- Minor structural flood control projects
- Soil stabilization
- Infrastructure protection

- Vegetative management
- Code enhancement, adoption, or enforcement

The State and county Hazard Mitigation Plans will be the primary source for identifying projects. Projects which are assigned priority “High” and “Medium” but are not funded will be considered for screening. Local officials will be consulted, and local plans, such as master plans, transportation, capital improvement, stormwater management, economic development, and long-term recovery strategies may be reviewed to identify potential projects. The GCR Team’s design engineers, building officials, and floodplain managers are also available to counsel subapplicants on project types that may be new to that jurisdiction, including green infrastructure, building code updates, and activities designed to improve Community Rating System scores under the NFIP and reduce flood insurance premiums for residential and commercial property owners. Any newly identified projects which are not in the Hazard Mitigation Plan will be recommended for inclusion during the plan’s annual update process based on the jurisdiction’s plan maintenance procedures.

#### **Project Formulation, Development & Evaluation**

Project development includes the following considerations:

- Technical feasibility and effectiveness
- Cost review
- Cost-effectiveness
- Impact on environmental and cultural resources
- Conformance with state and local mitigation plans

Projects will be formulated employing the appropriate FEMA guidance documents such as Hazard Mitigation Assistance Unified Guidance, Hazard Mitigation Assistance Guidance 2015 (for disasters declared after 2015). Projects identified will be consistent with the National Mitigation Framework’s Long-term Vulnerability Reduction capability objective, i.e., reducing the long-term vulnerability and enhancing resilience.

A project scoping narrative will be performed for the selected projects which includes the scope of work, schedule of work, and a detailed cost estimate. The scoping narrative will then be reviewed to confirm project eligibility, realistic Period of Performance (POP), and cost-reasonableness. Project scoping narratives should be supplemented by determinations of technical feasibility, cost-effectiveness, and environmental and cultural resource considerations before advancing them to the application development stage.

A project’s technical feasibility is demonstrated through conformance with accepted engineering practices, established codes, standards, modeling techniques, or best practices. The project will be evaluated to determine if it conforms with building codes, zoning regulations, fire codes, environmental regulations, etc. Permitting considerations will also be addressed in this review.



Preliminary cost estimates will be developed based on a range of sources: FEMA unit rates; historic site-specific cost data, RS Means cost data, and budgetary estimates from vendors. Cost effectiveness will then be determined employing the current FEMA BCA software to calculate the proposed project's Benefit Cost Ratio (BCR). The BCR must exceed 1.0 in order for the project to be deemed cost-effective. FEMA recently launched its BCA Toolkit 6.0, and beginning June 1, 2020, all BCAs must be developed using the new version of the software. Benefits will be determined based on avoided damages, loss of function, and displacement. In addition to using the online BCA toolkit and FEMA-approved BCA methodologies, the GCR Team will also maximize the use of pre-calculated benefits for certain types of proposed projects to expedite approvals (e.g. acquisition/elevation of SFHA properties, residential hurricane wind retrofits, etc.).

The project will be evaluated to determine if it meets the FEMA Environmental Planning and Historic Preservation (EHP) requirements. The EHP will include evaluation of alternatives including a no-action alternative. Floodplain management and wetlands impacts will be considered in the EHP as well. Additional considerations may include archaeological sites, historic structures, protected coastal areas, endangered and threatened species, critical wildlife habitats, soils, clean air and water, and vulnerable populations. EHP considerations will be reviewed during the project scoping process and may require projects to be altered. Assessing potential EHP issues early in the process is essential to managing project cost, schedule, and eligibility.

Projects should conform with the goals and objectives outlined in both State and local hazard mitigation plans related to risk reduction priorities and mitigation strategies. Mitigation planning forms the basis for all HMA project investments and implementations, and these plans should be regularly maintained and updated at least annually with comprehensive updates re-submitted for NEMA and FEMA approval every five years.

### Application Development

Applicants must include the following information in their project applications:

- Applicant information
- Project summary
- Description of the problem
- Description of applicant's decision making process
- Project description
- Project cost estimate and match source
- Maintenance assurance
- Cost-Effectiveness information
- Environmental and historical considerations
- Supporting documentation

Applications for HMGP grants should be prepared using the Application Development module of the National Emergency Management Information System (NEMIS) as appropriate. PDA and FMA applications will be developed online via eGrants. These PDA and FMA projects may require submission of project pre-applications prior to project subgrant applications. Local jurisdictions will be provided technical guidance and resources necessary to prepare the application. This will include technical

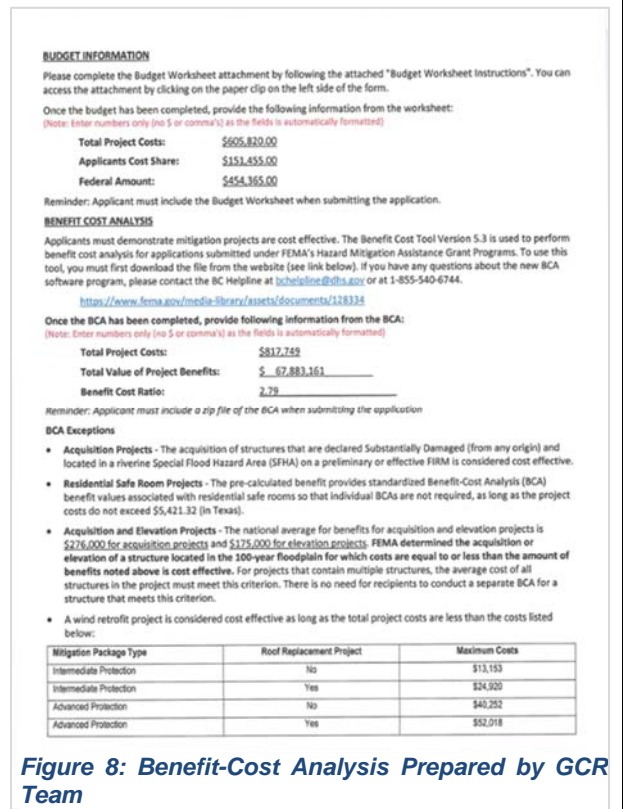


Figure 8: Benefit-Cost Analysis Prepared by GCR Team

assistance in the form of preliminary engineering (technical feasibility), scope of work, cost estimate, schedule, BC analysis, and an environmental and cultural resources assessment.

### **Application Submission**

NEMA will select and prioritize project subapplications for submission to FEMA Region VI through NEMIS. This may be done in a single format prioritizing all project subapplications, or project subapplications may be submitted individually in sequence of priority. Regulatory submission deadlines and extension requests are an important component of FEMA's HMA programs. Project applications should generally be submitted to FEMA within 12 months of a federal disaster being declared. FEMA may extend this deadline up to an additional 180 days upon receiving a written request and justification from NEMA citing extraordinary circumstances which necessitate the extension. Extension requests should be developed in consultation with FEMA Region II staff and in accordance with Section 301 of the Stafford Act and 44 CFR 206.436.

### **Other Pre-Award Activities for Certain Project Categories**

Certain types of HMA projects may require additional action. For example, acquisition and relocation projects will require subapplicants to submit deed restrictions, which will be recorded upon acquisition of the property, for FEMA review prior to award. Mitigation of properties in Special Flood Hazard Areas (SFHAs) would likewise require the subapplicant to submit the property owner's signed acknowledgement of conditions for the receipt of grant assistance prior to a FEMA award.

### **Project Application Compliance Review**

Concurrent with the steps described under Technical Assistance Tasks, and prior to submission of project subapplications to FEMA, the GCR Team will support NEMA in providing necessary assistance and review to subapplicants to ensure the following FEMA grant application requirements are adequately addressed:

- Subapplicant is an eligible entity
- Subapplicant has documented its capacity to manage the subgrant funds
- Subapplicant has documented its capacity to complete the mitigation activity in the time specified
- Period of Performance does not exceed three years
- Detailed scope of work conforms to FEMA HMA Guidance, Part IV, H
- Cost estimate aligns with the scope of work and documents the non-federal share required
- Non-federal cost-share funds are or will be available for the project and meet the requirements of FEMA HMA Guidance, Part III, C
- Project feasibility and effectiveness is demonstrated in accordance with accepted engineering practices and established codes, standards, modeling, and best practices in a form that meets the requirements under FEMA HMA Guidance, Part IV, J codes, standards,
- Underlying cost-effectiveness data are accurate and complete and utilizes a FEMA-approved methodology or contains necessary documentation if an alternate method is employed in accordance with FEMA HMA Guidance, Part IV, I
- Documentation of environmental and cultural resource analysis for each property impacted by the project in accordance with federal laws and regulations, demonstration that the project avoids or minimizes harm to the environment, demonstration that the project is the best alternative from a range of options considered in accordance with FEMA HMA Guidance, Part IV, K
- Inclusion of assurance forms including:
  - 112-0-2 (Budget Information Construction Programs)
  - 112-0-3 (Summary Sheet for Assurances & Certifications)
  - 112-0-3A (Assurances – Non-construction Programs)
  - 112-0-3B (Assurances – Construction Program)
  - 112 -0-3C (Certifications Regarding Lobbying; Debarment, Suspension, and Other Responsibility Matters; and Drug-Free Workplace Requirements)



- Maintenance requirements have been sufficiently identified, and the subapplicant or another authorized entity has accepted maintenance responsibility
- All program- and project-specific requirements have been met and are documented as appropriate

FEMA recommended checklists or cross-walks “Eligibility and Completeness Review Checklist for Project Subapplications” will be utilized as necessary to review the applications. The GCR Team will develop rigorous Quality Assurance & Control procedures to minimize or eliminate FEMA kickback of incomplete or non-compliant applications. Application development in compliance with FEMA requirements will also be a principal focus of our baseline Capacity Assessment during the initial stages of the engagement and the activities designed and targeted in the Engagement Strategy for subapplicants and subrecipients to improve the quality and completeness of application development at both the applicant and the subapplicant levels.

### **Project Selection & Ranking**

The GCR Team will provide support at NEMA’s discretion to organize projects for consideration and ranking based on established criteria which may be periodically updated and refined. Project selection and prioritization criteria may include the following:

- Project type
- Project location
- Benefit-cost ratio
- Conformance with state planning objectives
- Repetitive loss history at the site
- Severity of hazard or vulnerability at the site
- Flood insurance coverage on the property proposed for mitigation
- Impact of the project on NFIP community participation, community compliance, or Community Rating System score
- Applicant ability to provide cost-share
- Local commitment and public buy-in

### **Application Submission**

After a project has been scoped and an application has been developed and reviewed, the subapplicant will submit those applications through the National Emergency Management Information System for Mitigation (NEMIS-MT) for HMGP projects or eGrants for PDM and FMA projects. Projects may then be reviewed, ranked, and routed by NEMA for subsequent review by FEMA.

### **Grant Management**

Award management consists of project implementation and monitoring, quarterly reporting, processing expense reimbursements over the life of the project, preparing appeals, and award closeout. All award management functions will be conducted in accordance with NEMA’s Administrative Plan for HMA and with federal requirements under 2 CFR Part 200.

### **Quarterly Reporting**

The GCR Team will assist NEMA in developing Quarterly Progress Reports (QPRs) for FEMA Region II on all approved and open HMGP projects which are subject to this requirement using Standard Form 425 - Federal Financial Report (SF-FFR 425). Quarterly Progress Reports will also be submitted to FEMA Region II for all PDM and FMA project expenditures through the Payment and Recording System (PARS) using Standard Form – Performance Progress Report (SF-PPR) via eGrants.

### **Reimbursement Processing**

Disaster Recovery Specialists are responsible for grant management compliance and the timely processing of reimbursement requests for HMA projects. In order to carry out this responsibility, DRs must ensure that the Request for Reimbursement Form Package contains the necessary documentation to successfully support approval and payment of expenses on a project.

Requests for Reimbursement must be reviewed by NEMA quickly but also thoroughly to allow for prompt reimbursement to the subrecipient. A Request for Reimbursement Package is considered complete when it has passed all levels of NEMA review and advanced to Approved in the Reimbursement Request module. NEMA may elect to complete a review of a Request for Reimbursement package when a subrecipient submits a funding request into the grants portal and when that request meets certain eligibility requirements, such as being greater than \$10,000 or the final Request for Reimbursement on a project.

Disaster Recovery Specialists will review the Request for Reimbursement Form Package for compliance by ensuring the inclusion and proper completion of the following items:

- **Request for Reimbursement Form (RRF)** - A request from the Subrecipient for reimbursement of cost incurred in advancing an eligible hazard mitigation project
- **Work Summary Sheets for Labor, Equipment, Materials, Contract Work (as applicable)** - An organized listing showing, by work type, all costs claimed for each item within the Request for Reimbursement and identifying the total of the request for each work type
- **Supporting Documentation** - Requests for Proposals, Requests for Qualifications, bids, contracts, invoices, benefits calculations, and supplemental documents, such as Change Orders, timesheets, cost analyses, etc.
- **NEMA Internal Review Documentation** - Expense Review Checklist, Reimbursement Details, Cost Estimate Tracking, and Working Copies showing adjustments (documents which are added to the Request for Reimbursement Package throughout the NEMA internal review process). These documents include notes pertaining to the review of the Request for Reimbursement Package, adjustments to the review, and accounting for the costs in accordance with FEMA's approved Scope of Work for the project

## Appeals

The GCR Team has extensive experience reviewing, preparing, and presenting first and second level appeals and arbitration filings on project scope and eligibility denials, cost disputes, and other issues in accordance with Section 423 of the Stafford Act and its implementing regulations. Our HMA Program Liaisons whom GCR has assigned have assisted with numerous appeals in the past are available to support this award management function under this engagement should NEMA desire. Our proposed Appeals Specialist for this engagement, Mike Gaffney, is an attorney and CPA with extensive FEMA program knowledge who has filed more than 60 first and second appeals with FEMA, the majority of which were resolved favorably, argued numerous second appeals in Washington, DC, and worked on 10 separate arbitrations of FEMA projects before the Civilian Board of Contract Appeals (CBCA), has represented the State of Louisiana, State of Texas, and numerous local jurisdictions in legal matters before the agency since 2005, and is among the most highly renowned attorneys specializing in this area. Appeals can also be addressed through ongoing subrecipient outreach and engagement efforts by those same HMA Program Liaisons if NEMA so directs. In addition to scope, cost, and eligibility determinations, subrecipients and NEMA may also elect to appeal FEMA decisions pertaining to denial of time extension requests or closeout de-obligations.

## Project Closeout: Preparation, Review, & Approval

The GCR Team understands that Closeout Packages must contain the necessary supporting documentation for review and approval by NEMA prior to submission to FEMA. Closeout Specialists are responsible for reviewing project files and preparing the required templates, forms, and documentation for closeout. This process includes the following tasks:

**Process Additional Expenses:** The Closeout Specialist will review these expenses to determine eligibility. The Closeout Specialist will then summarize the eligible expenses for internal review through the standard Closeout review process for expense reimbursement. The Closeout Specialist will reconcile the funding received and expended to determine that all funding was expended on the project. Should the Closeout Specialist determine that funding received was not expended, those funds would then be returned.

**Prepare the Closeout Package:** A Closeout Package is required for each project. The Closeout Package contains all documentation necessary to receive FEMA approval for closeout. The Closeout Specialist will compile the necessary documentation for the Closeout Package, which includes the following:

- **Final Financial Reports** - Final reconciliation of the award and outlays for the project. This should include all contracts, invoices, and proofs of payment.

- **Final Inspection Report** - A Final Inspection Report prepared from a Site visit by the State to document that the project is complete. This report should include photographs to document completion of the work.
- **Formal Letter from Governor's Authorized Representative** – Upon completion and reconciliation of the project, a formal letter requesting closeout should be submitted.
- **Required Forms**
  - Standard Form 269 – Final Status Report
  - Standard Form 270 - Final Request for Payment
  - Standard Form 428 – Report of Government Property (as needed)
  - FEMA Form 20-19 – Report of Unobligated Balance of Federal Funds, Drawdowns, and Undrawn Funds

**QA/QC Reviews:** Once the Closeout Package is completed by the Closeout Specialist with the required forms, templates, and documents, it will subsequently be reviewed for accuracy and completeness by the GCR Team followed by the NEMA Group Lead.

**Retention of Records:** All Closeout Packages and associated documentation will be retained for a minimum of three years from the date of transmission to FEMA.

## 2. Sections II – IV

GCR submits the completed Sections II – IV.

## II. TERMS AND CONDITIONS

**Bidders should complete Sections II through VI as part of their proposal.** Bidders should read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the solicitation, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. 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 proposal. The State of Nebraska is soliciting proposals in response to this solicitation. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

Bidders should submit with their proposal 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 bidder's proposal 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 have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one 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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		ACR	<p><b>GCR requests the addition of the limitation of liability clause below. This clause is standard in State of Louisiana Service Contracts, including those with GCR.</b></p> <p>"For all claims against the Contractor for which indemnification is not required pursuant to this contract and where liability is not otherwise set forth in this contract as being "without limitation", and regardless of the basis on which the claim is made, Contractor's maximum liability for direct damages, shall be the greater of \$100,000, the dollar amount of this contract, or two (2) times the charges rendered by the Contractor under this contract."</p>

The contract(s) resulting from this solicitation shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the solicitation;
3. Questions and Answers;
4. Bidder's proposal (Solicitation and properly submitted documents);
5. The executed Contract and Addendum One to Contract, if applicable; and,
6. Amendments/Addendums to the Contract.

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) Amendments to solicitation and any Questions and Answers, 4) the original solicitation document and any Addenda, and 5) the bidder's submitted Proposal.

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

**B. NOTIFICATION**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally or mailed, by U.S. Mail, postage prepaid, return receipt requested, to the parties at their respective addresses set forth below, or at such other addresses as may be specified in writing by either of the parties. All notices, requests, or communications shall be deemed effective upon personal delivery or five (5) calendar days following deposit in the mail.

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

**C. BUYER'S REPRESENTATIVE**

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

**D. GOVERNING LAW (Statutory)**

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

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

**E. BEGINNING OF WORK**

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

**F. AMENDMENT**

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

**G. CHANGE ORDERS OR SUBSTITUTIONS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

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

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

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

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

**H. VENDOR PERFORMANCE REPORT(S)**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

The State may document any instance(s) of products or services delivered or performed which exceed or fail to meet the terms of the purchase order, contract, and/or solicitation specifications. The State Purchasing Bureau may contact the Vendor regarding any such report. Vendor performance report(s) will become a part of the permanent record of the Vendor.

**I. NOTICE OF POTENTIAL CONTRACTOR BREACH**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

**J. BREACH**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby. OR In case of breach by the Contractor, the State may, without unreasonable delay, make a good faith effort to make a reasonable purchase or contract to purchase goods in substitution of those due from the contractor. The State may recover from the Contractor as damages the difference between the costs of covering the breach. Notwithstanding any clause to the contrary, the State may also recover the contract price together with any incidental or consequential damages defined in UCC Section 2-715, but less expenses saved in consequence of Contractor's breach.

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

**K. NON-WAIVER OF BREACH**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

**L. SEVERABILITY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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



**M. INDEMNIFICATION**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

**1. GENERAL**

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

**2. INTELLECTUAL PROPERTY**

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

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

**3. PERSONNEL**

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

**4. SELF-INSURANCE**

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (§ 81-8,294), Tort (§ 81-8,209), and Contract Claim Acts (§ 81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

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

**N. ATTORNEY'S FEES**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

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

**P. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS OF THE STATE OR ANOTHER STATE**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

This contract is for use by the Nebraska Emergency Management Agency (NEMA).

This contract is not for use by political subdivisions when Federal reimbursement will be requested. This contract meets Federal requirements for Nebraska State Level Contracting.

**Q. FORCE MAJEURE**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

**R. CONFIDENTIALITY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

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

**S. EARLY TERMINATION**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.
2. The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day’s written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract immediately for the following reasons:

- a. if directed to do so by statute;
- b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
- c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court;
- d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
- e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
- f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
- g. Contractor intentionally discloses confidential information;
- h. Contractor has or announces it will discontinue support of the deliverable; and,
- i. In the event funding is no longer available.

**T. CONTRACT CLOSEOUT**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

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

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

**III. CONTRACTOR DUTIES**

**A. INDEPENDENT CONTRACTOR / OBLIGATIONS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

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

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor 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 Contractor's proposal 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 Contractor to the contract shall be employees of the Contractor or a subcontractor, and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor 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 Contractor's employees, including all insurance required by state law;
3. Damages incurred by Contractor'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 Contractor'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 Contractor, its officers, agents, or subcontractors or subcontractor's employees)

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the bidder's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

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

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

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

**B. EMPLOYEE WORK ELIGIBILITY STATUS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

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

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <http://das.nebraska.gov/materiel/purchasing.html>.
2. The completed United States Attestation Form should be submitted with the solicitation response.
3. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
4. The Contractor understands and agrees that lawful presence in the United States is required and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. §4-108.

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

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

**D. COOPERATION WITH OTHER CONTRACTORS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

**E. DISCOUNTS**

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

**F. PRICES**

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

**G. PERMITS, REGULATIONS, LAWS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

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



**I. INSURANCE REQUIREMENTS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

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

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

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

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

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

**1. WORKERS’ COMPENSATION INSURANCE**

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

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

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

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the**

contract documents, as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter. The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.

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

**3. EVIDENCE OF COVERAGE**

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

Nebraska Emergency Management Agency  
 Attn: Recovery Section Administrator  
 1526 K St.  
 Lincoln, NE 68508

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

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

**4. DEVIATIONS**

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

**J. ANTITRUST**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

**K. CONFLICT OF INTEREST**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

By submitting a proposal, bidder certifies that no relationship exists between the bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project.

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

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

**L. STATE PROPERTY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

**M. SITE RULES AND REGULATIONS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

**N. ADVERTISING**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

**O. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)**

Contractor shall review the Nebraska Technology Access Standards, found at <http://nrtc.nebraska.gov/standards/2-201.html> and ensure that products and/or services provided under the contract are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Contractor's performance, the State may create an amendment to the contract to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

**Q. DRUG POLICY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

**R. WARRANTY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to the State, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse the State all fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.

**2CFR200 SUB-PART F AND APPENDIX II  
is incorporated into this Contract as applicable:**

**S. DHS SEAL, LOGO, AND FLAGS**

The provider shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval.

**T. COMPLIANCE WITH FEDERAL LAW, REGULATIONS, AND EXECUTIVE ORDERS**

This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The provider will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures, and directives.

**U. NO OBLIGATION BY FEDERAL GOVERNMENT**

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, provider, or any other party pertaining to any matter resulting from the contract.

**V. SUSPENSION AND DEBARMENT**

1. This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the provider is required to verify that none of the provider's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
2. The provider must comply with 2 C.F.R. pt. 180, sub-part C and 2 C.F.R. pt. 3000, sub-part C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
3. This certification is a material representation of fact relied upon by NEMA. If it is later determined that the provider did not comply with 2 C.F.R. pt. 180, sub-part C and 2 C.F.R. pt. 3000, sub-part C, in addition to remedies available to NEMA, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
4. The bidder or proposer agrees to comply with the requirements of 2 of 2 C.F.R. pt. 180, sub-part C and 2 C.F.R. pt. 3000, sub-part C while this offer is valid and throughout the period of any contract that may arise

from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

**W. CLEAN AIR ACT**

1. The provider agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.
2. The provider agrees to report each violation to NEMA and understands and agrees that NEMA will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
3. The provider agrees to include these requirements in each sub-contract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

**X. FEDERAL WATER POLLUTION CONTROL ACT**

1. The provider agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
2. The provider agrees to report each violation to NEMA and understands and agrees that the NEMA will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
3. The provider agrees to include these requirements in each sub-contract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

**Y. BYRD ANTI-LOBBYING AMENDMENT, 31 U.S.C. § 1352 (AS AMENDED)**

1. Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.
2. Required Certification. If applicable, contractors must sign and submit to the non-federal entity the following certification.

**APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING**

**Certification for Contracts, Grants, Loans, and Cooperative Agreements**

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

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

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

The Contractor, \_\_\_\_\_, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Provider understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

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Signature of Contractor's Authorized Official

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Name and Title of Contractor's Authorized Official

---

Date

**Z. ACCESS TO RECORDS**

The following access to records requirements apply to this contract:

1. The Provider agrees to provide NEMA, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representative access to any books, documents, papers, and records of the Provider which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
2. The Provider agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
3. The Provider agrees to provide the FEMA Administrator or his authorized representative access to construction or other work sites pertaining to the work being completed under the contract.
4. In compliance with the Disaster Recovery Act of 2018, NEMA and the Provider acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

**AA. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS**

The Contractor acknowledges that 32 U.S.C Chap.38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.



**IV. PAYMENT**

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

Neb. Rev. Stat. §§81-2403 states, “[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 (Statutory)**

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. The Contractor 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 Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor

**C. INVOICES**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment. Itemized invoices shall be submitted to:

NEMA  
2433 NW 24<sup>th</sup> Street  
Lincoln, NE 68524

The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract.

**D. INSPECTION AND APPROVAL**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

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

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

**E. PAYMENT (Statutory)**

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

**F. LATE PAYMENT (Statutory)**

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

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

The State's obligation to pay amounts due on the Contract for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

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

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

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
ACR			

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5% of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.

### 3. Section V – Key Personnel

GCR is pleased to offer the State of Nebraska with a roster of highly experienced disaster recovery professionals for this engagement.

- Each of the staff members included in this section has worked for our team on previous projects and delivered exceptional results.
- Every single individual proposed has at least a decade of experience providing FEMA support services to state and local government agencies.
- Many of our personnel are former FEMA or state emergency management agency employees.
- All of our senior staff have worked in the disaster recovery industry at least since Hurricane Katrina 15 years ago and provided professional services to Public Assistance and Hazard Mitigation grantees throughout the United States.
- Personnel proposed in this section are available to support NEMA’s recovery programs and staffing needs immediately.
- Each of the individuals assigned meets the requirements and is qualified to exercise the responsibilities outlined in the RFP for their respective position.

The following table lists the key personnel who will be assigned to this project.

*Table 1: Key Personnel*

<b>Position</b>	<b>Staff</b>
<b>a. Project Manager</b>	Mike Dorris, Sr., CPA
<b>b. Senior Advisor for Public Assistance</b>	Michael Dorris, Jr.
<b>c. Public Assistance Program Liaison</b>	Bob Bateman, Deidra Davis
<b>d. Public Assistance Technical Assistance Liaison</b>	David Putman, CET, Benjamin Castleberry, P.E.
<b>e. Problem Resolution Officer</b>	Jackie Edds
<b>f. Appeals Specialist</b>	Mike Gaffney, CPA, J.D.
<b>g. Senior Debris Specialist</b>	Joanna Ragas
<b>h. Senior Advisor for Hazard Mitigation Assistance</b>	Michael Dorris, Jr.
<b>i. Hazard Mitigation Assistance Program Liaison</b>	Brenda Matthews, Sam Saltaformaggio, Peter Catrambone
<b>j. Hazard Mitigation Assistance Benefit-Cost Analysis Specialist</b>	David Putman, CET, Tim Kelly
<b>k. Hazard Mitigation Assistance Technical Liaison</b>	Benjamin Castleberry, P.E., David Putman, CET
<b>l. Lead Individual Assistance Specialist</b>	N/A
<b>m. Individual Assistance Specialist</b>	Deidra Davis
<b>n. Closeout Specialist</b>	Tronda Dixon, Annette Johnson
<b>o. Disaster Recovery Specialist</b>	Norma Cobb, Jory White, Peter Catrambone
<b>p. Accounting Analyst</b>	Olivia Knapps

## Resumes

The following resumes demonstrate our team's extensive experience.

## MICHAEL T. DORRIS SR., CPA: PROJECT MANAGER

### QUALIFICATIONS

- Project Manager for the GOHSEP Closeout & Grant Management project
- 10+ years of project management experience
- 25+ years of professional experience
- Experienced with statewide agencies including Louisiana, New York, and New Jersey
- Demonstrates strong leadership to achieve production and mission-critical goals
- Drives production and staff accountability through daily, weekly, and monthly deliverable tracking



Michael T. Dorris, Sr. is a CPA and a skilled project manager with financial, contracts, and construction expertise on FEMA-funded and CDBG-DR programs. Since assuming the PM role last year, he has brought innovative staffing and teaming strategies to drive monthly production. He knows the PA Program and has demonstrated strong leadership to make changes, analyze outcomes, fairly evaluate staff and get results.

### EDUCATION AND TRAINING

B.S., Accounting,  
University of New Orleans  
New Orleans, Louisiana

His disaster recovery experience includes Hurricanes Katrina and Sandy housing and infrastructure recovery programs totaling more than \$2 billion. His Hurricane Sandy recovery program experience includes the \$275m New York City Build it Back, the New York State \$700m statewide single-family and rental programs, and the New Jersey statewide housing recovery program.

Mr. Dorris was also responsible for the supervision of grant management and document control for FEMA and CDBG grants including the \$1 billion FEMA grant for St. Bernard Parish Government in Louisiana. His expertise includes working closely with contract managers to ensure eligibility and proper scope alignment, project reconciliation of eligible funding and closeout with FEMA and the State.

### RELEVANT TECHNICAL AND FUNCTIONAL EXPERIENCE

#### Stafford Act Programs Closeout Assistance

**Client:** Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR led the team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project includes closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds and assisting subrecipients.

**Roles/Responsibilities:** Mr. Dorris was Project Manager. He was responsible for daily operations, leading the Team Closeout Supervisors, serving as the day-to-day principal point of contact for GOHSEP project managers and as liaison with the GOHSEP Project Manager and Contract Monitor.

His responsibilities also included monitoring production and generating performance reports, submitting project status and staff accountability reports to GOHSEP, and executing task orders signed by GOHSEP authorized personnel.

### **New York City Build it Back**

**Client:** City of New York

**Roles/Responsibilities:** Managed the Pre-design, design, and construction management for the HUD funded program for New York City. Managed a staff of 30 to help homeowners repair and elevate their homes as a result of Hurricane Sandy. Worked on 500 homes and accelerated program to complete all phases by October 2016.

### **DASNY New York Rising Housing Recovery Program**

**Client:** Governor’s Office of Storm Recovery

**Roles/Responsibilities:** Mr. Dorris worked on the housing recovery program for the State of New York. He worked daily to help applicants through the process and move into a closing status for funding. Worked with case workers daily to coordinate the intake and eligibility for applicants. Mr. Dorris supervised a team of 15 technical advisors to conduct final site visits and close out files.

### **New York City Build it Back Housing Recovery Program**

**Client:** City of New York

**Roles/Responsibilities:** Mr. Dorris worked closely with the client to move applicants in repair, repair with elevation, and rebuild pathways through the system to construction. Mr. Dorris worked with Housing Recovery Center Managers to streamline the applicant process at the center. Coordinated priorities from the client with field operations to assist applicants in their application process.

### **New Jersey Department of Community Affairs, Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM)**

**Client:** State of New Jersey

**Roles/Responsibilities:** Mr. Dorris was part of the NJRREM team providing program management, implementation and operation for the \$600 million program that provided eligible homeowners up to \$150,000 in grant funds to aid the reconstruction, rehabilitation, elevation and mitigation of primary homes damaged by Superstorm Sandy. Mr. Dorris assisted homeowners with the construction process by developing repair specifications, identifying qualified builders to do the construction work, and ensuring the quality of the work completed. Seventy percent of the program’s funds were reserved for low-to-moderate-income households in accordance with federal requirements.

### **CDM Smith**

**Client:** St. Bernard Parish Government

**Roles/Responsibilities:** Mr. Dorris supervised all phases of grants management and document control for a \$1 billion FEMA grant to St. Bernard Parish Government. He reviewed billings for work contracted under this federal grant. The review was for compliance and reimbursement eligibility. Mr. Dorris managed requests for reimbursement from the Governor’s Office of Homeland Security and Emergency Preparedness. He worked closely with Project Managers to ensure eligibility and proper scope alignment as the projects progressed. Mr. Dorris reconciled each project as it was completed to ensure full reimbursement of all eligible funding. As projects were reconciled, he worked closely with a closeout team to begin final closeout with FEMA and the State.

### **The Shaw Group**

**Client:** Multiple clients

**Roles/Responsibilities:** Mr. Dorris worked on budget and scheduling for various projects. He spent extensive time with cost analysis in an effort to maintain or increase gross margins. Mr. Dorris completed work on both federal and local government projects with revenues up to \$90 million. In addition, he managed three levee projects under the jurisdiction of the U.S. Army Corps of Engineers

and worked on hazardous mitigation projects for seven parishes to assist residents affected by Hurricane Katrina and Rita.

**The Shaw Group**

**Client:** St. Tammany Parish

**Roles/Responsibilities:** Mr. Dorris supervised operations of all disposal sites for St. Tammany Parish debris removal contract resulting from Hurricane Katrina. Supervised 20-25 field monitors, 3 crew leaders, and 4 supervisors in daily debris removal contract. He was responsible for final completion of all tickets resulting from debris removal operations. Mr. Dorris was instrumental in developing procedures for control of all data needed for billing and FEMA reimbursement. He also supervised removal of over 5,000 hazardous stumps from the Parish right of way. All tasks were completed long before the client anticipated deadline. Mr. Dorris also played a key role in scheduling and supervising the work to meet all FEMA guidelines to ensure 100% reimbursement.



## MICHAEL DORRIS, JR.: SENIOR ADVISOR FOR PUBLIC ASSISTANCE/ SENIOR ADVISOR FOR HAZARD MITIGATION ASSISTANCE

### QUALIFICATIONS

- 13 years of FEMA program and project experience
- Former Project Manager for Louisiana OCD-DRU HMGP Program
- EHP, BCA, and scoping experience with numerous large-scale PA/HMGP infrastructure projects involving multiple agencies and permitting requirements
- PA/HMGP project experience in New York, Texas, Louisiana, Mississippi, South Carolina, Florida, and North Dakota



Michael has successfully led all facets of HMGP-funded projects from start-up to close-out. For the past thirteen years he has been instrumental in implementing disaster recovery programs in New York, Texas, Louisiana, Mississippi, South Carolina and North Dakota. He is an expert in assisting local governments in maximizing their recovery dollars, providing timely reimbursements of local expenditures, ensuring all activities are in compliance with federal regulations, and in coordinating close-out activities that meet federal guidelines.

### EDUCATION AND TRAINING

Bachelor of Health, University of Southern Mississippi, 2005

### RELEVANT TECHNICAL & AND FUNCTIONAL EXPERIENCE

#### Senior Technical Advisor, St Bernard Parish Disaster Recovery Closeout Services, St Bernard Parish, LA

**Client:** St. Bernard Parish Government

**Description:** Project and Grant Closeout

**Project Role:** Michael served as senior technical advisor for the implementation of a close out process for \$600M in FEMA projects. The close out process was developed according to the State of Louisiana GOHSEP & FEMA regulations for disaster grants management of Federal grant funds for hurricanes Katrina & Rita. Initially, the Parish had 320 Category C-G Project Worksheets (PW) requiring close out processing and submittal to GOHSEP. The team has since submitted 138 PWs for close out. Of those submitted, 109 have been closed and 29 are going through the GOHSEP process. Daily responsibilities include the reconciliation of construction projects for accuracy and completeness. Once projects are reconciled, Ardurra staff compiles the data according to GOHSEP's 20 step regulations. Ardurra is also required to reconcile contractor invoices to insure the Parish has been fully reimbursed by FEMA. Submittals are verified for accuracy and completeness by Ardurra's project manager.

#### Program Manager, Superstorm Sandy Recovery, Nassau County, NY

**Client:** Nassau County, NY

**Description:** Project and Grant Management

**Project Role:** Michael is serving Nassau County as program manager for the \$1.6B Superstorm Sandy recovery projects. He put a team of experts in place in Nassau County to expedite and complete the tasks of writing PWs, apply for community disaster recovery loans, and develop processes and procedures for HMGP applications and CDBG funds and as part of the County's recovery process. Nassau County has a \$2.8 billion operational budget across a variety of departments which deal with the recovery effort. Michael has been instrumental in ensuring the various departments present a united front when dealing with multiple federal funding agencies and recovery programs. Michael has

assisted Nassau County in developing a Recovery Department integrated with County, Federal, and State agencies and consultants to expedite the flow of information between all groups. This coordination and documentation is critical to ensuring the County complies with all federal constraints, and provides a solid foundation for close-out activities.

**Program Manager, State of Louisiana Hazard Mitigation Program LA**

**Client:** State of Louisiana Department of Administration OCD-DRU-HMGP

**Description:** Project Management

**Project Role:** Michael served as the program manager over the State of Louisiana HMGP program. In this role, he was responsible for ensuring that milestone observations were observed and met timelines set by the program. During the formation of the program, Michael acted as the lead for the development of processes and procedures for employees, contractors, engineers, and mitigation analysts in order to ensure proper implementation of the program. He currently coordinates the flow of processes to help push the program towards completion and closeout.

**Senior FEMA Advisor, Various Locations**

**Client:** Washington Parish, St Tammany Parish, and Tangipahoa Parish

**Description:** PW Development

**Project Role:** Michael worked on multiple FEMA-funded disaster recovery projects in Mississippi, New York, and North Dakota. He served as a senior advisor on FEMA policy in a number of different municipalities. Michael assisted these governments in utilizing methods to ensure that they were maximizing their reimbursements from all sources. In developing scope alignments, damage assessments, and hazard mitigation proposals, he helped expand PWs by many thousands of dollars in federal public assistance funds. He has also been at the forefront in the development of needs assessments, which HUD now requires in certain circumstances. The needs assessment justifies local programs receiving federal funds and allows local governments to minimize their cost share. Michael also assisted communities with their application submittals for HMGP funds with a 95 percent approval rate from FEMA. He works within the administrations to ensure the local governments have the tools and resources they need to recognize and leverage all federal funds available.

**Director of Recovery, St. Bernard Parish, LA**

**Client:** St Bernard Parish Government

**Description:** Project and Grant Management

**Project Role:** Michael served as the Director of Recovery for St. Bernard Parish Government in Chalmette, Louisiana. In this capacity he oversaw all recovery functions for the disaster recovery effort in St. Bernard Parish. His responsibilities included the management of the office and personnel, as well as the responsibility of ensuring the interface between the Parish administration and the consulting firm remained a positive relationship. There were 25 recovery-related positions assigned to the project with over \$1 billion in funds and four hurricanes being managed. The recovery effort utilized funding from the Louisiana Economic Development Agency, CDBG Disaster Recovery funds, bond money, and FEMA grants. Over 600 different projects were simultaneously managed by Michael, and he was responsible for all interfaces with FEMA at all levels to ensure FEMA participation in funding the recovery. Michael was responsible for all Parish interface with contractors, ensuring construction timelines were met and that invoicing and payments were made in a timely manner. Michael accompanied the Parish President on a number of visits to Washington D.C. to ensure FEMA understanding of the issues the Parish faced regarding recovery.

## BOB BATEMAN: PUBLIC ASSISTANCE PROGRAM LIAISON

### QUALIFICATIONS

- Over 35 years of industry experience
- Extensive 44 CFR and National Flood Insurance Program knowledge
- Possesses multiple FEMA certifications



Bob Bateman is an experienced disaster recovery professional who possesses over 35 years of industry experience. Bob has provided closeout, financial analysis, and disaster recovery services for a variety of public entities including the State of Louisiana Governor’s Office of Homeland Security and Emergency Preparedness. Bob is experienced liaising with state agencies and FEMA around eligibility issues and performing site visits with FEMA and SAA representatives related to closeout services. He is skilled in resolving issues related to invoicing, contracts, bids, procurement, change orders, and review of closeout documentation.

### RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE

#### Louisiana Governor’s Office of Homeland Security & Emergency Preparedness (GOHSEP) – Closeout Specialist

**Roles/Responsibilities:** Bob served as a Closeout Specialist (Outreach). He contacted, met with and assisted Sub-Applicants in providing needed documentation for Closeout Projects. Bob advised Sub-Applicants in all aspects of Closeout issues and aided with the need for Closeout Versions. Bob served as a liaison between Sub-Applicants and the State to resolve any issues related to closing a Project. He also provided needed training in the State’s grant management software (LAPA).

#### St. Bernard Parish, LA – Financial Analysis/Liaison

**Roles/Responsibilities:** Bob served as a Financial Analysis/Liaison. Bob assisted St. Bernard Parish in all aspects of Grants Management from inception of Request for Re-Imbursement through Project Closeout. He provided Project Worksheet evaluation, located and provided proper documentation as requested by GOHSEP/FEMA, developed and maintained documents, reviewed and analyzed financial entries in Cost Estimate Tracking Tool (LAPA), provided analysis of scope of work, and identified Cost Overruns and Previously Documented Expenses. Bob liaised with GOHSEP and FEMA on eligibility issues and attend site visits with FEMA and GOHSEP Team related to closeout. He also resolved issues related to invoicing, contracts, bids, procurement, change orders, review closeout documentation.

#### Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP) – Disaster Recovery Specialist

**Roles/Responsibilities:** Bob served as a Disaster Recovery Specialist. Bob maintained the following responsibilities:

- Researching, documenting and advancing FEMA Public Assistance Applications from inception through closeout

### EDUCATION AND TRAINING

Business Agriculture,  
Southeastern University,  
Hammond, Louisiana

### FEMA CERTIFICATIONS

- FEMA Ethics Orientation IS-00033
- Introduction to the Incident Command System ICS 100
- Incident Command System #300
- Incident Command System #400
- ICS for Single Resources and Initial Action Incidents ICS 200
- Principles of Emergency Management IS-00230
- Emergency Planning IS-00235
- Exercise Design IS 00139
- Leadership and Influence IS-00240
- Decision Making & Problem Solving IS-00241
- Effective Communication IS-00242
- Developing and Managing Volunteers IS-00244

- Project Work Sheet (PW) evaluation, package reviews and packaging proper documentation in order to fund the applicants' request for reimbursement
- Working with applicants on any issues with eligibility of reimbursement request, the need for new versions of PW's, cost analysis, and insurance proceeds
- The position also requires knowledge of 44 CFR, National Flood Insurance Program, Public Assistance and Application Process

#### **Dixie Electric Membership Cooperative (DEMCO)**

**Roles/Responsibilities:** Bob served as Vice President of Marketing/Cooperative Affairs. Bob maintained the following responsibilities:

- Safety: Supervising Safety Coordinator in developing new ideas and programs to promote work place safety, maintain all necessary reports and forms required by the State, OSHA and industry, write policy and procedure and Training Programs in relation to company safety rules and regulations. Supervise all general liability, worker compensation and vehicle insurance claims, maintain records of all lawsuits. Supervised revisions of Emergency Work Plan/ Procedure.
- Facilities Management: Oversee all aspects of maintenance of seven offices, Dixie Business Center, outbuildings, parking lots and grounds. Budget for upkeep/construction and recommend to CEO need for any new construction. Solicit and review bids for any major jobs. Work with and advise Facilities Manager on a daily basis.
- Logistics: Re-wrote and assigned employees for company Emergency Work Plan. Personally in charge of managing logistics during emergencies such as housing, bath facilities, food, ice, fuel, medical etc. Reviewed and signed contracts/purchase orders for all supplies, security and other logistical needs.
- Fleet Management: Oversee all aspects of approximately 150 vehicle fleet including purchasing of parts, fuel and supplies. Write specifications for purchase of new vehicles and provide bid packets to industry. Receive bids and recommend to Board of Directors the appropriate vendor. Supervise Shop Leader and four mechanics.
- Member and Business Services: Direct Manager of M and B in supervising approximately 30 member service representatives and supervisors of call and payment centers. Worked with Manager on daily operation of company subsidiaries (Dixie Business Center, Strike Safe and Demco.Net, an internet provider service) Reviewed and approved all budgeting and advertising.
- Economic Development: Supervised ED Team in developing strategies in recruiting customer base. Approved RFP's, meet with customers and building developers, attend meetings and functions representing company. Contact person for Louisiana Public Service Commission. Write and present monthly reports to board of directors.

#### **Washington-St. Tammany Electric Cooperative (WST)**

**Roles/Responsibilities:** Bob served as Chief of Staff/Manager of Cooperative Affairs. Bob maintained the following responsibilities:

- Safety: Supervising Safety Coordinator in developing new ideas and programs to promote work place safety, maintain all necessary reports and forms required by the State, OSHA and industry, write policy and procedure and Training Programs in relation to company safety rules and regulations. Train employees in Defensive Driving, CPR, 1st Aid, Hazard Recognition and other programs related to the industry. Wrote and implemented Employee Disciplinary Plan, Lineman Training Program, Member Service Training Program and an expose' on Katrina "Lessons Learned.
- Marketing: Supervising Manager of Marketing in all aspects of job including but not limited to - Customer contacts, marketing strategies of organization, meeting with potential business and

housing developers, developing advertising for radio, TV and print. Prepare RFP's for potential customers and work with Municipalities on Franchise Agreements.

- Government and Public Relations: Personally promoted company through speaking engagements at public and private meetings, attended organization meetings such as Chamber of Commerce, Lions Club, etc., represent the company at elected official meetings such as City Council, Parish Government, Legislature, sole contact person for the Louisiana Public Service Commission, handled all customer relations problems or complaints, served on various committees (public and company), company liaison with various trade organizations, published monthly news magazine, in charge of members annual meetings and all company meetings. Analyze legislation and regulations impacting the cooperatives business and report such matters to the CEO and Board. Maintained a working and personal relationship with elected officials from the local to the National level.
- Loss Control: Reviewed RFP's for General Liability, Auto and E&O insurance, lead investigator in accidents (employee and public), company representative in all legal action, handle general liability claims, inspect facilities and operational crews for
- deficiencies and recommended changes in procedure or disciplinary action, contact for OSHA, presented Safety Programs to schools.
- Logistics in Emergencies: In charge of all logistics during emergencies such as housing, bedding, bath facilities, food, ice, medicine etc. Aftermath of Katrina/Rita in charge of logistics for over 3,000 men and women.
- Projects: Assignment of projects by the CEO such as member/customer and employee investigations, building projects and franchise issues, Coordinated with CFO and Manager of Engineering on FEMA related assistance.

## DEIDRA DAVIS: PUBLIC ASSISTANCE PROGRAM LIAISON/INDIVIDUAL ASSISTANCE SPECIALIST

### QUALIFICATIONS

- 5 years serving GOHSEP as a Closeout Supervisor for GCR
- Former Mitigation Analyst for the Shaw Group and HGI
- Former FEMA Applicant Services Lead
- Continuous work with GOHSEP/FEMA since 2005 (Applicant Services Sweep Team working with Fluor)
- Over 13 years of experience successfully working with applicants to help prepare documentation requesting reimbursement from FEMA
- GOHSEP Production Award recipient



Deidra Davis was a Supervisor working with GOHSEP to expedite project closeouts in accordance with established procedures. She was previously overseeing a special project to close PWs in Step 9. These PWs (approximately, 1500 projects as of October 2018) were sent to FEMA and FEMA closed, but the final review step by GOHSEP had not been completed. The Step 9 Team reviewed the projects closed by FEMA and completed the Final Review checklist. Deidra is an incredible resource and has a command of the program requirements throughout all steps of closeout. This commend drives how she oversees team members in daily tasks. Deidra's focus on the details and her ability to provide high quality review makes her a recognized leader. She understands how to how to research, work with subrecipients and resolve issues. Due to her thirteen years of experience in disaster recovery services, she brings a regimented practice to closeout, and her track record is outstanding.

Before joining GCR, Deidra worked as a Mitigation Analyst for the Shaw Group and HGI and served in various positions with FEMA (applicant services specialist, housing advisor caseworker, and applicant services lead).

### RELEVANT TECHNICAL AND FUNCTIONAL EXPERIENCE

#### Stafford Act Programs Closeout Assistance

**Client:** Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR led a team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project includes closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds; and assisting subrecipients.

**Roles/Responsibilities:** Deidra was a Closeout Specialist. She has meticulous recordkeeping practices and she is spot-on accurate. Deidra conducts final reviews of all submitted invoices, contracts, procurement and supporting documentation, and typically exceeds weekly and monthly performance goals.

### EDUCATION AND TRAINING

Bachelor of Arts, History, 2005  
Louisiana State University  
Baton Rouge, Louisiana

### FEMA COURSES

- IS 100 & IS 200 An Introduction to Incident Command System
- IS 393 An Introduction to HM
- IS 700 National Incident Management System
- IS 800 National Response Plan - Introduction
- Leadership and Management
- DF 701 IT Security Awareness/Online
- DF 507 Safety Orientation
- DF 500 Government Ethics
- DF 437 Fundamentals of Customer Service



Her responsibilities as Closeout Specialist also included the following:

- Preparing and recommending final grant versions before closeout
- Advising applicants of Grant Management and Audit Requirements
- Monitoring and maintaining allowable grant costs as submitted by applicants per Grant Management and Audit Requirements as referenced in 44CFR, Part 13, 14, 206 and OMB Circular A-87 and A-122.

#### **HGI**

**Client:** Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Roles/Responsibilities:** Deidra served as a Recovery Analyst. She monitored regulations and provided support to business operations according to project plans; ensured applications were complete, accurate and in compliance; assessed compliance of underwriting rules, guidelines, procedures, and programs; and created daily reports to identify data and collection trends.

#### **Shaw Group - Mitigation & Community Outreach Services for the Hazard Mitigation Grant Program (HMGP)**

**Client:** Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Roles/Responsibilities:** Deidra served as a Community Outreach Assistant/Mitigation Analyst. She worked directly with homeowners and internally managed both the HMGP for disasters 1603 and 1607 Elevation/Pilot Reconstruction and Individual Mitigation Measures Applications. Deidra coordinated with and advised applicants, and she also gathered and reviewed required documentation from homeowners in order to submit for review and approval by GOHSEP and FEMA.

#### **Recertification Department (FEMA)**

**Client:** FEMA

**Roles/Responsibilities:** Deidra served as Applicant Services Specialist/Team Lead for FEMA. She provided functional supervision to Recertification Advisors and served as their point of contact. She also assigned duties, monitored and reviewed case work, and evaluated staff; used NEMIS, FRRATS and WIP to ensure proper documentation of information; and coordinated with Voluntary Agency Liaisons, Recertification Advisors, and Recertification Area Managers to identify unmet needs.

#### **Individual Assistance/Special Operations Department (FEMA)**

**Client:** FEMA

**Roles/Responsibilities:** Deidra served as Applicant Services Lead for FEMA. She led a team of Applicant Services Representatives in the Individual Assistance/Special Operations Department (SOPS); provided case management services for Hurricane Katrina and Rita survivors; used FRRATS, NEMIS and WIP to facilitate the delivery of temporary housing to Katrina/Rita survivors.



**DAVID PUTMAN, CET: PUBLIC ASSISTANCE TECHNICAL ASSISTANCE LIAISON/HAZARD MITIGATION ASSISTANCE BENEFIT-COST ANALYSIS SPECIALIST/HAZARD MITIGATION ASSISTANCE TECHNICAL LIAISON**



**QUALIFICATIONS**

- Over 14 years of FEMA Public Assistance and Hazard Mitigation experience
- Certified Engineering Technician (CET)
- Extensive experience performing damage assessments, identifying hazard mitigation opportunities, and completing BCAs

David Putman has been actively involved with the FEMA Public Assistance and Hazard Mitigation programs since 2005. He has provided disaster recovery services for multiple states across the Gulf Coast and has worked closely with FEMA in preparing Project Worksheets. He has also assisted the state and local governments with limited resources in developing hazard mitigation opportunities including conducting numerous benefit-cost analyses.

**RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE**

**Hurricane Harvey Disaster Recovery Efforts**

**Client:** City of Port Aransas

**Roles/Responsibilities:** David is Project Manager. He conducts site visits to identify disaster related damages on various types of structures. He assists with procurement and contracting for professional design and construction services, and prepares submission of documentation for FEMA and insurance reimbursement claims.

**FEMA - Corpus Christi TX Hurricane Harvey**

**Roles/Responsibilities:** David was Building Assessment Team (BAT) Lead Estimator. He maintained the following responsibilities:

- Using RS Means, he estimated damages and determined if the structures qualified as replacements based on FEMA's 50% rule using a CEF (Cost Estimating Format)
- Estimated damages on both large and small projects, primarily on buildings.
- Conducted peer reviews of estimates created by others.
- Routinely assessed damaged structures with complex technical/structural issues.
- Recorded claimed damages on a Site Inspection Reports (SIR) to create a (DDD) Damage Description and Dimensions and (SOW) Scope of Work to be used as the basis of the RS Means Cost Estimate.

**FEMA – Beaumont, TX Hurricane Harvey**

**Roles/Responsibilities:** David was Task Force Lead. He maintained the following responsibilities:

- Managed 7 newly trained FEMA Program Delivery Managers. (PDMG)

**TRAINING AND CERTIFICATIONS**

- Certified Engineering Technician, National Institute for Certification in Engineering Technology (NICET) 2001
- FEMA Building Assessment Team training (BAT) FEMA JFO Austin TX 80 hour course 2019
- FEMA Consolidated Resource Center (CRC) Included in the BAT training
- FEMA Site Inspector (SI) Included in the BAT training
- FEMA Advanced RS Means estimating (CEF formulation) Included in the BAT training
- FEMA Emergency Management Institute, (EMI) Public Assistance Program Delivery Manager Emmitsburg, MD 2017
- FEMA Project Officer/Specialist Program, OPS 1, OPS 2, Orlando, FL 2005
- FEMA EMMIE, CEF, Baton Rouge, LA 2010
- FEMA Close out procedures, Baton Rouge, LA 2012

- Managed operational objectives and priorities while reporting directly to the FEMA Public Assistance Group Supervisor (PAGS)
- Tracked and reported progress, resolved issues, assisted PDMG's with eligibility concerns, attended Recovery Scoping meeting and met with Applicants throughout the entire process.
- Reviewed all Damage Inventories, assisted with Project Formulation and reviewed all documents submitted by both the PDMG's and the Site Inspectors.

#### **FEMA – Baton Rouge, Louisiana Floods**

**Roles/Responsibilities:** David was Project Specialist. David maintained the following responsibilities:

- As a FEMA Project Specialist, he worked with the East Baton Rouge Parish School Board to assess damages sustained during the historic flooding which occurred in 2016.
- Duties included assessing each school and record all flood damage to determine eligibility for FEMA reimbursement.
- Generated numerous Category B-G Project Worksheets identifying detailed Scopes of Work for the repairs to flood damaged schools throughout East Baton Rouge Parish.
- Attended weekly meetings with School Board Representatives to discuss ongoing issues and resolve issues pertaining to eligibility.
- Collaborated with East Baton Rouge Parish School Board Representatives on hazard mitigation and possible alternative projects on school grounds to help utilize funds in the best possible way.

#### **FEMA – Rowlett, TX, Tornado**

**Roles/Responsibilities:** David was Project Specialist. He maintained the following responsibilities:

- As a Project Specialist in FEMA's Pubic Assistance Program, he worked with the City of Rowlett to assess the category C roads and sign damage sustained during the tornado that occurred in late 2015
- Assisted in organizing and writing Category B Project Worksheets for the separate agencies within the City
- Assessed the damages and wrote several category B-G Project Worksheets

#### **FEMA – Hurricane Katrina**

**Roles/Responsibilities:** David was Project Specialist. He maintained the following responsibilities:

- As a Project Specialist and Field Road Lead in FEMA's Pubic Assistance Program, he worked closely with the local governments' program managers to develop project worksheets outlining the scope of work to be funded by FEMA's Pubic Assistance Program
- Reviewed project change orders for eligibility and cost reasonableness. Evaluated all construction documentation before and during the construction process while updating their individual project worksheet which outlined the scope of work and costs for government funded repairs on buildings, roads, and utilities
- Estimated damage and identified hazard mitigation opportunities
- Reviewed and verified all work completed that was funded by the U.S. government

#### **FEMA – Gulfport and Biloxi, MS Hurricane Katrina**

**Roles/Responsibilities:** David was Project Specialist. He maintained the following responsibilities:

- As a contracted FEMA Project Specialist, worked with the City of Gulfport, MS to assess damages sustained during hurricane Katrina

- Daily activities included reviewing contracts for disaster related construction throughout the city, visiting sites, and generating a scope of work and a general cost estimate for repairs
- Project types included building reconstruction, debris removal, biohazard removal, mutual aid contracts, and other general reconstruction

**FEMA – West Palm Beach, FL Hurricane Wilma (FEMA Project Specialist)**

**Roles/Responsibilities:** David was Project Specialist. He maintained the following responsibilities:

- Provided inspection services at Palm Beach County schools as a FEMA Project Specialist
- Responsible for assessing damage sustained by Hurricane Wilma and determining eligibility for FEMA funding
- Duties included inspecting each school in cooperation with a state representative and recording all hurricane damage to determine eligibility for FEMA reimbursement. Wrote detailed project work sheets with a scope of work for each school visited
- Collaborated with school board on hazard mitigation and possible alternative projects on school grounds to help utilize funds in the best possible way. Inspected all work performed and reviewed labor records, equipment and materials used during construction, verifying that work completed was in compliance with building codes and the scope of work

## **BENJAMIN CASTLEBERRY, P.E.: PUBLIC ASSISTANCE TECHNICAL ASSISTANCE LIAISON/HAZARD MITIGATION ASSISTANCE TECHNICAL LIAISON**

### **QUALIFICATIONS**

- 11 years of experience with FEMA programs/projects
- More than \$2 billion in FEMA funding managed
- Experience with numerous large-scale HMGP projects requiring architectural, engineering, and construction management and review
- Served as Project Manager for large HMGP projects in Texas & New York

Mr. Castleberry is a Civil Engineer with 11 years of experience working in the municipal and private sector. This experience includes a background in wastewater treatment plant and pump station design, sewer maintenance and I&I, construction management, infrastructure restoration, environmental remediation, FEMA grant management and project management.



### **RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE**

#### **Project Manager, City of Port Aransas Hurricane Harvey Recovery, Port Aransas, TX**

**Client:** City of Port Aransas

**Description:** The project consists of assisting identification of disaster related damages, development of mitigation measures utilizing FEMA Hazard Mitigation Grant Program (HMGP) funding, procurement and contracting for professional design and construction services, and preparation and submission of documentation for FEMA and insurance reimbursement claims.

**Project role:** Mr. Castleberry is a project manager for the Hurricane Harvey disaster recovery efforts for the City of Port Aransas.

#### **Project Manager, Memorial Hermann Health System Hurricane Recovery Program, Houston, TX**

**Client:** Memorial Hermann Health System

**Description:** The project consisted of assisting Memorial Hermann with the environmental remediation, rebuilding of medical facilities, development and implementation of hazard mitigation measures utilizing the FEMA Hazard Mitigation Grant Program (HMGP) funding, and preparation of documentation for FEMA and insurance reimbursement claims.

**Project Role:** Mr. Castleberry is a project manager for the Hurricane Harvey disaster recovery efforts for Memorial Hermann Health System. Mr. Castleberry assisted Memorial Hermann with the reopening of all their medical facilities with 18 months of the Hurricane Harvey disaster event.

#### **Special Inspections Project Manager, NY Rising Community Reconstruction Program, New York, NY**

**Client:** New York, NY

**Description:** The program initiative was to raise of over 75 single family residential homes within the Gerritsen Beach and Sheepshead Bay communities in Brooklyn, NY.

**Project Role:** Mr. Castleberry was a special inspections project manager for the NY Rising housing resiliency program. Mr. Castleberry reviewed construction drawings to New York City Codes and

### **EDUCATION**

B.S. - Civil Engineering, University of Wisconsin-Milwaukee, 2008

### **REGISTRATIONS**

- Professional Engineer
- Louisiana (2013) Civil #0038044
- Professional Engineer
- New York (2015) Civil #094800
- Professional Engineer
- Texas (2019) Civil #134444

FEMA flood zone compliance, conduct site monitoring and inspections of contractor work, schedule and coordinate the dispatch of inspectors to project sites, and review project inspection reports.

**Project Manager, Superstorm Sandy Disaster Recovery Management, Nassau County, NY**

**Client:** Nassau County, NY

**Description:** The project consists of damage documentation for federal reimbursement of Nassau County owned property, oversight of engineer contract documents, construction management, project procurement, and grant management.

**Project Role:** Mr. Castleberry was a project manager for disaster recovery efforts in Nassau County. Mr. Castleberry assisted Nassau County with the development of FEMA Hazard Mitigation Grant Program (HMGP), National Fishery, Wildlife Foundation (NFWF) Coastal Resiliency Grants, and New York State Parks Sandy Grants. Mr. Castleberry managed various projects total approximately \$1.2 billion in eligible FEMA reimbursements.

**Project Engineer, United Water of Long Island Inflow and Infiltration (I&I) Program for 2015, Nassau County, NY**

**Client:** Nassau County, NY

**Description:** This project consisted of flow monitoring throughout the Nassau County wastewater collection systems and providing a capital improvements plan for the ensuing three fiscal years.

**Project Role:** Mr. Castleberry was serving as project manager for the United Water of Long Island Inflow and Infiltration Program for 2015.

## JACQUELINE EDDS: PROBLEM RESOLUTION OFFICER

### QUALIFICATIONS

- Former FEMA Problem Resolution Officer and QA/QC Specialist
- Previously served GOHSEP as a Closeout Specialist for GCR
- 14+ years of experience successfully working with applicants to help them request reimbursement from FEMA and close projects
- In-depth knowledge of state and federal regulations
- 14+ years of experience working with FEMA programs

Jackie Edds was a Closeout Specialist working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. She has over 14 years of professional experience in disaster recovery and has extensive knowledge of the laws, rules, regulations, 44 CFR, Stafford Act, Public Assistance Digest, and the Public Assistance Guide.

Jackie has completed over 300 Final Approval/Review Checklists with documentation to close projects. Prior to joining GCR in 2018, Jackie worked as a Problem Resolution Officer and Quality Assurance Specialist for 13 years at FEMA. She is eminently familiar with state and federal regulations in this regard.



### EDUCATION AND TRAINING

AA, Biology, 1980, Orange Coast College, Costa Mesa, CA

### RELEVANT TECHNICAL AND FUNCTIONAL EXPERIENCE

#### Stafford Act Programs Closeout Assistance

**Client:** Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR led a team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project includes closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds; and assisting subrecipients.

**Roles/Responsibilities:** Jackie was a Closeout Specialist supporting the GOHSEP team. She provided guidance regarding regulations, program eligibility and other issues; advises and assists sub-grantees regarding the application processes and state policies and procedures; and created and reviewed reports and correspondence in support of grant management.

Some of her additional responsibilities included the following:

- Conducting final reviews of all submitted invoices, contracts, procurement, and supporting documentation
- Preparing and recommending final grant versions before closeout
- Advising applicants of Grant Management and Audit Requirements
- Monitoring and maintaining allowable grant costs as submitted by applicants per Grant Management and Audit Requirements

#### FEMA - Problem Resolution Officer

**Client:** Federal Emergency Management Agency

**Roles/Responsibilities:** Jackie worked with GOHSEP and FEMA to resolve project worksheet problems found in State review. Helped State Disaster Recovery Specialist read and understand project worksheets and estimates and explore possible options to have them paid without FEMA writing a version. If costs associated with the problems were in the project worksheet, Jackie had the authority to add a general comment to the project worksheet for eligible items, thereby including items not

detailed in the scope of work. She was available to answer questions, determine eligibility, provide information and documentation, assist with reviews, and help in other ways.

**FEMA – Quality Assurance Specialist**

**Client:** Federal Emergency Management Agency

**Roles/Responsibilities:** Jackie reviewed project worksheets to determine eligibility and ensure the inclusion of appropriate documentation, descriptions, cost estimates and scope of work. Assured consistency and agreement between damage description, scope of work, and cost estimate. Recommended special subject matter reviews and provided feedback prior to project worksheet approval.



## MIKE GAFFNEY, CPA, J.D.: APPEALS SPECIALIST

### QUALIFICATIONS

- Over 30 years of civil legal experience
- Certified Public Accountant and licensed Attorney
- Filed over 60 appeals and 10 arbitrations with FEMA
- Extensive Public Assistance knowledge

Mike Gaffney, CPA, J.D. is a Louisiana attorney who has engaged in a civil practice for more than 30 years. Mike is admitted to practice in all Louisiana State District Courts and Courts of Appeal, Federal Courts in the Southern District of Louisiana and the Middle District of Louisiana, and the U.S. Fifth Circuit Court of Appeal. I am admitted to practice in the U.S. Tax Court. His formal education includes an accounting degree from LSU, a law degree from LSU and an L.L.M. in taxation from Boston University. Before practicing law, Mike worked with Arthur Anderson as a Certified Public Accountant in the area of taxation.



### EDUCATION AND TRAINING

J.D., Louisiana State University

L.L.M. in Taxation, Boston University.

B.B.A in Accounting, Louisiana State University

### RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE

#### FEMA Designated Agent – Multiple Jurisdictions

**Roles/Responsibilities:** Mike has been acting as an advisor to and/or a FEMA Designated Agent for the City of Kenner, the City of Harahan, the City of Galveston, the City of Lafitte, the Parish of Plaquemines, the Parish of St. Bernard, Washington Parish, St. Charles Parish, St. Tammany Parish, Livingston Parish, the Orleans Parish School Board, Orleans Parish Sheriff's Office, Jeff Davis Electric Co-op, St. Charles Parish Hospital, the State of Texas, St. Augustine High School, the Roman Catholic Church for the Parish of Orleans, and others on the regulations, policies, practices and procedures of Federal Emergency Management Agency (FEMA) as well as the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and the Department of Homeland Security, Office of Inspector General (DHS-OIG) as these regulations, policies, practices, and procedures pertain to the FEMA Public Assistance program.

#### Senior Advisor - Louisiana Governor's Office of Homeland Security (GOHSEP)

**Roles/Responsibilities:** Mike has worked extensively with GOHSEP on Public Assistance matters which range from the filing of the initial Request for Public Assistance (RPA) until the closeout of the project by GOHSEP. This work includes damage assessments, preparation and tracking of Project Worksheets, resolution of procurement and contract issues, and properly obtaining reimbursements from GOHSEP. He has prepared and submitted numerous Requests for Reimbursement Forms (RRFs), reasonable cost analyses, proper procurement memorandums, Requests for extensions of time, schedules and every type of documentation to assist GOHSEP in processing RRFs and processing Hazard Mitigation proposals. We have also prepared and filed Requests for Alternate/Improved and Consolidated projects.



## JOANNA P. RAGAS: SENIOR DEBRIS SPECIALIST

### QUALIFICATIONS

- 12 years of Public Assistance program experience
- Debris management experience in Texas, Louisiana, and Mississippi
- Expertise in all facets of debris work including program management, procurement, removal, monitoring, site selection, private property, demolitions, waterways, financial incentives, grant management, and closeout



Mrs. Ragas has four years of experience in State government assisting constituents with their mitigation activities and four years of experience in both the Executive and Legislative branches of local government servicing constituents while recovering a parish totally devastated by Hurricane Katrina. She has worked in the Disaster Recovery Consulting industry for the last eight years serving clients affected by Superstorm Sandy, Hurricane Matthew, and Hurricane Harvey. She is a self-directed professional with strong organizational and problem-solving skills. She is a strong communicator capable of quickly learning and adapting to new situations.

### RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE

#### **Project Coordinator, Hurricane Harvey, Memorial Hermann Hospital System and City of Port Aransas, TX**

**Client:** Memorial Hermann Health System

**Description:** The project consisted of assisting Memorial Hermann with the environmental remediation, rebuilding of medical facilities, development and implementation of hazard mitigation measures utilizing the FEMA Hazard Mitigation Grant Program (HMGP) funding, and preparation of documentation for FEMA and insurance reimbursement claims.

**Roles/Responsibilities:** Mrs. Ragas' responsibilities on the federally-funded projects for the City of Port Aransas and Memorial Hermann Health Systems include financial management of the project worksheets, data collection and dissemination of project information to all stakeholders involved with the grant funds, and ensuring that all files are entered into a database which will enable the Client to have all information needed during the Closeout process of the projects to be easily accessible and available upon request. She has been instrumental in gathering and reconciling all debris documentation for the FEMA obligation of \$12M of debris in the City of Port Aransas.

#### **Administrative Assistant, Superstorm Sandy Recovery, Nassau County, NY**

**Client:** Nassau County, NY

**Description:** The project consists of damage documentation for federal reimbursement of Nassau County owned property, oversight of engineer contract documents, construction management, project procurement, and grant management. He has worked on a variety of infrastructure projects that include wastewater treatment plants, pump stations, park facilities, and other associated building infrastructure.

**Roles/Responsibilities:** Mrs. Ragas is responsible for the gathering of financial documentation for invoicing purposes, coordinating timesheets and expense reports for 15 staff members, issues

### CERTIFICATIONS

ICS 100—Introduction to Incident Command System

ICS 200—Single Resources and Initial Action Incidents

ICS 300—Intermediate Incident Command System

ICS 400—Advanced Incident Command System

ICS 700—National Incident Management System

ICS 800—National Response Framework

directives on behalf of the Vice President/Program Manager for the Nassau County Long Term Recovery project, while supporting him with administrative and personnel matters. She ensures that the data that is uploaded into the document tracking system is accurate to enable a smooth closeout process to FEMA.

**Executive Assistant, State of Louisiana OCD-DRU-HMGP, New Orleans, LA**

**Client:** State of Louisiana Department of Administration OCD-DRU-HMGP

**Description:** Project and Grant Management

**Roles/Responsibilities:** Mrs. Ragas was the Executive Assistant to the Director of Hazard Mitigation and Recovery Coordination and in this role she assisted the Program Director in managing the implementation of over 11,000 FEMA funded mitigation projects. She projected a positive image of the Division of Administration through courteous, professional and effective service to their clients on every level. Served as assistant to the Director, which includes keeping appointment schedules, preparing travel, issuing directives to others on his behalf, and supporting the Director with administrative and personnel matters. Handled payroll timesheets and schedules for 45 employees. Complied with all applicable laws, rules and policies to promote transparency to the citizens of Louisiana. Worked with peers and external groups (applicants, contractors, other agencies—FEMA, GOHSEP, Attorney General, OIG, Local Jurisdictions, etc.). Ensured new policies and procedures pertinent to HMGP are adhered to. Coordinated public meetings.

**Debris Specialist, St. Bernard, LA**

**Client:** Louisiana Land Trust for St Bernard Parish Government

**Description:** Project Management

**Roles/Responsibilities:** Mrs. Ragas was responsible for the maintenance, filing, and document control of files for the Louisiana Land Trust Slab Abatement/Removal program in St. Bernard and Orleans Parishes. In this role she coordinated debris operations between the debris removal companies and debris monitoring companies to ensure that all debris operations were captured properly for grant reimbursement. She researched properties with issues, so they could be moved through the program process. She also handled phone calls regarding property status.

**Executive Assistant, St. Bernard Parish Government, Chalmette, LA**

**Client:** St. Bernard Parish Government

**Description:** Project and Grant Management

**Roles/Responsibilities:** Mrs. Ragas was the Executive Assistant to the Director of Recovery. In this role she was responsible for assisting the Director of Recovery, Project Managers, and Resident Inspectors in managing the implementation of over 500 FEMA funded recovery projects. She attended and documented minutes at progress meetings with contractors and A/E, Building Mitigation meetings with the Parish President and Council members, and daily staff meetings with the Parish President to keep him abreast of recovery projects. Attended field site visits of recovery projects to monitor the progress of the project. Assisted constituents with issues involving recovery projects. Worked in conjunction with the Finance Department to move contractor invoices through the payment process. She was responsible for the coordination of all recovery project progress meetings and meetings with FEMA/GOHSEP. Typed and filed all correspondence for the Director of Recovery to/from GOHSEP and FEMA. Managed daily operations of the Recovery Office and its staff including FEMA billable timesheets and personnel issues.

## BRENDA MATHEWS: HAZARD MITIGATION ASSISTANCE PROGRAM LIAISON

### QUALIFICATIONS

- 7+ years of HMA grant management experience in Louisiana
- 14+ years of experience successfully working with applicants to help them request reimbursement from FEMA
- Previously served as a GOHSEP Closeout Specialist
- Experience in FEMA grant management and project closeout
- In-depth knowledge of state and federal regulations
- 14+ years of experience working with FEMA programs

Brenda Mathews is a seasoned Disaster Recovery Specialist with career success in grants management and closeout. Brenda possesses extensive knowledge of laws, rules, regulations, 44 CFR, Stafford Act, the Public Assistance Digest, and the Public Assistance Guide. She is adept in management strategies, plans, programs, and SOPs. Brenda is a strong leader who can successfully manage multiple priorities and perform under pressure in a fast-paced, rapidly changing environment. She has extensive experience assisting applicants and providing technical assistance in grant management services.



### EDUCATION AND TRAINING

FEMA 0381: Project Specialist  
Paralegal Certificate Course (2018),  
University of Louisiana-Lafayette  
Construction Site Safety Technician  
(2002)  
Associated Builders & Contractors  
School (ABC)

### RELEVANT TECHNICAL AND FUNCTIONAL EXPERIENCE

#### **FEMA contractor in support of Hurricane Maria in Puerto Rico – Public Assistance Grant Program (iParametrics)**

**Client:** Government of Puerto Rico

**Description:** In September 2017, two major hurricanes, Irma and Maria, struck Puerto Rico and the USVI, causing billions of dollars in damage to infrastructure, housing, and the economy. In response to these hurricanes, FEMA has obligated about \$6.2 billion in Public Assistance grants for emergency work including debris removal, power restoration, and other emergency measures; and about \$965 million in Public Assistance grants for permanent work including the repair or replacement of public infrastructure such as roads, electrical utilities, and damaged buildings

**Roles/Responsibilities:** Brenda is a Technical Specialist. She performed the following tasks:

- Managed seven private non-profit (PNP) critical and non-critical applicants in the Health and Social Services Sector
- Analyzed eligibility of expenses based on applicant and facility usage
- Audited documentation received to ensure compliance
- Formulated projects in Grants Manager
- Managed EEI's ensuring all required documentation is provided
- Audited projects previously created by other Sectors; correcting issues and submitted for obligation
- Assisted team members with navigating Grants Manager, assessing eligibility and documentation requirements
- Conducted site inspections by documenting damages and taking pictures; creating site inspection reports

*Prior to conversion to National Workflow, responsibilities also included:*

- Conducted site inspections and created and uploaded site inspection reports to Grants Manager
- Formulated Damage Descriptions and Dimensions from site inspection for cost estimating
- Developed Scopes of Work

#### **Stafford Act Programs Closeout Assistance**

**Client:** Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** The closeout program involved providing subject-matter expertise to assist the State in closeout procedures in connection with all current federally declared disasters and any subsequent declared disasters, including the interpretation and application of federal law, regulations, and polices to assure expedited and timely reconciliations and closure of Stafford Act of NFIA Program Projects.

**Roles/Responsibilities:** Brenda worked as a Closeout Specialist. Her responsibilities included:

- Reconciliation, accounting, and supporting the assigned grants to ensure each recipient has an audit-quality closeout file
- Conducting reviews to improve practices, ensure compliance with laws, rules and regulations, and promote effectiveness and efficiency throughout the program
- Possessing knowledge on the technical aspects of the program and exercising independent judgment in coordination and advice to subrecipients
- Producing audit-worthy closeout packages
- Conducting quality control measures to ensure all issues are resolved in a timely fashion

#### **Hazard Mitigation Grant Program Elevation/Reconstruction/Acquisition (Hunt, Guillot and Associates)**

**Client:** St. Tammany Parish

**Description:** St. Tammany Parish applied for and received FMA funding for flood mitigation of residential homes impacted by repetitive flood losses and HMGP funding related to Hurricanes Katrina and Gustav. The majority of the funding was used to elevate residential homes but, in severe cases, the Parish elected to acquire some properties. In total, more than 90 residential homes were elevated within the Parish between 2015 and 2017.

**Roles/Responsibilities:** Brenda was a Grant Manager. He performed the following tasks:

- Monitored all aspects of HMGP program from application to closeout
- Coordinated with homeowners, contractors, and local, state, federal staff to effectively and efficiently secure and carryout individual mitigation projects
- Maintained budgets to ensure accurate expenditure of grant funding
- Reviewed project bid documents to ensure cost reasonableness
- Reviewed contract documents and engineering plans for compliance with program guidelines
- Ensured required documentation is obtained and properly executed
- Conducted on-site inspections to ensure grant compliance
- Processed contractor invoices and submitted requests for reimbursement

#### **Community Development Block Grants and Hazard Mitigation Grant Program – Infrastructure Projects**

**Client:** Office of Community Development (OCD-DR), State of Louisiana

**Description:** The US Department of Housing and Urban Development appropriated \$1.09 billion in CDBG funds to the State of Louisiana for recovery from hurricanes Gustav & Ike. OCD-DR allocated more than half of the Gustav/Ike recovery funds to the 53 impacted parishes, a total of \$562.5 million.

Parishes chose their own housing, infrastructure and economic development programs, following federal guidelines and pending approval by the State’s Review Committee.

**Roles/Responsibilities:** Brenda was Grant & Labor Compliance Specialist. She performed the following tasks:

- Reviewed and prepared projects for state monitoring and state/federal audits
- Maintained, audited, and ensured projects complied with current federal and state requirements
- Created tracking spreadsheets and monitored budgets for individual projects as well as the overall budget to ensure accurate expenditure of grant funding
- Assisted Senior Grant Manager with the management of projects including the bid process, reviewing contracts, and creating requests for reimbursement

*Labor Compliance Monitoring – for public and private clients*

- Reviewed certified payrolls for housing and infrastructure projects to ensure compliance with Davis-Bacon Act labor standards
- Reviewed HUD Section 3 reports submitted by contractors and subcontractors to ensure and monitor compliance
- Entered findings in database for reporting to contractors for corrective action

**State of Louisiana Prime Contractor – Hurricane Katrina/Rita - Emergency Response – Debris Removal, Levees, Blue Roof, Emergency Protective Measures – funding sources FEMA and USACE (Shaw Group)**

**Client:** State of Louisiana

**Description:** In response to Hurricanes Katrina and Rita, FEMA enacted several emergency response procedures, including Operation Blue Roof program provides a free temporary roof for residential structures, schools, day care centers, and all publicly owned facilities, as well as the disaster-related debris cleanup in response to a 90,000 square-mile disaster area created by the hurricanes.

**Roles/Responsibilities:** Brenda was a Procurement Coordinator. She performed the following tasks:

- Audited and ensured all subcontractor files were accurate and in accordance with federal regulations
- Monitored purchasing and procurement records to ensure compliance with federal regulations
- Assisted with issuing Requests for Proposals and Requests for Qualifications and reviewing responses
- Gathered, maintained, and reported small business statistics to various government agencies
- Tracked budgets to ensure accuracy of invoicing and project expenditures
- Monitored and resolved billing issues
- Attended contract negotiation meetings and composed Memorandums of Understanding

*Labor Compliance Monitoring – Blue Roof Project – US Army Corps of Engineers*

- Responsible for compliance review and tracking of Davis-Bacon required Certified Payrolls
- Entered findings in database and issued reports to contractors for corrective action

## SAM SALTAFORMAGGIO: HAZARD MITIGATION ASSISTANCE PROGRAM LIAISON

### QUALIFICATIONS

- Over 12 years of FEMA hazard mitigation experience
- Over four decades of QA/QC and supervisory experience
- Certified insurance adjuster across multiple states



Sam Saltaformaggio has worked with GOHSEP and FEMA since 2007. Sam has over 12 years of hazard mitigation experience and more than 40 years of QA/QC and supervisory experience. At GCR, Sam has worked with the Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP) providing guidance and oversight to applicants in preparing documentation to request reimbursement from FEMA. Prior to his role at GCR, Sam previously served as Surge Team Manager for the Road Home project where he managed 20+ team members performing pre-closing duties.

### EDUCATION AND TRAINING

Bachelor of Science Degree, 1977, Southeastern Louisiana University, Industrial Technology Co-Op.  
Texas Department of Insurance Adjusters All Lines License (#1451103), 2011, CAT experience with Hurricane Ike  
Mississippi Lead Certification (#I080024), 2008  
Louisiana Lead Certification (#Pb09100420), 2008

### RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE

#### Stafford Act Programs Closeout Assistance Baton Rouge, LA

**Client:** Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR led a team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project includes closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds; and assisting subrecipients.

**Roles/Responsibilities:** Sam provided guidance and oversight to applicants in preparing documentation to request reimbursement from FEMA. He managed numerous project worksheets involved in disaster recovery to include processing all documentation supporting the expenditure of grant funds ensuring work is done in accordance with established guidelines. Sam monitored and maintained allowable grant costs as submitted by applicants to ensure grant funds are expended and accounted for in accordance with state and federal requirements.

#### Louisiana Hazard Mitigation Grant Program (Shaw / HGI) Baton Rouge, LA

**Role/Responsibilities:** Sam was QA/QC Hazard Mitigation Analyst. Sam ensured that documentation for applicants and grant payments (up to \$160000) were made in full compliance with state and federal rules and regulations that govern the Hazard Mitigation Grant Program. This was a program with a \$750 million budget to assist rebuilding New Orleans and other Louisiana cities after hurricanes Katrina and Rita. Sam provided guidance regarding regulations, program eligibility and reimbursement requirement.

#### Providence Engineering Baton Rouge, LA

**Role/Responsibilities:** Sam was an Independent Contractor - Mississippi DEQ Elevation Grant Program Inspector. He maintained the following responsibilities:

- Responsible for Visual Lead Based Paint Inspections covering the Mississippi Gulf Coast.
- Responsible for contacting applicants and scheduling site visits.



- Responsible for digital photographic records of the property and any deteriorating paint issues. Provide a layout sketch of the interior and the exterior of the structures as required. Diagram property and location of all structures and any above ground storage tanks on or near the property.
- Submitted completed reports and digital photographs via the Internet

**Independent Contractor – State of Louisiana Road Home Program**

**Role/Responsibilities:** Sam was the Surge Team Manager. He maintained the following responsibilities:

- Managed 20+ members on pre-closing team.
- Tasks consisted of researching the accuracy of the information in Applicants files and preparing the files for closing.
- Responsible for collecting and submitting timesheets in a timely manner.
- Served as a liaison between ICF Team Managers and Providence managers in order to accommodate team needs

## PETER CATRAMBONE: HAZARD MITIGATION ASSISTANCE PROGRAM LIAISON/DISASTER RECOVERY SPECIALIST

### QUALIFICATIONS

- Over 10 years of experience in the Hazard Mitigation Grant Program
- 7 years as a Mitigation Grant Specialist for Louisiana OCD/GOHSEP
- Extensive experience managing caseload of 200+ applications for the Hazard Mitigation Grant Program
- Served as liaison between applicants and vendors to enforce relevant protocols and procedures



### EDUCATION AND TRAINING

BA, General Film and Video Studies,  
Columbia College, Chicago, IL

Peter is a highly qualified hazard professional with over 10 years of experience in the Hazard Mitigation program helping Applicants in Louisiana. Peter possesses a firm grasp of 44 CFR, the Stafford Act, and relevant policies, procedures, and requirements of the Public Assistance program, having worked continuously with Applicants and the State on program issues since Hurricanes Katrina and Rita. Peter is knowledgeable of guidelines and regulations regarding FEMA Public Assistance projects and the Hazard Mitigation Grant Program and is well-versed in the recovery grant processes in accordance with the policies and procedures of GOHSEP. Peter has been responsible for all phases of emergency preparedness and recovery management and is a dedicated leader providing the regulatory knowledge needed to deliver successful outcomes.

### RELEVANT TECHNICAL AND FUNCTIONAL EXPERIENCE

#### Hazard Mitigation Grant Program (HMGP)

**Client:** Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** In Louisiana, the HMGP helps homeowners protect their homes from damage in future natural disasters by elevating their homes, reconstructing safer structures, or installing individual mitigation measures. The program elevated over 10,500 homes at a cost of \$750 million.

**Roles/Responsibilities:** Peter served as Mitigation Grant Specialist. Peter managed a caseload of 200+ applicants for the Hazard Mitigation Grant program. He educated and advised applicants on the grant process, procedures and policy guidelines in order to obtain the maximum amount of qualifying federal funds. Peter advised the Program Director on all policies, guidelines and regulations and served as a liaison between applicants and various vendors to enforce relevant protocols and procedures.

#### Stafford Act Programs Closeout Assistance

**Client:** Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR led the team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project includes closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds; and assisting subrecipients.

**Roles/Responsibilities:** Peter served as a project closeout Disaster Recovery Specialist.



## TIM KELLY: HAZARD MITIGATION ASSISTANCE BENEFIT-COST ANALYSIS SPECIALIST



### QUALIFICATIONS

- Hydrogeologist with over 30 years of experience in environmental remediation, stormwater management, crisis management, hazardous waste management, and environmental consulting.
- In-depth knowledge of Benefit Cost Analysis techniques
- HMGP program/project experience with state agencies in New York and Texas

Mr. Kelly is a Hydrogeologist with 30+ years of diverse experience in environmental remediation, stormwater management, crisis management, hazardous waste management, and environmental consulting. He has expertise in FEMA HMGP infrastructure projects in Texas and New York, extensive background in soil/groundwater investigations and treatment technologies, he is an effective liaison with municipalities, attorneys, engineers, and regulatory agencies.

He also has expertise on compliance including RCRA, CERCLA, SEQRA, NPDES, CWA, and OSHA, is proficient in contract administration, RFPs, bidding, and consultant selection, has technical knowledge of GIS mapping including Arc View and Arc Map, and has strong skills in green infrastructure and sediment/erosion control practices.

### EDUCATION AND TRAINING

Bachelor of Arts, Geology, State University of New York at Oneonta, 1983

### RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE

#### HURRICANE HARVEY DISASTER RECOVERY PROJECTS

**Client:** Memorial Hermann Healthcare Systems and City of Port Aransas, TX

**Description:** Project and Grant Management

**Responsibilities:** Mr. Kelly is responsible for the development of the FEMA Hazard Mitigation projects for the City of Port Aransas. In this role he has developed the Benefit Cost Analysis (BCA) for the seven projects the City wished to apply for. Working with local engineers, he has written scopes of work for a city-wide drainage project, the elevation of new Public Safety and Fire/EMS buildings, the elevation of a bulkhead needed to protect critical city infrastructure and the purchase and elevation of emergency generators for critical emergency facilities. He has been instrumental in developing the Damage Assessments for the Memorial Hermann Health System (MHHS) disaster recovery projects. In this role he maintained all document files for each of the projects, so that everything was in one centralized system and ready for Closeout.

#### BAY PARK SEWER TREATMENT PLANT

**Client:** Nassau County, NY

**Description:** Project and Grant Management

**Responsibilities:** Mr. Kelly is assisting the County of Nassau, NY on a \$850M HMGP project to convey the effluent from the Bay Park Sewage Treatment Plant, which was devastated by Super Storm Sandy, to the outfall of the Cedar Creek Sewage Treatment Plant, eliminating nitrogen from the western bays of Nassau County. Prepare quarterly reports for the client and maintain project files.

#### COMMUNITY RECONSTRUCTION PLAN

**Client:** GOSR Farmingdale, NY

**Description:** Project and Grant Management

**Responsibilities:** Mr. Kelly reviewed and approved the technical studies, plans and specifications and construction related documents for flood mitigation and coastal resiliency projects related to Superstorm Sandy and Hurricane Irene and worked with GOSR staff, contractors and subrecipients to guide projects from concept to design to construction.

**NASSAU COUNTY WATER/WASTEWATER ENGINEERING UNIT**

**Client:** Nassau County Department of Public Works

**Description:** Hydrogeologist

**Responsibilities:** Mr. Kelly advised on Environmental Remediation, USEPA MS 4 Program, Environment Safety and Health, Phase I-II ESA, Drainage Engineering, Stormwater Treatment, and Groundwater Contaminant Transport, directly managed 5-10 hydrogeologists, HazMat specialists, planners and environmental scientists, was the liaison between Public Works, Recreation and Parks, County/District Attorney and Police Department, was the MS 4 Coordinator administering Nassau County's entire program (since 2008), and conducted Phase I-II Environmental Site Assessments on all real estate transactions. He also handled the RFP preparation, bid evaluation and consultant selection on contracts for Outfall Reconnaissance Inventory inspections, storm water pump station design, and GIS mapping, trained staff on illicit discharge detection/elimination and good housekeeping practices, was the Technical Lead on Governor's Office for Storm Recovery (GOSR) funded drainage studies of south Shore communities damaged by Superstorm Sandy, selected for Project Management Team on Long Island Nitrogen Action Plan, performed media relations and responded to inquiries from agencies, civic groups and the press. Some of his achievements in the role were: Authored NC Storm Water Management Plan, selected institutional BMPs, wrote annual report, created storm water pollution prevention plans and conducted compliance inspections, Operations Manager for \$80M post Superstorm Sandy tree/debris removal involving 400+ contractors and 100 Inspectors using state-of-the-art electronic tracking technology – 100% FEMA reimbursed, was the founding member of the Oyster Bay/Cold Spring Harbor Protection Committee, and was a frequent Invited Speaker on stormwater treatment technology and environmental crimes.

## TRONDA DIXON: CLOSEOUT SPECIALIST

### QUALIFICATIONS

- Successful track record of client service, contracts, and production of activity reports related to disaster recovery programs
- 12+ years of experience working on state and federal programs
- Strong problem solver who readily adapts to change, works independently, and exceeds production goals



Tronda Dixon supported the GOHSEP team as a Closeout Specialist. She possesses over 12 years of experience working in disaster recovery including her role as a Grant Administration Analyst with HGI and 3 years at GCR working directly with GOHSEP as a Closeout Specialist. Tronda understands the requirements of the programs and is comfortable communicating with Applicants about the submittals. She is caring yet direct and suggests strategies to Applicants for assembling necessary documentation.

### RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE

#### Stafford Act Programs Closeout Assistance

**Client:** Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR led a team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project includes closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds; and assisting subrecipients.

**Roles/Responsibilities:** Tronda was a Closeout Specialist. She maintained the following responsibilities:

- Evaluate projects work status, costs, and documentation against the corresponding grant's scope of work (SOW) to reconcile estimated project costs with actual costs of the completed, approved grant SOW.
- Review all contracts, invoices, payment logs, timesheets, purchase orders, procurement and other documentation to ensure compliance, contractual obligations and program
- Support the review and eligibility of SOW changes such as code upgrades, hazard mitigation, change orders, etc.
- Assist in monitoring that Federal post-award grant compliance requirements are met on issues such as contract procurement, environmental and historic preservation, insurance requirements, and adjustments based on SOW changes.
- Notify Applicant of current status of the project and request additional documentation if needed
- Prepare closeout packet; workbook Final Inspection Report, Certification, Testing, for closeout processing
- Ensure all documents are uploaded to closeout section
- Follow instruction for non-responsive process

### EDUCATION AND TRAINING

Master of Business Administration,  
University of Phoenix, 2010

Bachelor of Science, General  
Studies, Concentration in  
Elementary Education Minor:  
Sociology, 2004

Southern University

Post Baccalaureate Teacher  
Certification Program, Prescription  
to Teach Orleans Parish School  
System, 2005

Certificate Program, Writing  
Effective Grant Proposals, Baton  
Rouge, LA, 2013

Success for All Reading Program,  
New Orleans, LA, 2005

Vetted by Department of Homeland  
Security and received favorable  
Public Trust Background  
Investigation effective: 12/6/2017  
through 12/5/2023

**Catholic Charities, Baton Rouge, LA**

**Role/Responsibilities:** Tronda was a Public Assistance, Closeout Specialist. She maintained the following responsibilities:

- Provide referral assistance to clients who were affected by The 2016 Flood in Louisiana
- Disaster case manager met with client for intake assessment, tier the information provided by client of their disaster need.
- Assist with finding available resources to assist with variation of client need
- Disaster case manager update client files per tier level and need (hard copy and technology file), document files with in depth clarity, referral and service provided
- Attend weekly meetings with assigned team, staff quarterly, and departmentalized
- Provide resources for clients that need housing, food bank, pantry, and utility assistance, etc.
- Weekly reports are submitted to supervisor with status of each file.
- Informed client on their status and close out file when client needs have been met.

**Hammerman & Gainer, Inc. (HGI), Baton Rouge, LA**

**Role/Responsibilities:** Tronda was a Grant Administration Analyst. She maintained the following responsibilities:

- Provide oversight of the recovery grant processes in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act regulations through coordination with homeowners and the Louisiana Office of Community Development (OCD).
- Exercise independent judgment in the coordination and the advice given to applicants, within the limits of applicable federal and state statutes, rules, regulations, policies, and procedures.
- Assist applicants with application, collect necessary documents, and review Program options and requirements using various computer programs.
- Ensure work is performed within the established guidelines and the grant funds are expended and accounted for in accordance with federal and state requirements.
- Gather and review the required documentation from homeowners in order to submit applications to the OCD staff for review and approval by the Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP) and the Federal Emergency Management Agency (FEMA).

## ANNETTE JOHNSON: CLOSEOUT SPECIALIST

### QUALIFICATIONS

- Former FEMA employee
- Former PA Closeout Specialist, HMGP Compliance Auditor, & HMGP Resolution Officer
- 13 years of experience in emergency management, program oversight, and regulatory compliance



Annette Johnson is a highly qualified emergency management professional with approximately 13 years of experience working with the private sector, non-profits, federal, state and local governments, to include working as a senior manager for the Federal Emergency Management Agency (FEMA). Career summary includes, Senior GCR FEMA Public Assistance Closeout Specialist, Compliance and Monitoring Analyst, FEMA Homeland Security Surge Capacity Force Specialist and Generalist, Road Home Grant Reviewer, Case Analyst, and Resolution Advisor with significant experience working with residents of Louisiana affected by Hurricane Katrina and Rita. Consistently achieved quality results and production goals in a timely manner by ensuring policy requirements and standards were met. Proficient in the following computer software skills, State LAPA, EMMIE, NEMIS, SharePoint, FEMA Flood ZONE Mapping, Housing and Land Appraisals, Housing and Elevation software, Microsoft Word, PowerPoint, Excel, Road Home MetaStorm, Egrant Data base, JIRA/Issue Tracker and Worltrac case management software and AS400 account software.

### RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE

#### Stafford Act Programs Closeout Assistance

**Client:** Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR led a team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project includes closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds; and assisting subrecipients.

**Roles/Responsibilities:** Annette was Closeout Specialist. She maintained the following responsibilities:

- Monitoring and resolving closeout disaster grants for small and large projects as appropriated
- Auditing reimbursement documentation and expenditures
- Confirming funds have been obligated and all documents and actions meet Federal, State, Local laws and policies. Assisting eligible applicants with the following closeout actions:
  - Reconcile total payments received to total calculated claims for Contract Works, Materials and Supplies, Force Account Equipment, Force Account Labor, Procurement,

### EDUCATION AND TRAINING

Louisiana State University- Graduate Continuing Education Studies

Southern University and A&M College- B.A., Elementary Education

University of Phoenix- Graduate Continuing Education Studies

FEMA Training Center: Certificate of Completion

FEMA/DHS: Relative ICS/IS Courses

### DISASTER EXPERIENCE

- DR-1603 Katrina
- DR-1608 Rita
- DR-1668 Storms and Flooding
- DR-1665 Storms and Tornadoes
- DR-1786 Gustav
- DR-17921ke
- DR-1863 Storms, Flooding and Tornadoes
- DR-4015 Flooding
- DR-4080 Isaac
- DR-4277 Severe Storms and Flooding

Change Orders, Insurance, Cost Analysis, Site Inspections, Time Extensions, DRS Expenses, Certification form, Final Inspection Reports and other documentation as needed preparing final closeout

- Prepare closeout package and deliver to team lead for audit approval prior to scanning support documentation and certifications for final closeout package
- Navigating through the State and Federal proprietary websites in order to reconcile financial data as found in the State/Federal Grant Management systems while making adjustments as necessary to ensure there are no unresolved issues
- Develop credibility for the finance group by providing timely and accurate analysis of budgets, financial reports and financial trends in order to assist the Board and senior executives in performing their responsibilities

#### **Hammerman and Gainer, Inc.**

**Roles/Responsibilities:** Annette was an HMGP Compliance Auditor and Monitoring Analyst. She maintained the following responsibilities:

- Provided direct assistance to families affected by Hurricane Katrina or Rita; assisting with completing all necessary compliance documents and Federal/State agreements
- Perform desk monitoring reviews to ensure homeowners are compliant with appropriate CDBG regulations as well as State and Homeowner Assistance Program requirements
- Review and analyze reports, available data, audits and financial information and reconciled with previous monitoring reports and issues
- Evaluate and verify appropriate flood insurance coverage and owner occupancy as listed in the agreement
- Assist homeowners who received funds to elevate their homes, as well as homeowners seeking additional funds to make their homes more energy efficient
- Using MetaStorm to input data submitted by the homeowner for state review and final approval for covenant release and other additional funds
- Advise and explain in detail to homeowners the program rules and resulting consequences for failure to abide by the signed agreements
- Provided weekly reports to executive management staff

#### **Federal Emergency Management Agency (FEMA)**

**Roles/Responsibilities:** Annette was a Surge Capacity Specialist I Generalist. She maintained the following responsibilities:

- Trained and certified in one or more discrete disaster response skills
- Trained and prepared to activate the Automated Deployment Database with deployment orders to supporting agencies
- Monitor, track and support other Federal agency in-process, out-process, and coordinate transport of personnel to designated transportation sites

#### **Quadel Inc., Louisiana Road Home Program**

**Roles/Responsibilities:** Annette was an HMGP Surge Capacity Grant Reviewer, Resolution Officer, and Constituent Service Provider. She maintained the following responsibilities:

- Evaluated all files for homeowners who suffered damages from Hurricane Katrina and Rita for state and final audit
- Analyzed and researched evidence for ownership of land, homes and mobile homes
- Research Worltrac property ownership and explained CAD percentages and Estimated Cost of Home Damages to repair or rebuild the homes
- Examined and verified proof of payment and explained eligibility requirements for FEMA, SBA, HUD Income Grant, homeowner's and flood insurance and location of homes in flood zones through a variety of means, ensuring that information and authorizations provided were accurate and not approaching expiration date before and after hurricanes Katrina and Rita
- Explained mitigation procedures
- Reviewed Issue Tracker and provide troubleshooting and developed processes to fix any problems applicants incurred that could stop the application from moving forward
- Provided quick and accurate information to applicants, media, email, and fax or by regular mail according to Road Home policies and procedures
- Interviewed and completed Road Home application online with applicants which included repairing, rebuilding or the selling of their homes back to the state of Louisiana



## NORMA COBB: DISASTER RECOVERY SPECIALIST

### QUALIFICATIONS

- 10 years of experience working with FEMA Public Assistance grants and disaster recovery programs
- 9+ years of experience successfully working with applicants to help them successfully request reimbursement from FEMA
- Expertise in performing QA/QC on assigned projects before submission to FEMA – ensuring zero rollback
- In-depth knowledge of federal statutes, regulations, policies, and guidance



Norma served GOHSEP for 9 years to process reimbursements and expedite project closeouts in accordance with the procedures developed by the State and FEMA. She performed QA/QC on all projects closed for GOHSEP before they went to FEMA and all expenses before they went to the Louisiana Legislative Auditor or Finance. Her excellent QA/QC was instrumental in maintaining the project's workflow. Norma also trained newly hired employees bringing them up-to speed ensuring the pipeline keeps moving.

### EDUCATION AND TRAINING

College credits, University of Houston, Victoria

Before joining the GCR staff in 2013, Norma worked as an Insurance Consultant for two years with Witt Associates assigned at GOHSEP. Norma is extremely knowledgeable with state and federal regulations including the Code of Federal Regulations 44 CFR, Part 206.

### RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE

#### Stafford Act Programs Closeout Assistance

**Client:** Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR is leading the team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project includes closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds; and assisting subrecipients.

**Roles/Responsibilities:** Norma is a Closeout Specialist responsible for the review, compilation and finalization of closeout packages. Norma conducts site visits; works with sub-grantees to complete closeout documentation; reviews grants; and develops corrective action protocols. She also communicates grant and closeout processes, regulations and provides technical assistance to all those involved within the PA program, particularly our sub-grantees.

Some of her additional responsibilities include the following:

- Prepares project management files, reimbursement requests, reports and other required documents to satisfy the Applicants, Parishes, GOHSEP and FEMA
- Works with FEMA Insurance to address insurance questions and with the documents review team to address any other questions
- Examines and analyzes Federal Grants and related financial records to ensure that all required documentation is compliant with Federal regulations
- Serves as liaison with applicants and GOHSEP



**Technical Assistance and Subject Matter Expert**

**Client:** Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Roles/Responsibilities:** Norma served as an Insurance Consultant with Witt Associates and was responsible for the following:

- Conducted on-site meetings with grant applicants and sub-grantees to assist in the process of FEMA’s public assistance program including procedures for maintaining and tracking required documentation, procurement procedures resulting in expedited grant approval ensuring substantial eligible reimbursement for categories A-G work.
- Assisted and advised GOHSEP public assistance teams in resolving daily applicant challenges, issues and concerns on all levels related to insurance by conducting desk and file review of project worksheets and all pertinent documents.
- Led applicant meetings to address and assist on all insurance related items, OIG audits, obtain and maintain insurance requirements as per the Stafford Act, regulations, policy, application and law.
- Interacted and communicated daily with various insurance industry professionals, brokers, agents, consultants and risk managers as necessary to accomplish requested and identified deliverables.

**Account Manager**

**Client:** Arthur J. Gallagher Risk Management Services, Baton Rouge, LA

**Roles/Responsibilities:** Norma served as an Account Manager providing day-to-day client servicing for assigned accounts including binder transmittal, accounting and insurance coverage inquiries, policy changes, policy delivery and all other communication pieces to client as needed. Norma also performed the following duties:

- Prepared new and renewal business submissions, processed insurance premium invoices, processed auto identification cards and insurance certification issuance.
- Assisted producer/broker in written proposal and presentations to prospects for potential new business including response for proposals as requested by public entities, parish school boards, municipalities, private and public companies and corporations.
- Interacted with various insurance markets with respects to receiving new business submissions and renewal quotes to include being responsible for maintaining accurate files and records as required in passing corporate audits.

## JORY WHITE: DISASTER RECOVERY SPECIALIST

### QUALIFICATIONS

- Currently working as a Disaster Recovery Specialist
- 12 years of disaster recovery experience in government and consulting
- Received GOHSEP Production Award



Jory White is a highly qualified disaster recovery professional with over 12 years of experience in the FEMA Public Assistance Program helping Applicants in Louisiana. Jory possesses a firm grasp of 44 CFR, the Stafford Act, and relevant policies, procedures, and requirements of the Public Assistance program, having worked continuously with Applicants and the State on program issues since Hurricanes Katrina and Rita.

Jory has been responsible for all phases of emergency management and is a dedicated leader providing the regulatory knowledge needed to deliver successful outcomes. She has worked closely with health officials, vendors, technical professionals, community leaders, governmental officials, first responders, and essential service providers and is committed to providing exceptional customer service and responding to client needs quickly.

### RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE

#### Stafford Act Programs Closeout Assistance

**Client:** Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR led the team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project included closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds; and assisting subrecipients.

**Roles/Responsibilities:** Ms. White was a project closeout disaster recovery specialist.

#### Lafayette Parish School System August 2016 Flood

**Client:** City of Lafayette, LA

**Roles/Responsibilities:** Jory was a disaster recovery specialist. She worked directly with FEMA and sub-grantee to obtain documentation for project worksheet development. Jory educated subrecipients on FEMA Public Assistance program policies, regulations, and guidelines. She provided technical assistance at meetings and prepared required documentation for project appeals, time extensions, project scope, and amendment requests for reimbursement, project closeout, and the use of the LAPA system. Jory reviewed FEMA project worksheets for quality assurance prior to applicant signature. She attended management meetings with FEMA, subrecipients, and GOHSEP personnel to identify applicant, project, and process issues and to discuss alternatives for resolution.

#### Livingston Parish August 2016 Flood

**Client:** Livingston Parish, LA

### EDUCATION AND TRAINING

J.D. (Candidate – May 2020),

Southern University Law Center

Master of Public Administration,  
Southern University A&M College

B.S., Biology, Southern University  
A&M

### DISASTER EXPERIENCE

- DR-1603 Katrina
- DR-1608 Rita
- DR-1668 Flooding
- DR-1665 Storms
- DR-1786 Gustav
- DR-1792 Ike
- DR-1863 Storms, Flooding and Tornadoes
- DR-4015 Flooding
- DR-4041 Lee
- DR-4080 Isaac
- DR-4024 Irene
- DR-4086 Sandy
- DR-4277 Severe Storms and Flooding

**Roles/Responsibilities:** Jory was a disaster debris response specialist. She supervised Witt O'Brien's call center staff to obtain right of entry forms for private property debris removal. She developed a document management system for documents containing sensitive information and right of entry forms. Jory conducted human resources activities by guiding applicants for Debris Monitor positions through documentation requirements and the drug screening process required for new employee onboarding. Jory also provided updates to parish officials regarding property owner concerns relative to debris removal.

**Louisiana Governor's Office of Homeland Security and Emergency Preparedness**

**Roles/Responsibilities:** Jory was disaster recovery specialist. She worked on the Public Assistance Program and performed activities related to PA projects in "NEMIS" and "EMMIE". She provided technical assistance in reviewing fiscal management of grants and contracts in accordance to state and federal regulations for sub-grantees. Jory processed reimbursement requests from subrecipients via the MB3 emergency management software system (LAPA) for payment and verified that funds were used in accordance with programmatic guidelines.

## OLIVIA KNAPPS: ACCOUNTING ANALYST

### QUALIFICATIONS

- 15 years of experience working with FEMA programs
- Specialized experience in FEMA Public Assistance Program accounting
- In-depth knowledge of federal and state regulations

Olivia Knapps is an experienced disaster recovery professional who has worked with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. She has over 15 years of professional experience in disaster recovery and has extensive knowledge of the laws, rules, regulations, and policies associated with the Stafford Act. Olivia's experience includes grant management and financial analysis and quality assurance of files to ensure compliance with Program requirements as well as extensive accounting and finance activities.



### EDUCATION AND TRAINING

Business Administration, 2001,  
Owensboro Community College  
Business Administration, 1994

### RELEVANT TECHNICAL & FUNCTIONAL EXPERIENCE

#### Stafford Act Programs Closeout Assistance

**Client:** Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR led the team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project included closing out projects and grants under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds; and assisting subrecipients.

**Roles/Responsibilities:** Olivia served as a Disaster Recovery Specialist. She maintained the following responsibilities:

- Utilized knowledge of Federal grant closeout procedures to obtain documentation from departments to satisfy information needed by FEMA and the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) for reimbursements and project closeout
- Assisted with obtaining documentation not readily available or accessible to the departments
- Analyzed information by developing spreadsheet reports and verifying information
- Researched procurement issues to ensure FEMA requirements have been satisfied
- Submitted reimbursement for expenses incurred but never submitted to FEMA
- Answered grant-related and financial questions by researching and interpreting data from the Louisiana Public Assistance (LAPA) website

#### Hazard Mitigation Grant Program (HMGP)

**Client:** Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** In Louisiana, the HMGP helps homeowners protect their homes from damage in future natural disasters by elevating their homes, reconstructing safer structures, or installing individual mitigation measures. The program elevated over 10,500 homes at a cost of \$750 million.

**Roles/Responsibilities:** Olivia was a Closeout Specialist. Olivia maintained the following responsibilities:

- Point of contact and liaison between HMGP and GOHSEP to facilitate the moving and caretaking of assets when agencies merged
- Review applicant files to confirm completeness for closeout and potential audit

- Assistant to HMGP Assistant Section Chief, with duties that include scheduling and document preparation

### **Denbury Resources**

**Roles/Responsibilities:** Olivia served as a Land Tech II. She maintained the following responsibilities:

- Administered database and performed QA/QC on all landowner files
- Completed all required CBT safety training
- Complied with schedule and budget on all assigned projects
- Built line list with data acquired from Clerk and Assessors Office
- Prepared legal documents during Pipeline Right of Way acquisition
- Assisted in the negotiation and acquisition of Right of Way
- Assessed and negotiated damages during construction clean-up

### **Denbury Resources**

**Roles/Responsibilities:** Olivia served as a Field Office Manager. She maintained the following responsibilities:

- Planned and scheduled meetings, assisted with meeting materials and agendas, prepared conference rooms.
- Maintained and reserved the executive conference room calendar.
- Arranged appropriate travel, agendas, and necessary contacts.
- Collaborated with other administrative team members, human resources and the finance department on special projects and events.
- Created and maintained computer- and paper-based filing and organization systems for records, reports and documents.
- Prepared travel expenses and reimbursement expense reports.
- Created weekly and monthly reports and presentations.
- Properly routed agreements, contracts and invoices through the signature process.

### **James Lee Witt Associates**

**Roles/Responsibilities:** Olivia served as an Administrative Assistant. She maintained the following responsibilities:

- Served as Executive Assistant to the Deputy Director of Disaster Recovery.
- Monitor and administer finance, human resource, purchasing and other support services for the department.
- Receive and prepare correspondence for State and local government officials as well as correspondence between members of the GOHSEP executive staff.
- Maintain schedule for Assistant Deputy Director.
- Manage budget preparation for the department and monitor expenditures, prepare budget report for department executives.
- Develop integrated reporting system for daily FEMA briefing.
- Manage human resource requirements between work site and corporate office.
- Prepare spreadsheets and submit weekly payroll.