



INTEGRATED SOLUTIONS
CONSULTING

State of Nebraska State Purchasing Bureau

Request for Proposal for Contractual Services

Request for Proposals No. 6248 Z1
April 7, 2020, 2:00PM



Prepared By:

Integrated Solutions Consulting
220 S. Buchanan Street
Edwardsville, IL 62025
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Cover Letter

April 7, 2020

Annette Walton/Nancy Storant
State Purchasing Bureau
1526 K St. Ste.130
Lincoln, NE 68508

Dear Ms. Walton and Ms. Storant,

Integrated Solutions Consulting, Inc. (ISC) is pleased to present our response to the State of Nebraska (the State's) State Purchasing Bureau's (SPB's) Request for Proposals No. RFP 8248 Z1: *Request for Contractual Services*. ISC is a professional services firm exclusively dedicated to supporting communities' ability to prepare for, respond to, recover from, and mitigate against natural and human-caused hazards.

Specializing in disaster recovery services, ISC has proven expertise in the Federal Emergency Management Agency's (FEMA's) Public Assistance (PA) program, as well as the Hazard Mitigation Grant Program (HMGP), Community Development Block Grant (CDBG), and PA Alternative Procedures (PAAP) programs. For the past 15 years, ISC has partnered, collaborated, and successfully delivered on complex emergency management projects at the local, state, and federal level. Through these engagements, we have developed recovery planning projects that have been considered best practices by elite local and state emergency management agencies, FEMA, the Emergency Management Accreditation Program (EMAP), and disaster research centers.

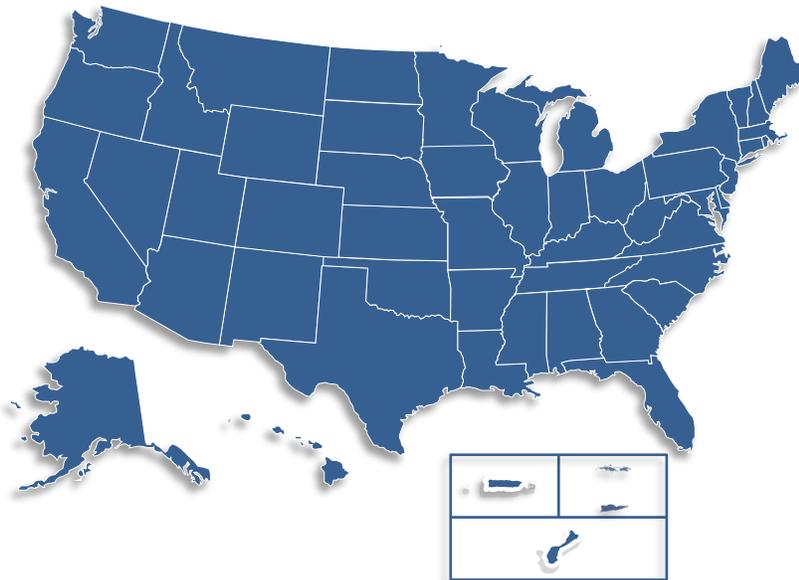


Figure 1: The ISC Team's National Disaster Recovery Portfolio

From the casualties and trauma from the tornados in the 1970s and 1980s to the State's recent \$1.3 billion of damages sustained from the 2019 Midwestern United States (US) Floods, ISC understands that the State is seeking a disaster recovery contractor to provide prompt contingency staffing to support NEMA in HMGP, IA, and PA services. Given the State's proximity to the Missouri River and northern position, relative to other states, in the Tornado Alley, successful disaster recovery efforts are contingent on the expertise and overall staffing capacity of the contractor. Accordingly, ISC has expanded our Team to include additional industry leaders to support the State. Comprised of ISC, Dewberry, MPACT, Thomas Howell Ferguson CPAs, and Landmark Consulting, the **ISC Team** encapsulates expertise in all elements of emergency management and disaster recovery – from grants and financial management, disaster debris monitoring and removal, and engineering, to emergency management, disaster response, and surge staffing capabilities. Together, NEMA will benefit from the following of the ISC Team:

- ✓ **Network of over 2,000+ disaster recovery professionals.** By contracting with the ISC Team, NEMA will gain access to our cadre that includes thousands of disaster recovery professionals experienced in CDBG, HMGP, IA, and PA programs.
- ✓ **Hands-on experience supporting recovery efforts throughout Region VII.** Members of the ISC Team have worked on the ground supporting disaster recovery efforts in the State of Nebraska and the greater Region VII area. Under the FEMA Technical Services Contract, ISC staff supported FEMA Region VII and Nebraska during the 2010 and 2011 Floods as well as the 2012 Region 23 Fire Complex. The ISC Team performed site inspections, developed project worksheets (PWs) and completed final inspection reports.
- ✓ **Identification and management of more than \$50 billion in disaster funds with neither adverse findings nor funds de-obligated.** As a company, ISC values high quality work and transparency. Though other firms may claim large figures and no fund de-obligations, we are one of few firms that have achieved and can prove this feat.
- ✓ **Proven high-quality financial and grant management services.** As earlier noted, contracting with ISC, our clients have not been subject to adverse findings from the Office of Inspector General (OIG) and have not had any funds de-obligated. Given New York City's recent \$5.3 million False Claims Act settlement resulting from the mismanagement of Superstorm Sandy recovery efforts, we believe it is important to note this significant difference. As industry leaders dedicated to helping communities recover from natural disasters, ISC believes results speak to the quality of work completed.
- ✓ **One of the highest-rated Dun & Bradstreet Top Supplier Performance Rated emergency management and homeland security consulting services.** As earlier noted, Dun & Bradstreet evaluated over 50 ISC consulting engagements, awarding ISC a Top Supplier Performance Rating for reliability, cost, order accuracy, timeliness, quality, business relations, personnel, customer support, and responsiveness with an average 97.1% score amongst all categories, representing as much as a 25% higher rating than comparable firms.

✓ <i>Reliability</i>	<i>97%</i>
✓ <i>Cost</i>	<i>95%</i>
✓ <i>Order Accuracy</i>	<i>95%</i>
✓ <i>Timeliness</i>	<i>97%</i>
✓ <i>Quality</i>	<i>97%</i>
✓ <i>Business Relations</i>	<i>98%</i>
✓ <i>Personnel</i>	<i>99%</i>
✓ <i>Customer Support</i>	<i>98%</i>
✓ <i>Responsiveness</i>	<i>98%</i>

Ms. Walton and Ms. Storant as the individual authorized to contractually obligate and negotiate for ISC, I can confirm that the ISC Team understands the scope of the project and will comply with all terms and conditions as indicated in the RFP, including all activities necessary to maintain grant compliance. We truly appreciate the opportunity to bid on this very important project, and we look forward to working with NEMA on this vital project.

Sincerely,



Daniel Martin, Ph.D., CEM, CFM
 Managing Principal
 Integrated Solutions Consulting, Inc.
 dan.martin@i-s-consulting.com

Form A Bidder Proposal Point of Contact Placeholder

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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:	Integrated Solutions Consulting, Inc.
Bidder Address:	220 South Buchanan Street Edwardsville, IL 62025
Contact Person & Title:	Daniel Martin, Ph.D., CEM, CFM, Managing Principal
E-mail Address:	dan.martin@i-s-consulting.com
Telephone Number (Office):	847-737-5395
Telephone Number (Cellular):	847-306-3541
Fax Number:	877-278-0179

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:	Integrated Solutions Consulting, Inc.
Bidder Address:	220 South Buchanan Street Edwardsville, IL 62025
Contact Person & Title:	Daniel Martin, Ph.D., CEM, CFM, Managing Principal
E-mail Address:	dan.martin@i-s-consulting.com
Telephone Number (Office):	847-737-5395
Telephone Number (Cellular):	847-306-3541
Fax Number:	877-278-0179

Attachment A Revision One Bidder Questionnaire

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

Bidder Name _____ Integrated Solutions Consulting, Inc. _____

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

CORPORATE OVERVIEW

FINANCIAL STATEMENTS AND INFORMATION

1.1

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.

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.

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

Response:

Integrated Solutions Consulting, Inc. (ISC) is not a publicly held corporation. As such, we include the requested corporate information below. On the following page, ISC includes a banking reference to demonstrate our stability and financial strength on the following page.

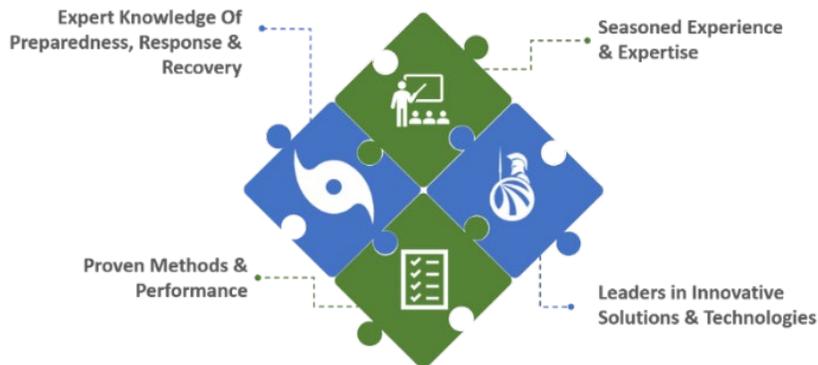


Figure 2: Summary of benefits gained by partnering with the ISC Team

a. Bidder Identification and Information

With over 2,000+ professionals in our cadre and over 15 years in the industry, ISC has been recognized as a team of leaders committed to taking an all-hazard, integrated approach to help solve complex challenges facing communities as they develop comprehensive solutions and plans for an increasingly volatile world. ISC is focused primarily on providing emergency management, mitigation and comprehensive planning, training, and recovery support services to a variety of governmental and industrial clients.



Supported recovery efforts for over 70+ disasters nationwide

Table 1: ISC’s Corporate Profile

Full Organization Name	Integrated Solutions Consulting, Inc.
Organization Headquarters	220 South Buchanan Street Edwardsville, IL 62025
Type of Entity	S-Corporation
State of Incorporation	Illinois
Year Incorporated	2005
Name/Form of Organization Changes	Not Applicable.
Project Office Location	9800 Mount Pyramid Court, Suite 400 Englewood, CO 80112

Over the past two decades, The ISC Team has responded to hundreds of natural hazards, man-made disasters, and incidents of national significance to provide technical support to the disaster’s recovery operations. The ISC Team’s catastrophic response and recovery experience includes the 2004/05 Florida Hurricanes as well as Hurricanes



Over \$50 billion in Section 404/406 Projects identified & implemented

Katrina, Ike, Sandy, Harvey, Irma; pandemic outbreaks such as H1N1 and COVID-19, and countless number of floods, earthquakes, tornadoes, terrorist attacks, oil spills, and other natural and man-made disasters across the country. Our knowledge of the programmatic guidelines of the 93 disaster recovery assistance programs is unmatched. We have leveraged this expertise to develop innovative tools, technologies, and best practices to assist in the management of the procedures, policies and plans that are required by federal regulations and disaster assistance programs. Below, we highlight several projects that demonstrate the ISC Team’s capacity to augment the Nebraska Emergency Management Agency’s (NEMA’s) disaster recovery staff. The below project descriptions are inclusive of ISC and our partners’ experience.

HURRICANE MARIA - PUERTO RICO MISSION PLANNING FOR ECONOMIC RECOVERY STRATEGY

The 2017 hurricane season has been the ultimate test of our federal emergency management system. Hurricanes Harvey, Irma, and Maria impacted some of the most heavily populated areas of the United States and caused widespread damages in multiple states and territories. Never has a disaster devastated an entire United States (US) state or territory to the severity of this event. Puerto Rico being an island territory, coupled with the damages to vital port and transportation networks, created severe logistical constraints in mobilizing and distributing resources to meet the mounting needs of 3.34 million residents. This further exhausted human asset resource needs for response and recovery operations. Furthermore, the pre-existing conditions and vulnerabilities of Puerto Rico exacerbated the impacts of the event, creating hardships for Puerto Rico on the scale that has never been seen before.

The President declared Puerto Rico a disaster but put the condition that all large project funding for Federal Emergency Management Agency (FEMA) Public Assistance (PA) Categories C-G be obligated by FEMA only through alternative procedures pursuant to Section 428. Additionally, the *Bipartisan Budget Act of 2018*, P.L. 115-123 required FEMA to provide repair assistance for critical services under section 428 “without regard to the pre-disaster condition of the facility or system and replace components not damaged... where to fully effectuate the replacement or restoration of disaster-damaged components”.

In June 2018, FEMA requested ISC personnel to deploy to Puerto Rico to investigate the current disaster response and recovery operations, prepare an After-Action Report (AAR) of the findings, and provide recommendations to FEMA Headquarters of necessary improvements and corrective actions to expedite the reconstitution and recovery of the following 10 sectors: Power and Energy, Water/Wastewater, Schools, Municipalities, Healthcare, Public Buildings, Public Housing, Communications, Transportation, and Parks and Recreation. Using Homeland Security Exercise Evaluation Program (HSEEP)-standard protocol and procedures, ISC personnel conducted interviews with over 50 officials that represent Puerto Rico’s Central Office of Recovery, Reconstruction, and Resiliency (COR3), FEMA, and municipal and government governments.

The result of this real-event After-Action Review were recommendations for modifying current organizational structures and processes within FEMA, Puerto Rico, and COR3 and an expedited process to develop fixed cost estimates of the damages to the 10 sectors.

NEW JERSEY DEPARTMENT OF TRANSPORTATION OFFICE OF MARITIME RESOURCES – STATE CHANNEL DREDGING SUPPORT

Dewberry holds a three-year term agreement with the New Jersey Department of Transportation Office of Maritime Resources to provide maritime transportation system planning and project management services.

Dewberry also provided support for seven separate FEMA appeals over Superstorm Sandy project worksheets (PWs) that covered the New Jersey state navigation channel system. Support included consulting services, assisting with Request for Information (RFI) responses, preparing technical reports and collecting data. For PW 4846/5228 the outcome of the first appeal was the addition of 99 channels as eligible PW sites after a system-wide core sampling program was taken on to identify and quantify the Superstorm Sandy impacts in the State navigation channels. The sediment in the 99 channels increased the scope of work (SOW) in the PW to include \$31 million more in project costs for a total of \$61 million in project cost. Another first appeal was required to lengthen the period of performance of the PW. FEMA approved the appeal, agreeing that due to environmental restrictions and public safety, the annual dredging window is very short, the category of work for the PW was changed to a permanent work category, and seven more years (until 2024) were added to the end date of the PW.

Dewberry prepared new PWs or amendments were under this agreement including for:

- 14 channel projects obtaining over \$15 million in FEMA reimbursement
- \$7 million in additional reimbursement claims in the past three months
- Finalizing two more project reimbursement packages valued at \$1.8 million and \$1.9 million.

In total, Dewberry has certified **693,019 CY** of sediment at the bottom of 130 channels in the state as being Sandy-storm related. This amount of sediment equates to an estimated recovery package of **\$50 million**.

PORT ARTHUR INDEPENDENT SCHOOL DISTRICT – DISASTER GRANT MANAGEMENT SERVICES

MPACT provided guidance, assessments, and reports in support of Port Arthur Independent School District’s (PAISD’s) FEMA PA, Hazard Mitigation Grant Program (HMGP), and US Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) grants resulting from Hurricane Harvey (DR-4332). MPACT worked directly with FEMA and Texas Division of Emergency Management (TDEM) counterparts and compiled data to develop the damage inventory to meet the 60 days’ deadline. MPACT’s role involved providing PA and 406 Mitigation guidance to district staff, requested/reviewed all required documentation for Category B-G and Category Z PWs to ensure all elements are met including force account labor, equipment and material as required by FEMA. MPACT also participated in site inspections, developed Damage Description and Dimensions (DDD)s and SOW for all PWs, monitored projects using the Grants Portal and respond to FEMA’s Essential Elements of Information (EEI) requests on behalf of the district. The estimated reimbursement to the Port Arthur Independent School District was \$1.5 million.

2017 CALIFORNIA FLOODS – IMPLEMENTATION OF THE NEW FEMA PA PROGRAM DELIVERY MODEL

In early 2017, Severe flooding throughout California and portions of Nevada resulted in three disaster declarations covering 56 counties throughout California. Northern California experienced its wettest winter in almost a century causing extensive flooding and an estimated \$1.5 billion in damages. Several dams overflowed and many others throughout North California were forced to open their emergency spillway, inundating properties downstream. The flooding occurred at the end of one of California’s longest droughts, making conditions result in mudslides and slope failures.



*Hurricane Andrew
1992*



*9/11 Attacks
2001*



*Hurricane Katrina
2005*



*Midwest Floods
2008*



*H1N1
2009*



*Joplin Tornadoes
2011*



*Hurricane Sandy
2012*



*Hurricane Maria
2017*



*COVID-19
2020*

**Figure 3: Summary of
ISC Team’s
Response & Recovery
Efforts**

FEMA Region IX, in conjunction with FEMA Headquarters and the State of California, agreed to implement the PA Program Delivery Model. In this new capacity, The ISC Team served as Public Assistance Coordinators (PACs) and technical specialists to conduct damage assessments, develop and validate repairs and cost estimates, determine eligibility, and coordinate with assigned Recipients/Sub-Recipients throughout the PA grant delivery process for California declarations. The PAC facilitates and coordinates the effective, efficient, and accurate delivery of grant funding while coordinating the Sub-Recipients' recovery priorities, understanding their capabilities and capacity to develop projects and participates in validation of damages through site inspections and working with the Sub-Recipient on project formulation. The ISC team prepared over \$110 million in eligible federal disaster assistance funds through the FEMA PA Program. The following are some of the PAC responsibilities:

1. Receive assignment of Sub-Recipients
2. Makes calls to Sub-Recipient to gather initial damage information and gather information on Sub-Recipient capabilities, discusses the requirements for the list of disaster damages, and schedules meeting with the Sub-Recipient
3. Meets with Sub-Recipient
4. Begins process of validating damages through scheduling of site inspections
5. Requests information from the Sub-Recipient to support their damage claims
6. Formulates projects (i.e. discuss with the Sub-Recipient logical groupings of work into projects).
7. Reviews DDD, SOWs, and costs.
8. Ensures that all damaged identified by the Sub-Recipient are addressed.
9. Prepares for and conduct exit briefing

CITY OF MEXICO BEACH – PROFESSIONAL ENGINEERING & EMERGENCY SERVICES

Dewberry assisted the City in identifying, inspecting, and documenting damage to all City infrastructure including water, sewer, stormwater, roadways, parks, and buildings, as well as in the development of the City's damage inventory required by FEMA PA within 60 days. Our team is helping the City to develop damage descriptions, scopes of work, and cost estimates necessary for grant funding applications (e.g. PWs) for a variety of infrastructure projects including storm water management, roads, water and sewer utilities, and buildings. The Dewberry team is actively developing repair and replacement designs, construction documents and bid documents that are in accordance with grant program eligibility criteria. Dewberry assisted the City of Mexico Beach to revise the City's Floodplain Ordinance following Hurricane Michael to address the City's resiliency for future storms. We helped the City in analyzing the best available data, recorded storm surge, limit of moderate wave action, and United States Geological Survey (USGS) high water marks in order to identify the City's most vulnerable areas and infrastructure. Dewberry worked with the City to examine scenarios for revised freeboard requirements and how those requirements impacted the community, residents, and property owners in order to perform a risk benefit analysis and recommendation for the City's new Floodplain Ordinance.

Table 2: FEMA Public Assistance Projects in Mexico Beach - Excerpt

Name	Project Title	Estimated Cost
Seawalls	Wooden seawalls, various locations	\$2,501,000.00
City Welcome Center	Building, Contents, Supplies, Equipment, and Parking	\$243,000.00
Water Distribution System	City-wide water distribution system	\$3,000,000.00
Wastewater Collection System	City-wide municipal sewer system	\$4,000,000.00
City-Owned Vehicles	Vehicles and construction equipment	\$1,100,000.00
City Parks	Sunset, Palms, Mexico Beach, nature paths, piers, boat launch	\$16,165,000.00
Storm Water System	Storm water treatment, collection, ditches	\$10,800,000.00
Municipal Water System	Treatment plant, distribution, storage	\$4,800,000.00
Municipal Sewer System	Lift stations, controls, motors, pumps	\$3,580,000.00

MAY 2013 OKLAHOMA TORNADOES

On May 20, 2013, an EF5 tornado with peak winds estimated at 210 miles per hour stayed on the ground for 39 minutes and caused a 17-mile path of destruction, killing 23 people, injuring 377, destroying 1,150 homes, and causing an estimated \$2 billion in damages. The tornado was part of a larger weather system that had produced several other tornadoes over the previous two days. Nine technical specialists were deployed to fill Cost Estimating Format (CEF) and Report Analyst positions, with an average deployment period of 121 days. Although our technical specialists assisted with a variety of applicants, they were predominately assigned to the Moore School District and the Canadian Valley. The Moore School District had two elementary schools destroyed and a junior high school that had damages. **During their deployment, ISC staff prepared 33 PWs totaling approximately \$54.8 million.** In addition, two Recovery Analysts were responsible for reporting activities and data analysis throughout DR 4117. This included reconciliation of data sets and daily reports for the Infrastructure Branch Director, Full Corporate Officer and planning liaisons on current expenditures of the operation, projected workload, operational challenges and trends, prioritized needs and status of established initiatives. These detailed spending plans and program reviews provided programmatic support to FEMA's initiative to increase transparency and budgetary discipline of the Disaster Relief Fund.

In addition to our extensive disaster recovery experience, ISC has partnered, collaborated, and successfully delivered on complex emergency management projects at the local, state, and federal level, including developing several recovery planning projects that have been considered best practices by several of the elite local and state emergency management agencies, FEMA, the Emergency Management Accreditation Program, and disaster research centers.

ISC achieves national success by:

1. Investing in state-of-the-art tools and systems to yield maximum project performance

- Odysseus™ program management and planning systems
- Unmanned Aerial Vehicles (UAVs) with Federal Aviation Administration (FAA)-certified and insured pilots
- Client-specific training and simulations, including table-top and virtual exercises

2. Providing exceptional consulting services that exceed client expectations

- Access to 96 disaster recovery assistance programs and 500 private and non-profit disaster assistance funding sources
- Elite industry expert cadre with an average field experience of over 20 years
- 84% of the ISC team has earned a master's degree or higher

3. Ensuring compliance with the Office of Inspector General (OIG)

- Proven history of transparency and accountability of eligible FEMA Disaster Administrative Costs (DAC) and non-DAC expenditures
- Custom configuration and system integration to address the client's unique needs
- Insider knowledge from ISC staff who were previously employed in financial auditing positions within grant awarding agencies

4. Maintaining strong client and partnership relationships

- Weekly project status updates
- Local offices coast to coast
- Ability to preemptively prepare for future needs through program gap analysis



Learn more at: <http://www.odysseus-solutions.com/>

Figure 4: ISC's Innovative Technologies

ISC's Innovations & Contributions to Disaster Recovery

At ISC, we understand that capacity building and improving practices are critical for communities across the nation to quickly recover, effectively implement resiliency, and efficiently prepare for the next disaster. With the increased frequency of disasters and emergencies, there is a growing demand by regulatory agencies and citizens for communities to invest in new methods and techniques to establish effective emergency management



ISC Team staff developed FEMA's Section 428 Standard Operating Procedures

programs that comply with the regulations and standards that govern the industry.

Our Team has remained at the forefront of innovation in the emergency management and disaster recovery industry. From legislative compliance advancements such as the development of FEMA's Section 428 SOP to utilizing innovative FEMA and third-party validated and approved damage assessment methodologies to expedite recovery funding for Joplin City following the 2011 tornados, ISC is committed to establishing new best practices.

Disaster Damages and Impact Forensics

The passing of the *Sandy Recovery Improvement Act of 2013* (SRIA), and the resulting changes to the FEMA PA Program, has resulted in new needs and opportunities for local and state governments. The SRIA and the accompanying *Disaster Relief Appropriations Act of 2013* allows for grants for PA permanent work projects based on fixed estimates for the timely or cost-effective completion of work. As an incentive, FEMA is offering in-lieu contribution on the basis of estimates for repair, restoration, reconstruction, or replacement of a public facility and management expenses and the use of all or part of the excess grant funds for cost-effective activities that reduce the risk of future damage, hardship, or suffering from a major disaster. Although these programmatic changes provide new opportunity for local and state governments, they also require the need for more sophisticated methods for local and state applicants to thoroughly and quickly document damages.



Ranked #1 Recovery Technical Services contractor by FEMA

Recognizing this fundamental programmatic change, ISC has mastered the development of 360-degree panoramic damage assessments. Our team of disaster recovery specialists and licensed drone pilots have the technical skills to create high-level detailed, 360-degree panoramic damage assessments of damaged facilities or devastated communities in a matter of minutes. This emerging technology allows for our clients to establish detailed historical record to document damages and justify cost estimates and other incentives allowed under the SRIA.

Disaster Damage Assessment Mobile App

ISC has invested in the development and customization of a mobile app designed to gather detailed PDA information in the field. The disaster damage assessment mobile application includes specific data fields and criteria that are consistent with FEMA's Individual Assistance (IA) and PA Programs. The result is the real-time accessibility of damage assessment information and streamlining the recovery process.

Unmanned Aerial System Damage Assessment Technical Services

As an industry leading innovator, we recognized the benefits that UAVs (drones) offer our clients. Our FAA-certified UAV pilots are experienced operators and public safety professionals, providing our clients with a unique perspective on current and future challenges.



First emergency management firm to utilize drones for FEMA, HMGP, IA, & PA Processes

Recovery Services Database – Grants Management Tool

Past disaster recovery operations have demonstrated the need for disaster grant management systems to easily and effectively manage and track the disaster recovery funds that a community receives. For this reason, The ISC Team has developed a web-based tool to manage data and track the grant management process. ISC's Disaster Grant Management Tool can be integrated into current State processes and systems to help drive workload, track performance, monitor funding queues, create reports, monitor compliance and audit requirements. This tool provides a centralized location to collaborate on projects and automates workflow to increase efficiency. Personalized dashboards highlight pending tasks and can help gauge the overall progress of the disaster and funding. This database is customizable to meet the State's needs and can easily integrate with a web-based application to increase accuracy in data reporting. Furthermore, ISC's Disaster Grant Management System integrates with our timesheet and expense tracking system, providing transparency and accountability of eligible FEMA DAC and non-DAC expenditures.

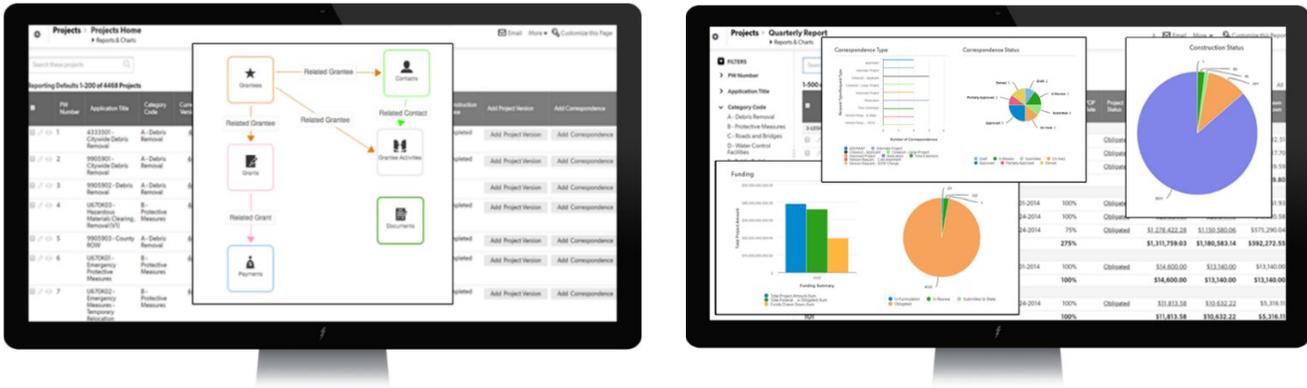


Figure 5: Examples of ISC's Disaster Grant Management Tool Capabilities

b. Office Location

ISC has provided our corporate headquarters and project office location in **a. Bidder Identification and Information.**

CHANGE OF OWNERSHIP

1.2

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.

Response:

ISC does not anticipate any change in ownership or control of the company in the foreseeable future. In the event that there is a change of ownership, ISC will notify the state.

RELATIONSHIPS WITH THE STATE

1.3

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.

Response:

Dewberry, part of the ISC Team, has previously worked with the state within the past five years. This work includes the State of Nebraska Department of Correctional Services and the Lancaster County Department of Corrections. The titles of each completed project are the following:

- Nebraska Department of Correctional Services Community Corrections Center-Lincoln Expansion Program
- State of Nebraska Correctional Facilities Master Plan
- State of Nebraska Correctional Treatment Facility Study
- State of Nebraska Correctional Facilities Programming Studies
- Lancaster County Adult Detention Center

BIDDER'S EMPLOYEE RELATIONS TO STATE

1.4 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.

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.

Response:

ISC hereby declares that neither our firm nor our partners have any existing relationships of the above nature with employees of the State of Nebraska.

CONTRACT PERFORMANCE

1.5 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.

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:

Neither ISC nor our partners have had a contract terminated for default during the past five 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:

Below we provide the requested summary of bidder's corporate experience, addressing items a) – e). ISC is happy to provide additional information upon the State's request.

Table 3: Summary of Bidder's Corporate Experience (ISC)

FEMA Nationwide Disaster Response & Recovery Technical Support Services

a) Time Period	2007 - Present
b) Scheduled & Actual Dates/Budget	Schedule varied dependent on task order assignment, time and materials contract. \$21.5 million
c) Bidder's Responsibilities	ISC provides nationwide professional technical support services to various FEMA programs. ISC's technical services are to support FEMA in carrying out the statutory authorities of the <i>Robert T. Stafford Disaster Relief and Emergency Assistance Act</i> (Stafford Act) and providing program management, operational and strategic planning support, training development and delivery, policy definition and analysis, grant management, organizational assessment and other special studies and assignments. ISC's reputation as a highly qualified technical contractor has resulted in the assignment of special projects and program initiatives for FEMA Headquarters, including the development of sophisticated program evaluation tools, research studies, implementation of national programs and initiatives, and instructional design and delivery. Specifically, ISC's cadre of professionals provides essential services, including, but not limited to, the following: 1) Impact Risk and Vulnerability Assessments, 2) Preliminary Damage Assessments (PDAs), 3) Technical Assistance and Support, 4) Policy Review, Guidance & Programmatic Assistance, 5) Planning Technical Support and Review, 6) Training, and 7) Special Stafford Act Projects and Studies.

d) Customer Information	James Mascellino; 321-266-8293; james.mascellino@fema.dhs.gov
e) Contractor Status	Subcontractor

Table 4: Summary of Bidder’s Corporate Experience (ISC)

Commonwealth of Puerto Rico – Hurricane Maria Disaster Response & Recovery

a) Time Period	March 2018 – February 2020
b) Scheduled & Actual Dates/Budget	March 2018 – February 2020, \$7.5 million
c) Bidder’s Responsibilities	ISC mobilized resources to assist FEMA in the implementation of the FEMA PA Program pursuant to the conditions placed by the President and the Bipartisan Budget Act of 2018. ISC personnel were assigned to ten sectors throughout Puerto Rico, including Power and Energy, Water/Wastewater, Schools, Municipalities, Healthcare, Public Buildings, Public Housing, Communications, Transportation, and Parks & Recreation. They served as PAC, PAC Crew Leaders, Project Specialists, Cost Estimators, Hazard Mitigation Specialists, Environmental Specialists and other vital positions of the FEMA PA operations and were responsible for carrying out the statutory authorities of the FEMA PA Program in accordance with the Stafford Act.
d) Customer Information	Richard Cruse; 573-434-1800; rjcruse2@aol.com
e) Contractor Status	Prime

Table 5: Summary of Bidder’s Corporate Experience (ISC)

Miami-Dade County – Individual Assistance, Shelter and Temporary Emergency Power Program Evaluation

a) Time Period	January 2018 – April 2018
b) Scheduled & Actual Dates/Budget	January 2018 – April 2018, \$34,350
c) Bidder’s Responsibilities	Following Hurricane Irma, Miami-Dade County’s Office of Emergency Management contracted ISC to test and identify areas of improvement in the County’s Post-Disaster Housing Plan and two of FEMA’s post-disaster housing programs: the Temporary Sheltering Assistance (TSA) program (using hotels as shelters) and the Shelter and Temporary Emergency Power (STEP) program (short-term, low-cost repairs to make a home habitable). Although the TSA program is run by FEMA, it is expected that the County and its municipalities may need to support some TSA residents as they transition out of the hotels or if hotels cannot offer the TSA rate during a previously scheduled event (such as a major sporting event or wedding). Depending on how the State chooses to run the STEP program in the future, the County and/or its municipalities may have a significant oversight role, including tasks such as gaining legal entry to the property, working with contractors, and submitting regular reports to the State, among others. Although the discussion on STEP was useful and presented all currently available knowledge on the program, FEMA has not released official guidance on STEP. Therefore, exercise participants also practiced working together to identify who was familiar with the topic, what they knew, what questions remained, and who to ask those questions to – a process that will serve the County regardless of the program in question.
d) Customer Information	Charles Cyrille; 305-468-5406; charles.cyrille@miamidade.gov
e) Contractor Status	Prime

SUBCONTRACTORS

1.7

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

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

Response:

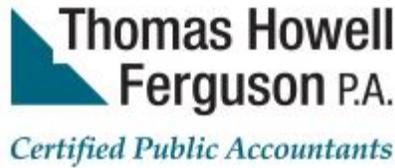
As earlier noted, ISC has partnered with multiple industry leaders to create a truly robust team of specialists tailored specifically for each of your needs. Each partner is an expert in their associated field and has been delicately chosen by ISC to address the detailed deliverables as identified in the RFP. By forging these partnerships, we believe we have assembled an unparalleled team that cannot be matched in the market and will ensure ultimate success for the County. Due to the unforeseen nature for projects of this scope, ISC cannot accurately stipulate what the future workload division would be at this time for each Subcontractor. However, we have attempted to provide estimates based on past projects and the skill sets of each ISC partner. As project details become clearer, we are happy to provide more definitive answers.



Please see below for further details of our all-encompassing team:



a. Name, address and telephone number of the subcontractor	Matthew Bullock; 8401 Arlington Blvd, Fairfax, VA 22031; 703-269-2305
b. Specific tasks for the subcontractor	PA, IA, HMGP, and Engineering Services
c. Percentage of performance hours intended	25%
d. Total percentage of subcontractor's performance hours.	25%
Company Description:	<p>For more than 50 years, Dewberry has partnered with state and local governments, helping to improve communities with comprehensive services in planning, infrastructure engineering, facility design, asset management, and emergency planning. Our long record of successful projects with state and local agencies enables us to offer expert skills and practical guidance that help maximize state and local budgets to ensure successful project outcomes.</p> <p>Whether working in rural communities or major metropolitan areas, we are knowledgeable about the mechanisms of project delivery, from the identification of funding sources through post-construction support. We have worked with many government agencies to take advantage of alternative delivery methods, including public-private partnerships that enable major infrastructure and facility initiatives to move forward.</p>



**Thomas Howell
Ferguson P.A.**
Certified Public Accountants

a. Name, address and telephone number of the subcontractor	Steve Stevens; 2615 Centennial Boulevard #200, Tallahassee, Florida 32308; 850.668.8100
b. Specific tasks for the subcontractor	PA, IA, and HMGP Services
c. Percentage of performance hours intended	7%
d. Total percentage of subcontractor's performance hours.	7%
Company Description:	<p>Thomas Howell Ferguson P.A. CPAs (THF) was founded in June of 1993. Since our inception, THF has grown to approximately 115 professionals and support staff providing clients with a full range of traditional accounting, auditing, and tax services complemented by comprehensive consulting resources.</p> <p>Our practice has grown dramatically for one simple reason – our outstanding people performing superior client service. We have maintained the high-quality control standards of a national firm and combined those attributes with a commitment to use sound judgment, creativity, and responsiveness. Our clients count on the highest level of personal and professional service. Our clients count on our accessible local service combined with specialized industry knowledge and flexibility, multi-disciplinary training, and our philosophy of hiring the best talent available.</p>



a. Name, address and telephone number of the subcontractor	Angelique Bartholomew; 4635 Southwest Freeway, Ste. 700, Houston, TX 77027; 281-672-0326
b. Specific tasks for the subcontractor	CDBG-DR, PA, and HMGP Services
c. Percentage of performance hours intended	7%
d. Total percentage of subcontractor's performance hours.	7%
Company Description:	<p>MPACT is Disadvantaged Business Enterprise (DBE)-certified and a federal Small Business 8(a) Program Participant specializing in disaster recovery services and grants management. As a team of specialized business advisory and consulting professionals focused on delivering “MPACTful” solutions and innovation to public and private sector clients empowering them to achieve measurable and significant performance, financial and organizational objectives. MPACT Strategic Consulting works collaboratively with our clients to plan, design and implement programs and strategies that lead to better outcomes. Our team of professionals provides relevant experience and expertise to assist clients to implement solutions that are sustainable, based on best practices, and employ rigorous strategic analysis and innovation. Our team provides national capacity and capabilities that have led us to be trusted advisors that excel at planning, program management and deep technical assistance.</p>



a. Name, address and telephone number of the subcontractor	Nathaly Monascal;525 St. Charles Ave, Ste 330, New Orleans, LA 70130; 504-524-8880
b. Specific tasks for the subcontractor	CDBG-DR, PA, and HMGP Services
c. Percentage of performance hours intended	6%
d. Total percentage of subcontractor’s performance hours.	6%
Company Description:	<p>Landmark Consulting, LLC (Landmark) is a DBE and Woman-owned Business Enterprise (WBE)-certified company offering comprehensive, program and project management, disaster recovery, federal funding compliance and architectural services. Our Facilities Services division can develop maintenance, capital renewal and energy management programs for Leadership in Energy and Environmental Design (LEED) certified facilities. We have garnered an outstanding performance reputation of managing disaster recovery programs for municipal agencies, educational institutions and private non-profits, that receive government funds to finance infrastructure projects. Landmark currently has four offices (New Orleans and Lake Charles, LA, New York City, NY and Columbia, SC). At Landmark, “We Deliver More Than Projects, We Build Communities”.</p>
1.8	a. Describe bidder’s process for providing PA technical services.

Response:

The ISC Team offers a tested and proven strategy to the delivery and execution of FEMA’s PA Program. This strategy is supported by our institutional knowledge of FEMA’s new PA Program Delivery Model as well as our collaborative working relationships with the NEMA, FEMA Region VII, and FEMA Headquarters. ISC has worked closely with FEMA to develop guidance and directive for the new PA Program Delivery Model and has implemented this model in various FEMA Regions and in partnership with various states. Our intimate understanding of the new delivery model and our FEMA PA relationships will prove to be beneficial to the client as it secures disaster recovery assistance funding. Our approach to implementing the FEMA PA Program is best represented in the diagram below.

Phase I: Project Management

The ISC Team will meet with the designated State representative(s) to review and coordinate the tasks of the assigned project. During this meeting, we will introduce the proposed ISC team, present the Project Work Plan (PWP), identify initial data requests, and establish processes for collecting data, designation of control, points of contact and quantity of and schedule for project deliverables. Additionally, we will discuss and define administrative requirements for the project, including correspondence, invoicing, and other related project issues. This project kick-off meeting will outline expectations and responsibilities. The management plan will be modified as needed based on this initial meeting. In addition to the PWP, we identify eight additional key components of our project management approach on the following page.



1. *Scope Management*



2. *Resource Management*



3. *Communications & Information Management*



4. *Potential Risks & Mitigation Strategy*



5. *Quality Assurance & Control*



6. *Invoices & Quarterly Grant Reporting*



7. *Project Coordination & Collaboration*



8. *Project Status Reporting*

Figure 6: ISC's Approach to Project Management

1. Scope Management identifies the project description, goals, and objectives; evaluates the project structure, scope management, and controls; supports quality assurance procedures; and manages project risks and mitigation.

2. To facilitate increased coordination and provide the State with a technical contractor that will meet and exceed expectations, ISC has selected the most qualified staff for this project. In the unfortunate event that key personnel assigned to this project become unavailable, ISC has identified support staff and potential candidates that would be available to fill in. These changes would be implemented only with the approval of the State.

3. The ISC Team has invested in advanced technologies to facilitate communication and information sharing between our key personnel and staff. The video conferencing and desktop sharing capabilities of our company has proven to be extremely helpful in past projects and have served to increase internal and external communication.

4. At the beginning of the project, identified and potential risks will be recognized to anticipate and manage, as far as possible, the potential impacts of the project, including reporting all risks. Each time a new risk is detected, it shall be managed (identified, assessed, etc.) by the Project Manager or designee. Preventive and corrective treatment will be implemented to reduce the severity and probability of the occurrence of these risks.

5. ISC's Quality Assurance Plan (QAP) defines the organization and the methodology used for all ISC project engagements. The QAP: 1) Identifies processes that will be applied to assure quality; 2) Defines roles and responsibilities to ensure a successful, timely project with deliverables on time; 3) Provides the indicators to allow appropriate decisions and tracks/reports progress; 4) Describes software management practices: procedures, rules, and applicable methods for the project; and, 5) Outlines documentation management/delivery.

6. ISC's project management software provides ISC project team and ISC clients with a cutting-edge and innovative project management tool that is an industry-recognized best practice and helps managers at all levels manage their projects and activities. ISC's investment in cutting-edge project management software combines work management and team collaboration with real-time business execution in a single cloud-based application to track the schedule, budget, and scope of consulting engagements. **Other organizations that use ISC's adopted management technology include the National Aeronautics and Space Administration (NASA), United Postal Services (UPS), General Electric (GE), Funitsu, and Environmental Systems Research Institute (ESRI).**

7. ISC uses the same technology for reporting labor hour, invoicing and tracking time-and-materials or task order engagements. ISC's timesheet and expense tracking system is integrated into our project management platform, allowing for ready access of real-time reporting of project budgets and expenditures. This platform also provides pre-built and custom reports and dashboards, empowering all levels of ISC and our clients with a 360-degree real-time information so that they can make immediate, date-driven decisions. ISC's has developed custom timesheet and expense reporting and dashboards that are consistent with FEMA DAC requirements and timely reporting of DAC and non-DAC eligible activities.

8. The ISC Project Manager will provide a "Project Status Report" to the designated State representative(s) at the agreed-upon interval (typically biweekly or monthly). The Report will include a summary of accomplishments by task, project progress assessment, major deliverables for the reporting period, a summary of the tasks due during the next reporting period, any foreseeable project risks and solutions, and financial status for individual tasks as well as the overall project budget.

Phase II: Damage Assessment & Scoping

At ISC, we feel that it is crucially important to accurately and thoroughly document your disaster damage. This is especially true with the implementation of FEMA’s new PA delivery model, as well as Section 428, Public Assistance Alternative Procedures (PAAP), which puts the onus on local government and private non-profits to document their damages in return for receiving fixed-cost estimates.

ISC will conduct a thorough PDA of infrastructure for both PA and IA. Hand selected ISC support staff will work closely with the assigned client personnel to make sure an accurate representation of the damages to the client is depicted. A detailed and quantifiable damage description is essential in formulating a PW that is eligible for FEMA funding.

- ISC Best Practice: Damage Assessment**
- ✓ *Maintain accurate disaster-related records*
 - ✓ *Maintain a list and map of damaged facilities*
 - ✓ *Document damages BEFORE completing work*
 - ✓ *Maintain records of work performed by own personnel*
 - ✓ *Identify projects/sites that will be repaired using contractors*
 - ✓ *Be informed of new codes, specifications and standards*
 - ✓ *Locate insurance policies*

Task 2.1. Preliminary Damage Assessment & Documentation Requirements

ISC will inform the client to document all facility and content damages immediately following the event. These damages should be documented via written notes and photographs prior to removing debris or fixing damaged elements. ISC will provide a comprehensive list of documentation required to seek reimbursement from FEMA and other federal agencies, as appropriate.

Task 2.2. Record Evidence of Extent of Damage

While conducting the PDA, it is important to document all relevant damage to residences, businesses, and/or damaged infrastructure. The location of all damaged sites should be documented using street addresses or GPS coordinates. For uniformity and to ensure all relevant information is collected, ISC will provide PDA forms to document damage dimensions, materials, and the size or capacity of the facility. In addition, clients can capture the work necessary to perform temporary repairs or restore the damaged infrastructure, as well as the estimated or actual costs.

Innovative Best Practice: Damage Assessment App
The ISC Team has invested in the development and customization of a mobile app designed to gather detailed PDA information in the field. The disaster damage assessment mobile application includes specific data fields and criteria that are consistent with FEMA’s IA and PA Programs. The result is the real-time accessibility of damage assessment information and streamlining the recovery process.

Task 2.3. Establish Damage Assessment Strategy and Schedule of Activities

Various methods can be utilized to assess damage and are often dependent on the type and scale of the event and the resources available. Disaster that produces visible damage, such as fires, tornadoes, and hurricanes, can quickly be assessed using windshield assessments, flyovers, or geospatial analysis. Other disasters, such as flooding, may require door-to-door assessments, which can exhaust resources and time. ISC also recognizes the benefits of utilizing UAVs to augment damage assessments, and therefore has invested in cutting-edge UAV technology and software to provide our clients with enhanced analysis and mapping.

Innovative Best Practice: Damage Forensics
ISC has mastered new technologies to allow our team of disaster recovery specialists to conduct damage assessment forensics, namely UAVs, known as drones. This capability is instrumentally important to thoroughly document your community’s impacts and recover costs through the new FEMA PA Program Delivery Model.

ISC will work with NEMA to establish an expedient and efficient damage assessment strategy, as well as a schedule of activities. This schedule will help to prioritize PDAs and high priority projects based on the amount of time required to conduct the inspection, the required attendees and the timeline of deliverables.

The delivery and implementation of the FEMA PA Program is often the largest disaster assistance funding source that is made available to a community, as well as the most complicated and intricate part of the recovery process. The PA aspect of this project requires a degree of finesse and knowledge of the FEMA PA program, policy and guidance. Over the years, the ISC Team has worked directly with FEMA, states, counties, and local municipalities to coordinate the rapid mobilization of thousands of technical staff to support FEMA PA operations. The ISC team has responded to hundreds of natural hazards, man-made disasters, and incidents of national significance to include Hurricanes Harvey, Irma, and Maria.

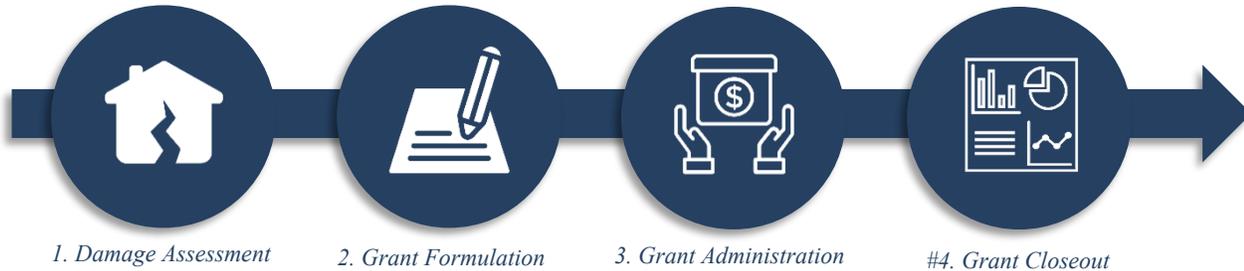


Figure 8. ISC's Approach to Grants Management

Task 3.1. Initial Briefing and Complete Request for PA

To receive funding under FEMA's PA program, the client must meet all eligibility requirements. FEMA aids four types of Applicants: state governments, local governments, Tribal governments, and certain critical and non-critical private non-profit organizations. ISC will assist in completing Request for Public Assistance (RPA) forms as needed and will help to assess and provide justification for those clients who provide a public service but may not identify as one of the four types of applicants listed above.

Task 3.2. Participate in Exploratory Call & RSM

Upon approval of the RPA, ISC will help coordinate, prepare for, and participate in the Exploratory Call with the FEMA Program Delivery Manager and the State representative. To prepare for this meeting, ISC will assist in assembling the inventory of impacts from the disaster and any questions that may need further clarification from FEMA. Following the Exploratory Call, ISC will assist the client in developing a list of disaster-related damages and agenda items to be discussed at the Recovery Scoping Meeting (RSM). During the RSM, a meeting schedule will be agreed upon between FEMA and the client to ensure progress in recovery and establish a timeline of deliverables.

ISC Best Practice: Recovery Scoping Meeting

- ✓ *Map of Jurisdiction & damaged facility information*
- ✓ *Documentation to support legal responsibility*
- ✓ *Previous disaster damage*
- ✓ *Photographs of disaster related damage*
- ✓ *Emergency Work Activities & Estimated Costs*
- ✓ *Proposed scope of work*
- ✓ *Hazard Mitigation Proposal*
- ✓ *Project Priorities & Completion Status*
- ✓ *Environmental Historic Preservation Concerns*

Task 3.3. Coordinate Site Inspections with NEMA & FEMA

The ISC Team will help plan, schedule and coordinate site inspections between the client, State and FEMA. By developing a strategy and course of action, we can ensure that priority projects are assessed first.

Task 3.4. Analyze Project for FEMA PA Eligibility

All identified damages will be analyzed for eligibility under the PA program. Projects funded under the PA program must be the legal responsibility of the eligible Applicant and damaged as a direct result of the disaster event. Substantial documentation is needed to support all eligibility claims, and therefore The ISC Team will use best practices and acquired knowledge in formulating detailed projects to ensure reimbursement and prevent future eligibility concerns.



Figure 8: ISC’s Recommended Approach to Section 404/406 Projects

Task 3.5. Determine Project Formulation Strategy

Our team of nationally recognized FEMA PA professionals will work closely with the client to create a comprehensive and effective process that adheres to the requirements of the PA Program, as well as the administrative processes of the client that have been established prior to the storm. Our intent is to leverage our intimate knowledge of the FEMA PA Program to identify all the client’s eligible FEMA PA funding, without burdening staff or creating unnecessary risk of de-obligation. The ISC Team will provide technical assistance as requested by the client and will proactively identify and resolve issues that may arise related to the funding of work to be completed. Activities associated with this effort include:

- ✓ Document Damages
- ✓ Identify and Formulate Projects
- ✓ Develop Damage Descriptions
- ✓ Prepare Scopes of Work
- ✓ Evaluate Alternative and Improved Projects
- ✓ Identify Opportunities for Hazard Mitigation
- ✓ Implement Section 428
- ✓ Develop Accurate Cost Estimates
- ✓ Address Special Consideration Funding Concerns
- ✓ Establish Process for Quality Control
- ✓ Client Guidance and Training on FEMA PA Program Matters

The ISC Team will obtain, analyze and gather all relevant documentation and records to extract pertinent information necessary for submittal, including timekeeping and staff assignment records as applicable. The ISC Team will utilize their best practice quality control methods to review all projects and supporting documentation for clarity and completeness, as well as consistency and accuracy.

ISC Best Practice: Required Documentation

- ✓ Drawings, sketches, or plans of pre-disaster design
- ✓ Drawings, sketches, or photographs of disaster damage
- ✓ Engineering/technical reports
- ✓ Job Orders & Permits
- ✓ EHP compliance documentation
- ✓ Disbursement & accounting records
- ✓ Force account labor records
- ✓ Force account equipment rates and usage
- ✓ Contracts or contractor bids
- ✓ Rental and lease agreements
- ✓ Invoices, warrants, checks
- ✓ Inspection/monitoring logs

Task 3.6. Prepare Detailed Damage Descriptions & SOWs

The ISC Team will work with the client to develop a detailed damage description for each facility that was affected by the disaster event. Once the damage description has been agreed upon by FEMA, the State, and the client, ISC’s knowledgeable PA Specialists will assist in the

development of the proposed SOW, including the hazard mitigation proposal (HMP) for each of its projects. If the work is finished, ISC will document the completed SOW.

SOWs for emergency work projects address immediate threats and debris removal. For Permanent Work projects, the SOW includes a description of how the client plans to repair, or has repaired, the damage, including repair dimensions and HMP description and dimensions. In instances where the SOW has a potential of impacting environmental or historic resources, ISC will coordinate with the State and FEMA to review the SOW to determine if modifications could reduce potential impacts.

Task 3.7. Identify Additional Funding Opportunities

After a declared disaster, eligible FEMA PA clients can receive funding beyond what was damaged to rebuild facilities that incorporate measures that increase resiliency and hazard mitigation through Parts 404 and 406 of the Stafford Act. These programs are a top priority for FEMA and can offer eligible clients up to 100% of the repair cost for some pre-approved hazard mitigation measures.

Subtask 3.7.1. Section 404 & 406 Funding Opportunities

The ISC Team will assist the client in identifying, developing and evaluating opportunities for hazard mitigation programs to reduce or eliminate risk from future events. Our team of hazard mitigation specialists have extensive experience with Section 404 and 406 hazard mitigation programs and leveraging these additional funds to best benefit the client and its facilities.

Subtask 3.7.2. Evaluate Potential Projects for Section 428 Funding Allocation

FEMA’s Section 428 Alternative PA program was signed into law on January 29, 2013, as part of the SRIA. The purpose of the 428 program is to expedite funding, increase flexibility, and provide incentives for timely and cost-effective PA projects. ISC will leverage their intimate knowledge and experience to help the client identify potential projects for section 428 funding and will assist in the development of the SOW, the validation of costs and the management of the fixed capped grant. In addition, by aligning section 428 with Recovery Support Functions (RSF) objectives, ISC can help the clients prioritize funding in ways that best meet the recovery needs of impacted communities.

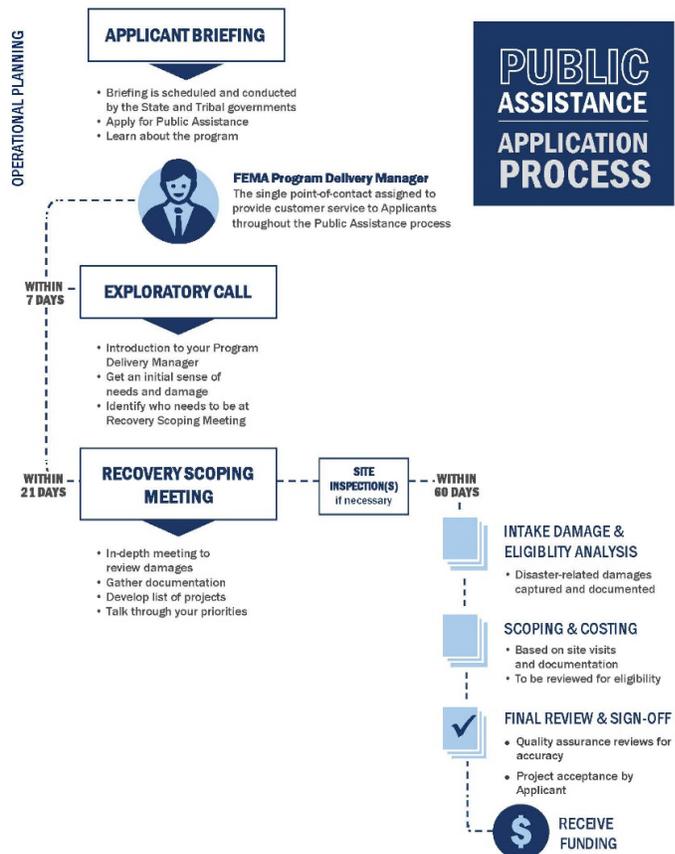


Figure 9. FEMA’s PA Application Process

Subtask 3.7.3. Evaluate Opportunities for Alternative and Improved Project Funding

Large projects are reimbursed based on actual costs needed to complete the eligible SOW. Sometimes, it is in the best interest of the client to make improvements to the facility while performing the work or to use the funding for an alternate project which will better serve the public. Changes to the SOW that alters the pre-disaster design, function or capacity will result in a capped grant. ISC will evaluate the desired changes

to the SOW and will utilize their knowledge of policy, engineering and cost estimating to help the client in identifying the best course of action.

Subtask 3.7.3. Assess Special Considerations

Prior to removing debris, demolishing buildings or beginning repair work, the client must address any special considerations that may affect the eligibility of these projects. It is the responsibility of the client to ensure compliance with the *Natural Historical Preservation Act* (NHPA) and the *National Environmental Protection Act* (NEPA), and therefore Environmental and Historic Preservation (EHP) reviews should be completed before beginning construction. ISC will educate all personnel on the risks associated with not adhering to policy and regulations and will make sure EHP reviews are completed prior to project start dates.

Task 3.8. Analyze for Potential Insurance Proceeds

Many eligible clients carry insurance that may or may not cover a portion of their damages. Understanding the available insurance coverage relative to the eligible SOW to return the facility to its pre-disaster condition without jeopardizing potential funding due to duplication of benefits requires a thorough review and analysis of insurance policies, proof of loss, and other insurance documentation. Once we have reviewed the available supporting documentation, we will then work to reconcile the amount of insurance proceeds received with the corresponding SOW in the PWs.

Task 3.9. Prepare Cost Estimate

FEMA may approve grant funds based on a forward pricing model to establish cost estimates for those projects that exceed the large project threshold. ISC staff are well versed in standard cost estimating programs to include Gordian's RSMMeans and FEMA's CEF. ISC's experienced cost estimators can account for all possible costs based on the detailed SOW.

Accurate cost estimates are even more important with the implementation of FEMA's new PA Program Delivery model. One of several incentives is to provide fixed costs based on FEMA approved cost estimates.

Phase IV: Grant Administration

In addition to the formulation of projects, ISC will assist the client in administering the grants and identifying issues or gaps that may cause a problem during audits, jeopardizing federal funding. All PWs will be tracked and monitored from formulation through closeout. ISC will utilize specialized reporting tools to gauge the progress of the disaster and overall compliance with PA program regulations. As work progresses, ISC will help manage documentation requirements and the drawdown of funds, ensuring an efficient payment process

Task 4.1. Establish Audit and Financial Controls and Reporting

The OIG may perform audits on projects to ensure integrity and efficiency in government when carrying out essential programs and activities. Some frequent audit findings under FEMA's PA program are poor contracting practices, excessive equipment or labor charges, inaccurate accounting, and unrelated project charges. ISC will work with NEMA to establish audit and financial controls that will reduce the burden of potential audits. This will include, but is not limited to, maintaining file records for each project to account for all associated documentation and accounting records, ensuring costs are consistent with policies and procedures, and that all costs are necessary and reasonable.

Task 4.2. Prepare PW Versions: Changes in Scope & Cost Overruns or Underruns

Under the PA program, FEMA will only reimburse the State for eligible SOWs. If there is a change to the SOW, ISC will work with the State to review the revised scope and notify FEMA immediately. Changes in scope will have to be reviewed for eligibility and EHP compliance requirements prior to the commencement of work. If work associated with the SOW change begins prior to FEMA review and approval, it will jeopardize funding. To minimize this risk, ISC will monitor the recovery progress and identify projects which may require PW versions to address changes in SOW or costs prior to the start of the construction phase. Any change to scope or costs will require a written request to FEMA from the State. ISC will help to assemble a complete request including a detailed justification and documentation to support the eligibility of the version.

Task 4.3. Process Appeals and Arbitration

The State has the right to appeal any FEMA determination related to the PA program. Through coordination and open communication with the State, State and FEMA, ISC will mitigate potential project issues or eligibility concerns. In the event of an unfavorable determination, and

after all options are exhausted, ISC’s subject matter expert will develop an appeal utilizing supporting documentation and PA policy to create a comprehensive argument for the State within the regulatory time frames.

Task 4.4. Train State Administrators and Partners

An important element of any successful program is the ability to efficiently transfer knowledge and understanding. At ISC, we believe consulting services should be value added and not be a burden to the State. We believe that when disaster recovery consulting services are implemented correctly, the State’s knowledge and capability to implement the PA Program themselves increases. To facilitate this knowledge transfer, ISC will provide mentoring, coaching, and training of staff on all aspects of the FEMA PA Program.



Figure 10. Screenshot of ISC’s Computer-Based PA Training Module

Phase V: Program Reporting and Closeout

At the end, ISC will assist with the FEMA PA Program closeout process. Our strategy of aligning the FEMA PA Program around your internal financial management system and processes will assist in establishing a streamlined financial accounting. Accountants and closeout specialists will be assigned to review all projects and associated versions to ensure all eligible costs are captured, sufficient documentation is provided, and all federal funding has been obligated. ISC will assist the State in preparing Final Inspection Reports as necessary.

Task 5.1. Prepare Quarterly Reports and State Reporting Requirements

Throughout the recovery process, the State will be expected to prepare quarterly reports for NEMA and FEMA. Our FEMA PA Program support specialist will assist the State in preparing the required quarterly reports. ISC will monitor and ensure compliance with all programmatic deadlines and assist in the development of time extension requests as necessary.

Task 5.2. Comply with Program Timelines

Depending on the extent of damage to a facility, the State may be unable to restore the facility within the regulatory time frame and therefore must request a time extension. FEMA may approve a time extension on a project by project basis if the State can justify the extension and provide documentation substantiating the delays, status of the work, and a project timeline with a projected date of completion. ISC will help maintain a master schedule to help inform the State of upcoming deadlines and the need to request a time extension.

Task 5.3. Establish Closeout Procedures

Closeout is a process in which FEMA determines that all applicable administrative actions and required work have been completed by the State. Properly closing out projects completes the recovery process and it is ISC’s belief that closeout begins at the onset of project formulation. Efficient and effective closeout requires training State representatives on procedures, timelines and required documentation.

Task 5.4. Confirm Completion of Work and Reconcile Costs

To effectively closeout a project, the State must demonstrate that the approved SOW was completed and that funds were expended in accordance with Federal, State, and local laws, regulations, and policies. ISC’s closeout specialists will review all PWs, reconcile actual costs

to complete the approved SOW, and when applicable, identify any outstanding funds that are owed to the State from NEMA/FEMA. In addition, ISC will work with the State to obtain documentation to support all eligible costs and approved SOW.

ISC will review the State’s small projects and evaluate if the actual cost to complete all small projects exceeded the original estimate. If the costs to complete the SOW exceed the original estimate, ISC, in coordination with the State, will gather all supporting documentation and prepare a Net Small Project Overrun.

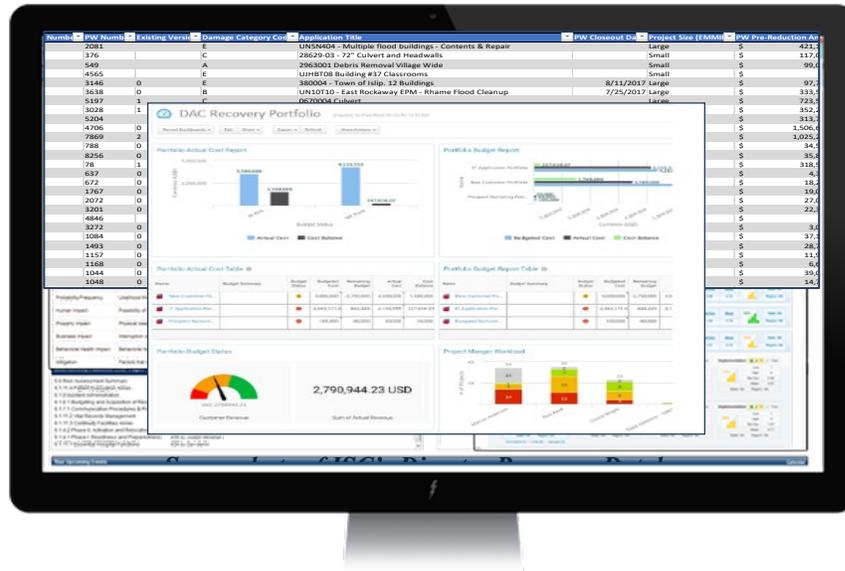


Figure 11. Screenshot of ISC’s Disaster Grant Management Tool Tracking a client’s DAC & non-DAC Recovery Portfolio

Optional Tasks

Federal Highway Administration Emergency Relief Program

ISC will support the State in supporting, planning and strategizing their claim for Federal Highway Administration (FHWA) funding for the repair of damaged federal-aid roads which are not eligible for FEMA funding. ISC will assist in completing a damage assessment to public infrastructure components, transportation systems, and facilities as applicable. ISC will document all costs associated with restoring essential highway traffic, minimizing the extent of damage or protecting the remaining facility within 180 days following the disaster event. All costs for permanent repairs incurred after the first 180 days of the event will be well documented based on the type of Federal-aid highway that is being repaired.

Emergency Management Support Services | Training & Exercise Program

One of the most fundamental aspects of any successful emergency preparedness plan operation and implementation is the development of an effective and efficient exercise program. Developing comprehensive exercise programs is an important, practical, efficient, and cost-effective way to prepare for emergency operations. The ISC Team recognizes that an effective exercise program should be structured to provide a realistic experience to measure objective, test capabilities, validate procedures, and identifies areas of proficiency and needs for improvement. Most importantly, however, the exercise programs must be supported by a superior planning, education, and training programs that are sustained in order to ensure a steady state of readiness.

The ISC Team has noted experience facilitating discussion-based exercises, which serve to train personnel and validate planning doctrine. Our time-tested approach allows our team to identify information overlaps and gaps, and to ultimately offer solutions and corrections prior to the occurrence of an actual incident. Our experience has shown that these scenario-based discussions provide an effective venue to orientate participants to new or existing plans, policies, or procedures; and to construct a common framework of understanding among all participants. If used effectively in the planning and validation process, these opportunities can also promote new ideas and improve procedures if a consensus building approach is adopted during these exercises.

Emergency Management Support Services | Planning

With the growing interaction and improved coordination between the Federal, State and local governments, an integrated and comprehensive planning approach is becoming even more critical and essential to the operational success of many jurisdictions. To meet these changing and oftentimes complex demands, our planning approach addresses all hazards, incorporates lessons learned and AARs, and the latest modifications to federal and state emergency management programs. The ISC Team understands that for emergency plans to be considered a success, planning doctrine must integrate with existing methods, strategies, and doctrine. The ISC team recognizes preparedness and planning is a continual cycle of improvements driven by “inputs” actual emergencies with direct or indirect experiences, exercises and training, and new regulatory requirements. We will incorporate Best Practices/Lessons Learned and recommended remediation from exercises based upon After Action reports of exercises into the State’s procedures and Plans.

The Integrated Planning Cycle™ is a process that we have developed to facilitate the creation of an all-hazard and/or scenario-based emergency management planning doctrine by applying an integrated cycle of planning, testing, evaluating, and updating. This approach aligns the diverse and growing number of new federal directives and programs and provides a proven method to effectively manage the influx of federal requirements and the increasing demands on State and local governments. Not only will this approach ensure compliance with new and existing regulations and directives, but it will also support and facilitate the integration of new planning doctrine and initiatives with existing planning doctrine.

1.9	a. Describe bidder’s process for providing IA technical services.
------------	--

Response:

With over 20 years of corporate experience with FEMA’s IA and Small Business Administration’s (SBA’s) Disaster Loan programs, The ISC Team is respected in the Emergency Management field as an expert in Federal policies related to disaster response and recovery. The ISC Team provides expert programmatic management services and policy guidance in support of post-disaster housing. Our strategic planning to support the affected communities, in coordination with the State and FEMA, has been recognized nationwide.

The ISC Team has supported many post-disaster housing initiatives, including FEMA’s Joint Housing Solutions Group, which works with FEMA’s IA Branch to analyze housing needs following a disaster, research available housing options and recommend effective solutions. Furthermore, ISC has worked with communities before and after a disaster to help promote and coordinate the US Small Business Administration (SBA) Disaster Loans Program. This program provides low interest disaster loans to businesses of all sizes, private non-profit organizations, homeowners, and renters to repair or replace real estate, personal property, machinery & equipment, inventory and business assets that have been damaged or destroyed in a declared disaster.

The ISC Team will leverage our expertise in FEMA IA and the SBA to provide advisory support services as it relates to:

- ✓ Transitional Sheltering Assistance
- ✓ Sheltering and Temporary Power
- ✓ US HUD Disaster Housing Assistance Programs
- ✓ Mass Care and Emergency Assistance (MC/EA),
- ✓ Individuals and Households Program (IHP),
- ✓ Disaster Case Management (DCM),
- ✓ Crisis Counseling and Training Program (CCP),
- ✓ Disaster Unemployment Assistance (DUA),
- ✓ Disaster Legal Services (DLS), and
- ✓ SBA loan programs available to businesses impacted by disasters

The IHP is the primary assistance program for providing federal assistance to individuals and households following a presidential declaration of emergency or major disaster. The IHP provides financial and/or direct assistance to eligible individuals and households who, as a result of a disaster, have uninsured or under-insured necessary expenses and serious needs that cannot be met through other means or forms of assistance. As required by Section 1109 of the SRIA, FEMA revised the factors considered when evaluating a governor’s request for IA.

Effective June 1, 2019, the revised factors established more objective criteria for evaluating the need for assistance and clarified eligibility requirements, helping to expedite the presidential declaration determination. In the event of a disaster, ISC will assist NEMA in conducting home inspections and assessing the magnitude of damages, capturing the state’s fiscal and resource capacity, identifying resource availability and uninsured home and property losses, developing a disaster impacted population profile, detailing the impact to community infrastructure, and identifying casualties and disaster related unemployment. Additionally, as needed, ISC will coordinate with the State and FEMA to identify the appropriate types of Housing Assistance for which an individual or household may be eligible for.

1.10 a. Describe bidder’s process for providing HMGP technical services.

Response:

The ISC Team will assist the State in identifying, developing and evaluating opportunities for hazard mitigation programs to reduce or eliminate risk from future events. Our team of hazard mitigation specialists have extensive experience with pre-disaster mitigation planning, 404 and 406 hazard mitigation. Our specialists will provide information related to the National Flood Insurance Program (NFIP) and educate the communities on flood insurance policies and identify those that are not currently participating in the program. Additionally, they are responsible for identifying mitigation opportunities on a site-specific, community, or State-wide basis.

Task 1 – Post-Disaster Mitigation Guidance and Technical Assistance

Throughout the delivery of post-disaster HMGP, the ISC team will assist in the solicitation of mitigation proposals from eligible applicants, provide programmatic support, guidance, and technical assistance to NEMA, and facilitate in the integration of hazard mitigation with other disaster recovery programs. This support will ensure that Partners and Subgrantee meet FEMA Section 404 and 406 Hazard Mitigation requirements, identify funding opportunities through other federal programs, ensure that grant proposals are prepared accurately and technically feasible, prepare accurate cost-benefit analysis, and comply with funding and program eligibility.

Task 2 – Conduct Programmatic Monitoring and Compliance

This task encompasses the programmatic monitoring and compliance of the FEMA Hazard Mitigation Grant Program funds to ensure that partners and Subgrantee follow standard project accounting principles and meet federal regulatory requirements. The ISC team will work with the designated NEMA representatives to review, assess, and archive back-up documentation, contracts, and other related documentation required to support federal, and other audits related to these funds and needed for compliance. Activities include, but are not limited to:

- A bi-annual complete review of HMGP projects to ensure compliance with HMGP programmatic and fiscal requirements.
- A review of project progress, project scopes, and regulatory compliance of each Subgrantee. The ISC Team will work to proactively address any programmatic issues
- Periodic fiscal reviews of each Subgrantee to ensure fiscal compliance as published by the FEMA HMGP Guidance.



Figure 12. ISC’s Approach to HMGP Technical Services

In addition, The ISC Team will work with Subgrantees to ensure that annual financial and compliance audits are submitted for review. Additionally, The ISC Team will provide technical assistance in preparation and development of hazard mitigation projects related to these funds.



Figure 13. Federal programs available under FEMA HMA

Task 3 Track Mitigation Project Expenditures

NEMA will be required to administer mitigation program funds in accordance with Section 206.439, 44 CFR. This requires NEMA to track, monitor and report the fiscal progress of all hazard mitigation projects in order to meet audit requirements and grant closeout procedures. The ISC Team will assist NEMA in documenting, processing and providing timely written input on hazard mitigation project expenditures. The ISC Team will assist in following:

- Periodic monitoring of hazard mitigation expenditures to ensure compliance with FEMA and other federal agency funding requirements.
- Evaluate expenditures to determine that they are within the scope and timeframe of the hazard mitigation contract between grantee and Subgrantee, as well as meet eligibility requirements of the FEMA 404 and 406 hazard mitigation programs.
- Receive and review documentation submitted by Subgrantee requesting budget revisions, scope modifications, and advise NEMA on proposed action.
- Review and advise on revisions to contract budgets.
- Periodic programmatic review of each Subgrantee to ensure regulatory compliance as identified by the FEMA.
- Prepare final closeout report for completed hazard mitigation projects.

The ISC Team will work with Subgrantees to test whether funding was accurately disbursed, recorded, and reported, as well as properly expended.

Terms and Conditions

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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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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 Contactor, person or entity in the assumption of any or all of the obligations of this contract;
5. Cooperate with any successor Contactor, 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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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.

REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
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>	
WORKER'S COMPENSATION	
Employers Liability Limits	\$500K/\$500K/\$500K
Statutory Limits- All States	Statutory - State of Nebraska
Voluntary Compensation	Statutory
COMMERCIAL AUTOMOBILE LIABILITY	
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
UMBRELLA/EXCESS LIABILITY	
Over Primary Insurance	\$5,000,000 per occurrence
PROFESSIONAL LIABILITY	
All Other Professional Liability (Errors & Omissions)	\$1,000,000 Per Claim / Aggregate
COMMERCIAL CRIME	
Crime/Employee Dishonesty Including 3rd Party Fidelity	\$1,000,000
MANDATORY COI SUBROGATION WAIVER LANGUAGE	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
MANDATORY COI LIABILITY WAIVER LANGUAGE	
"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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DWM			

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:
DNM			

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:
DNM			

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.

Integrated Solutions

The Contractor, Consulting, Inc., 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.



Signature of Contractor's Authorized Official

Daniel Martin, Managing Principal

Name and Title of Contractor's Authorized Official

April 6, 2020

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:
DWM			

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 24th 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:
DWM			

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:
Dwm			

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.

Request for Proposal for Contractual Services Form

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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:	Integrated Solutions Consulting, Inc.
COMPLETE ADDRESS:	220 South Buchanan St., Edwardsville, IL 62025
TELEPHONE NUMBER:	847-306-3541
FAX NUMBER:	877-2780179
DATE:	April 6, 2020
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	Daniel Martin, Managing Principal

Appendix A – Staff Resumes

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Daniel Martin

Principal

Summary of Qualifications

Daniel Martin is a managing principal of Integrated Solutions Consulting (ISC) and has more than 23 years of experience working with local, state, and federal governments, as well as international corporations and private-public partnerships in the environmental engineering and emergency management consulting industries. Throughout his career, Dr. Martin has consulted and/or managed over 200 emergency management consulting engagements. He is a seasoned project and program manager, with experience managing multi-million dollar contracts and has served as a Program/Project Manager for several multi-task order contracts for FEMA, Department of Interior, and several state and large municipal clients. He has served as a senior planner, project manager, and principal on a wide variety of government clients from California to Florida and Texas to North Dakota. In addition, Dr. Martin has also worked with Fortune 500 firms, universities, hospitals, and private utility owners. Senior client officials have recognized Dr. Martin for his extensive knowledge of the field of emergency management as well as the federal programs, regulations, and policies, as well as disaster operational practices.

Relevant Experience

- Minnesota Critical Infrastructure and Key Resources; Principal and Subject Matter Expert
- DHS – Federal Emergency Management Agency; ESF 14 Long-term Recovery Evaluation Tool; Recovery Specialist
- DHS – Federal Emergency Management Agency; National Debris Management Planning & Training; Instructor and Planning Specialist
- DHS – Federal Emergency Management Agency; Hurricane Long-term Recovery Planning; Technical and Program Specialist
- DHS – Federal Emergency Management Agency; Catastrophic Event Housing Strategy Initiative; Technical Specialist
- City of Chicago, Office of Emergency Management & Communications; All-Hazard Risk Analysis; Project Manager
- Chicago Pandemic Influenza Annex Planning Support; Task Manager
- Indiana Hazard Risk Assessment Model; Project Principal
- City of Chicago Pandemic Influenza Strategic Operations Plan, Senior Emergency Manager
- Chicago Department of Public Health Interoperable Communications Plan, Senior Emergency Manager
- City of Chicago National Incident Management System Implementation, Senior Emergency Manager
- The Infrastructure Security Partnership; Regional Disaster Resilience: A Guide for Developing an Action Plan; Task Force Member, October 2005 to June 2006.
- Will County Emergency Management Agency; All Hazard Mitigation Planning; Project Manager
- City of Chicago, Office of Emergency Management & Communications, Chicago Hospital All Hazard Planning Workshop, Technical Presenter
- Hagerty Consulting Business Continuity Planning, Planner
- City of Chicago, Office of Emergency Management & Communications; All Hazard Mitigation Planning; Project Manager
- City of Chicago, Department of Aviation; Spill Prevention and Best Management Procedures Plan; Project Engineer
- Seminole Tribe of Florida All Hazard Comprehensive Emergency Management Planning Support, Managing Partner,
- Seminole Tribe of Florida All Hazard Mitigation Plan, Managing Partner

YEARS OF EXPERIENCE

- 37 Years Professional
- 26 Years Industry

EDUCATION/CERTIFICATIONS

- Emergency Management (M.A. & Ph.D.)
- Environmental Engineering (B.S.)
- Sociology (Graduate Studies)
- Critical Infrastructure Engineering (Minor)
- Political Science (BA)
- Completed and developed course curriculum for EMI as well as graduate and doctorate level courses on various topics

AREAS OF EXPERTISE

- Comprehensive Emergency Management Planning
- Disaster Ops & Assistance Programs
- Community Disaster Recovery
- Hazard Vulnerability, Risk & Resiliency
- Critical Infrastructure Engineer
- Emergency Management Research Methods
- Curriculum Design
- Certified Emergency Manager
- Certified Homeland Security Professional

SECURITY

- Public Trust (2022)



Daniel Martin

Principal



Special Appointments

- Chicago Field Museum Unleashed Fury, Emergency Management Consultant
- International Association of Emergency Managers; Certified Emergency Manager Commission; Chair, 2006 – 2009
- American Society of Civil Engineers; Rebuilding the New Orleans Region: Infrastructure Systems and Technology Innovation Forum; Committee on Critical Infrastructure Member
- American Society of Civil Engineers; Infrastructure Champion Program; National Infrastructure Champion Lead Chair.

Other Professional Experience

- Macquarie Infrastructure Group; Skyway Concession Technical Advisory Team; Environmental Specialist
- City of Chicago, Department of Environment; Brownfields Program Residential and Commercial Development; Project Engineer
- Illinois Department of Transportation; Stevenson Expressway Reconstruction Project; Environmental Specialist
- Kane County Stormwater Management Study, Environmental Engineer
- Delphi Chassis Systems, Hazardous Materials Management Project Assistant, Project Assistant;

Professional contributions

- “Engineers’ Role in Emergency Management– Bridging the Disciplines”, 139th Annual Civil Engineering Conference; Kansas City, Kansas, October 2009 [Presentation]
- “Education vs. Training vs. Certification in Emergency Management: Eliminating the Versus”, 49th Annual Association of Minnesota Emergency Managers Conference; Breezy Point, Minnesota, September 2009. [Presentation]
- “The Engineers’ Role in Emergency Management”, Podcast Sponsored by the American Society of Civil Engineers, July 2009. [Presentation]
- “Catastrophic Failures: Emerging Threats to Critical Infrastructure”, FEMA Higher Education Conference; Emmitsburg, MD, June 2009 [Presentation]
- “Trends in Emergency Planning: An Exploratory Research into the Constraints, Limitations, and Challenges of Comprehensive Emergency Planning”, FEMA Higher Education Conference; Emmitsburg, MD, June 2008 [Presentation]
- “Bridging Emergency Management: Incorporating the Engineering Discipline with Emergency Management”, FEMA Higher Education Conference; Emmitsburg, MD June 2008 [Presentation]
- “Employment in Emergency Management: About to Graduate? Now What?”, North Dakota State University, Fargo, ND, April 2008 [Presentation]
- “Bridging Emergency Management: A Professional Assessment of the Minneapolis Bridge Collapse and Other Infrastructure Failures”, Journal of Emergency Management, Vol. 5, No. 6, September/October 2007. [Paper]
- “IAEM and ASCE Partnership: Addressing Critical Infrastructure Resiliency and Interdependency”, IAEM Bulletin, Vol. 24, No. 10, October 2007. [Paper]
- “Prepare, Respond, and Recovery: Engineers’ Involvement in Disaster Operations”, ASCE Annual Conference– Committee for Critical Infrastructure Workshop, Chicago, October 2006. [Presentation]
- “Hurricane Charley: Emergency Support Function #14, Long Term Recovery Planning”, IAEM Bulletin, Vol. 22, No. 10, October 2005. [Paper]
- Mitigation Planning – How Can Other Sectors Help”, Central HAZUS User Group Kickoff Conference, Indianapolis, Indiana, July 2004. [Presentation]
- “Integrating Mitigation and Recovery”, Indiana Association of Floodplain and Stormwater Managers - 9th Annual Conference, New Hope, Indiana, September 2005. [Presentation]
- “Disaster Management for Engineers and Related Professionals”, ASCE – Committee for Critical Infrastructure Workshop, New York, December 7, 2005. [Presentation]

Professional Organization Involvement

- International Association of Emergency Managers
- Certified Emergency Manager Commission [2006-2009]
- The Infrastructure Security Partnership
- American Society of Civil Engineers
- ASCE Committee for Critical Infrastructure Chair Member [since 2004]



Daniel Martin

Principal



- Infrastructure Champion National Lead [since 2006]
- American Society of Floodplain Managers
- Toastmasters International

Certifications

- Certified Emergency Manager
- Certified Floodplain Manager
- Institution Review Board Certified
- HAZUS Basic Certified
- Public Assistance Operations I and II
- FEMA 107 Phase I, II, III PAC Training Certified'
- Debris Management Plan Train-the-Trainer
- IS-821 Critical Infrastructure and Key Resources Support Annex
- IS-814: ESF 14 Long-term Community Recovery
- IS-800: 2004 National Federal Response Plan Certified

Recognitions

- CTE Fiscal Year 2003 President's Award



Micheal A. Kemp

Ph.D., CEM, Senior Project Manager



Summary of Qualifications

Mr. Kemp, Ph.D., CEM is an enthusiastic professional whose passion for the field of disaster and emergency management has led him to obtaining advanced degrees in the field. Mr. Kemp has spent the past 25 years participating in various emergency management activities to include working with various regions and counties in developing mitigation plans, implementing DHS's Homeland Security Exercise and Evaluation Program (HSEEP) program, creating a regionally specific Critical Infrastructure and Key Resources (CI/KR) programs and conducting DHS-defined core capability assessments.

Mr. Kemp also served as a project manager for major mitigation projects with two separate mid-tier Universities and the Disaster Resistant Universities (DRU) program, a team leader as a weapon of mass destruction first responder, a public information specialist for an information clearinghouse, and as a HSEEP coordinator for state of MN. Has actively worked with several county and state clients concerning, social and physical vulnerability, natural and technological hazard identification, risk molding, mitigation, exercise and evaluation, critical infrastructure, asset protection and physical and personal protection. Mr. Kemp has completed extensive studies within several communities of the Red River Valley. In addition, Mr. Kemp has responded to several disasters to include providing incident support to Florida during the 2004 hurricane season (disaster declarations #1545, #1539) and participated in various international humanitarian missions within Albania, Zaire, and The Democratic Republic of the Congo.

Relevant Project Experience

Senior Policy Advisor, 2005 - Present

- Provided guidance and advice to applicant regarding management of supporting documents related to legacy disasters.
- Reviewed and validated Department documentations supporting work performed for submission to FEMA.
- Developed data management application for tracking of documentations.
- Project manager / subject matter expert overseeing and or participating in over 50 customer-facing projects.
- Responsible for identifying projects, writing proposals, securing projects and managing projects to their completion.
- Senior advisor focused on mentoring project managers, overseeing public relations and participate in strategic planning.

Trail County, North Dakota, Mitigation planning, Project Manager, 2014

Morton County, North Dakota, Mitigation planning, Project Manager, 2014

Pennington County, Minnesota, Mitigation planning, Project Manager, 2014

Red Lake County, Minnesota, Mitigation planning, Project Manager, 2014

Polk County, Minnesota, Mitigation planning, Project Manager, 2013

Kittson County, Minnesota, Mitigation planning, Project Manager, 2013

YEARS OF EXPERIENCE

- 25 Years Professional
- 25 Years Emergency Management

EDUCATION/CERTIFICATIONS

- Ph.D., M.S. Emergency Management
- M.S., B.S. Criminal Justice
- B.S. Psychology
- Master Certificate Adult Education
- Homeland Security Exercise and Evaluation Program (HSEEP)
- Critical Infrastructure and Key Resources (CI / KR) Programs

AREAS OF EXPERTISE

- Disaster and Emergency Management
- Hazard Mitigation
- Comprehensive Emergency Management Planning
- Hazard Risk Analysis
- Training and Exercises
- Community Vulnerability
- Disaster Recovery Planning
- Hazard Vulnerability, Risk and Resiliency
- Emergency Management Research Methods



Micheal A. Kemp

Ph.D., CEM, Senior Project Manager



Relevant Project Experience (continued....)

- Becker County, Minnesota Mitigation planning, Project Manager, 2013**
- Roseau County, Minnesota, Mitigation planning, Project Manager, 2012**
- Marshal County, Minnesota, Mitigation planning; Project Manager, 2012**
- Capella University Continuity Operations Planning, Committee Member, 2012**
- KandiYohi County, Minnesota Mitigation planning, Project Manager, 2012**
- Region 6 THIRA, Minnesota Subject Matter Expert, 2012**
- Region 6 Minnesota, Strategic Planning Project Manager; 2012**
- Clay County, Minnesota, Mitigation planning, Project Manager, 2011**
- Norman County, Minnesota, Mitigation planning, Project Manager, 2011**
- Miami-Dade County, CERT Training, Project Manager, 2011**
- Region 2, Minnesota, THIRA, Project Manager, 2011- 2012**
- Region 3, Minnesota, HSEEP Coordinator / Project Manager, 2010 - Present**
- Region 3, Minnesota, Red River Valley Flood Report, Author, 2010**
- Region 2, Minnesota, Capability Assessment; Project Manager, 2010**
- Hubbard County, Minnesota Mitigation Planning, 2009 - 2010**
- University of Wisconsin, Disaster Resistant Universities (DRU), Subject Matter Expert, 2009**
- Region 2, Minnesota, Critical Infrastructure & Key Resources, Project Manager; 2009**
- Indiana Department of Homeland Security (IDHS), Vulnerability Mapping, Project Manager, 2009**
- Albania, International Humanitarian Mission Team Leader, 2007**
- The Democratic Republic of Congo, International Humanitarian Missions, Team Leader, 2007**
- Bosnia, International Humanitarian Missions, Team Leader, 2006 - 2007**
- International Research Project Sumatra Tsunami, Project Manager, 2005**
- Florida's EOC, ESF #5 Information and Planning, Hurricane Charley, 2004**



Lauren M. Martin

Technical QA/QC Officer



Summary of Qualifications

Lauren Martin serves as the Director of Controls & Quality for ISC and the architect of ISC’s Odysseus™ | Grant Management Tool (GMT). She possess intimate programmatic knowledge in the administration of the FEMA’s Public Assistance and Hazard Mitigation programs, which has enabled her in past disaster operations to successfully represent FEMA leadership and negotiate with key officials on controversial issues. Throughout her educational and professional career, Lauren has developed an exceptional leadership style which promotes and cultivates an environment of teamwork, respect and continued learning. She provides clear direction and guidance to effectively structure and organize work activities in order to maximize productivity, fulfill incident objectives and meet production expectations of staff.

Ms. Martin is a seasoned professional in investigating and analyzing conditions, identifying areas of issue and implementing corrective action as necessary as well as effectively disseminate program guidance. Lauren’s organizational management skills as well as her ability to analyze data and collaborate with community partners from all levels of government has made her successful in developing comprehensive plans which focus on actions necessary to facilitate all stages of disaster recovery.

Relevant Project Experience

DR-4085-NY Hurricane Sandy Senior Program Analyst, 2015 - 2018

- Developed responses, in coordination with Communications and FEMA Management, for external affairs and congressional inquires
- Prepared various reports for senior leadership (Sandy Recovery Status Report, ROVER, Executive Slides, etc.)
- Helped track and expedite project worksheets through the system of record, highlighting any issues that may impede progress
- Developed specialized reports for individual PACs and TFLs to help track an Applicant’s project worksheets and identify projects ready for closeout
- Worked with PACs and TFLs to identify and fix data gaps in Project Phase Tool (PPT), to help improve current and future reporting initiatives (i.e. closeout).
- Significant contributor to the development and implementation of a standardized process for tracking all reports; worked closely with senior management to monitor the progress of disasters.

Oakland County (Applicant), Technical Specialist, 2015 –2016

- Active Shooter Computer Based Training
- Assisted in the development of interactive web-based training for Oakland County First Responders
- Training utilized cutting edge technology to exercise the County’s Active Shooter Response Plan

YEARS OF EXPERIENCE

- 16 Years Professional
- 11 Years Industry

EDUCATION/CERTIFICATIONS

- B.S. in Biology-Chemistry, Physics

AREAS OF EXPERTISE

- Disaster Operations & Assistance Programs
- FEMA Public Assistance, Policy and Guidelines
- Community Disaster Recovery
- Community Vulnerability
- Hazard Mitigation
- Emergency Response Program Management
- QA/QC
- Project Management
- Long-Term Recovery
- Project and Financial Audits
- Project Closeout
- Final Reconciliation
- Computer-Based Training
- Comprehensive Training
- Technical Writing

SECURITY

Public Trust (2022)



Lauren M. Martin

Technical QA/QC Officer



Relevant Project Experience (continued....)

Waukesha County (Applicant), Project Manager / Lead Planner, April 2015 – March 2016

- Update Pre-Disaster Mitigation Plan
- Assisted Waukesha County in updating their hazard mitigation plan as part of mandatory 5-year update
- Performed Risk Assessment and determined the county's vulnerabilities to natural, technological and political hazards
- Updated mitigation action and strategies
- Prepared implementation and maintenance strategy.

Seminole Tribe of Florida (Applicant), Project Manager, February 2015 – June 2015

- All-Hazard Mitigation Plan
- Assisted the Seminole Tribe of Florida in writing a Hazard Mitigation Plan to achieve Grantee Status
- Performed risk assessment of all 6 tribal reservations in the State of Florida to determine vulnerability to natural, technological and political hazards
- Developed mitigation action and strategies
- Prepared implementation and maintenance strategy.

Mid-America Regional Council (Applicant), Technical Specialist, August 2014 – March 2015

- Interactive Web-Based Training
- Developed interactive web-based training for MARC that helped to exercise updated plans
- ESF 8 – Public Health and Medical Services
- ESF 14 – Long-Term Community Recovery
- RCG- Regional Coordination Guide

Federal Emergency Management Agency, Region VII, Program Analyst, December 2013 – August 2014

- Region VII Support
- Streamlined reporting activities and helped build Region VII SharePoint site for Closeouts and Appeals
- Performed various closeouts for Applicants in Nebraska and Missouri
- Assisted in streamlining fire management assistance within Region VII

Federal Emergency Management Agency (Applicant), Technical Specialist, June 2013 – December 2013

- Oklahoma City Tornadoes
- Streamlined reporting activities and developing metrics to assess FEMA's Alternative Procedures Pilot Program.
- Managed monthly obligation of federal funds to Applicants.
- As a Technical Assistance Coordinator and Field Team Lead, coordinated with FEMA's resource coordinator, AECOM Recovery's operations, logistics, and finance and accounting (F&A) chiefs to ensure the client's expectations are not only met, but exceeded.
- Supported AECOM Recovery's field staff from the time they deploy until they demobilize.

Federal Emergency Management Agency (Applicant), Technical Specialist, November 2012 – June 2013

- Applicant Pocket Guide
- Developed interactive Public Assistance Pocket Guide training for Applicants nationwide
- Implemented centralized Learning Management System to track analytics of training



Lauren M. Martin

Technical QA/QC Officer



Relevant Project Experience (continued....)

DuPage County Health Department (Applicant), Consultant, October 2012 - Present

- Public Health Preparedness Capabilities
- Implement Public Health Preparedness Plan for DuPage County Health Department based on CDC's National Standards for State and Local Planning
- Help promote national standards for capability-based planning
- Identify gaps in preparedness, determine specific jurisdictional priorities, and develop plans for building and sustaining capabilities
- Assess current state of organizational roles and responsibilities, resource elements and performance of local jurisdiction
- Review jurisdictional inputs, prioritize capabilities and functions, and develop short-term and long-term goals for the community

FEMA: DR-1763-IA Midwest Floods, Closeout Specialist, September 2011 – August 2012

- Monitored work completed and performed final reconciliation of costs on large projects
- Streamlined closeout process for State of Iowa
- Streamlined reporting activities for State of Iowa
- Researched and developed written responses to Congressional Inquiries and Appeals

FEMA: Region VII, DR-1763-IA Midwest Floods, Reports Specialist and Planning Liaison, Aug. 2009 – Aug. 2011

- Developed and implemented several reporting tools, including but not limited to, Region VII Correspondence Tracker and Insurance Database
- Developed and implemented Region VII Correspondence Reports
- Maintained Region VII Public Assistance Disaster Summary Report for the Regional Administrator
- Reviewed high profile projects to ensure compliance with all applicable laws, regulations and policies
- Researched and composed summaries of high-profile projects and presented findings to Senior Leadership, including but not limited to, the Division Director, the Public Assistance Specialist, the Public Assistance Branch Chief, and the Senior Emergency Management Specialist
- Prepared Region VII Briefs and Presentations for the Regional Administrator, the Associate Administrator for Mission Support, and the Deputy Administrator
- Coordinated with the FEMA Senior Leadership to analyze and develop strategic long-term recovery activities and evaluate key resources
- Implemented reports that strengthen the focus on measurable goals and expectations from all team members
- Effectively monitored and benchmarked individual contributions
- Successfully assessed and reassessed priorities in order to identify the importance of activities
- Earmarked activities to heighten their strategic value

FEMA: DR-1763-IA Midwest Floods, Task Force Lead – Special Projects, May 2009 – August 2009

- Responsible for JFO operations and Special Projects
- Managed approximately 20 staff members directly and approximately 100 indirectly
- Provided policy guidance to staff members
- Prepared and reviewed all Large Project Notifications (LPNs) and coordinated with Public Affairs personnel to develop a corresponding press release to send to FEMA headquarters (Executive Officer)
- Researched and developed written responses to Congressional Inquiries and Appeals
- Provide clear direction, assignments, and guidance to effectively structure and organize work activities, maximize productivity, fulfill the incident objectives, and meet production expectations of the PA Program



Lauren M. Martin

Technical QA/QC Officer



Relevant Project Experience (continued....)

FEMA: DR-1763-IA Midwest Floods, Reports Specialist and Planning Liaison, October 2008 – May 2009

- Compiled and standardized weekly reports for senior FEMA Management (Federal Coordinating Officer, Infrastructure Branch Chief, PA Group Supervisor, etc.)
- Performed a variety of tasks in DR-1763-IA (flood and tornado recovery efforts) that can be organized into the following categories: 1) Daily and Weekly Reports, 2) Ad Hoc Reports, 3) Data Analysis and Reconciliation Efforts, and 4) Miscellaneous Projects.
- Weekly reports included, but were not limited to, the Situation Report, Incident Action Plan Report and Midwest PA Report.
- Compiled and analyzed ad hoc reports to help implement processes and identify goals/objectives
- Identified and implemented measures to improve the accuracy and effectiveness of reporting activities
- Collaborated with PA Management to draft a Strategic Plan for transitioning from a Joint Field Office to an Iowa Recovery Center (organization, resources needed, key tasks to be performed, and the mission of the IRC)
- Supported the response to a high-profile headquarters initiative focused on standardizing performance metrics for PA operations nationally
- Supported the development and implementation of the Infrastructure Support Dashboard



Bryan Pelaez

Junior Recovery Specialist

Summary of Qualifications

Mr. Bryan Pelaez is a project delivery manager who is experienced in managing projects for FEMA public assistance applicants, writing project worksheets, analyzing force account data, assessing quality assurance and quality control, and training and educating applicants in the FEMA public assistance program. He has written project worksheets in categories A – G for Hurricane Harvey, worked directly with engineers and the finance department in reconciling invoices and damage assessments, and determined eligible costs for reimbursement from FEMA for public assistance applicants.

Relevant Project Experience

Navajo Tribal Utility Authority, Technical Writer – Consultant II

- Assist the project manager in the completion of the Navajo Tribal Utility Authority (NTUA) Emergency Response Plan.
- Tasks included composing supporting documents for the utility agency’s Base Plan, utility specific plans, hazard specific plans, support plans and Continuity of Operation Plan (COOP).

Navajo Nation, USA, Site Inspector – Consultant II

- Conduct the vulnerability risk assessment of the NTUA critical assets.
- Assess the security level and other possible vulnerabilities of essential infrastructure.
- Visual Observer for drone flight imaging and Client Liaison for NTUA.

DR-4332-TX, Public Assistance Specialist

- Prepared and reviewed Hurricane Harvey Project Worksheets for submission to FEMA
- Verified public facility damage claims for conformance to federal policy (44 CFR)
- Analyzed labor, equipment, and material records for accuracy prior to submission to FEMA
- Project worksheet writing team instructor and supervisor and subject matter expert researcher
- Public Assistance Program and Policy Guide fluent (Category A-G)

Relevant Project Experience (continued....)

The Deaton Law Firm, Legal Assistant

- Data entry, answering and returning calls, record keeping, and billing
- Provided Spanish translations, assisted in document research, and organized meetings

Congressional Legislative Intern for Congressman Pete Olson (TX-22)

- Conducted research for proposed legislation, attended briefings
- Corresponded with constituents on behalf of the congressman and answered incoming calls
- Led constituents on tours of the U.S. Capitol Building

YEARS OF EXPERIENCE

- 4 Years Professional
- 2 Years Emergency Management

EDUCATION/CERTIFICATIONS

- B.S. Political Science and Psychology
- IS – 100, 200, 700, 800, 1000 – 1025
- IS – 0634 FEMA PA Program
- IS – 0660 Public-Private Partnerships
- IS – 0230.d Fundamentals of Emergency Management
- IS – 0241.b Decision Making and Problem Solving
- IS – 0632.a Intro to Debris Operations

AREAS OF EXPERTISE

- FEMA Public Assistance
- FEMA Project Worksheet Writing Instructor / Supervisor
- Force Account Labor Analyzation
- Public Assistance Program and Policy Guide
- Cost Reconciliation
- QA/QC
- Training and Educating in FEMA Public Assistance
- Computer Programs and Software
- Fluent in Spanish and English – verbal and written



Robert "Bob" Stewart

Senior Project Manager



Summary of Qualifications

Mr. Stewart has spent over 27 years working in the private sector insurance industry, responding to and assessing claims for catastrophic disaster events. Additionally, he has more than 20 years of experience working on public sector disaster response projects under FEMA. While supporting the FEMA PA Technical Assistance Contracts, Mr. Stewart has worked over 30 disasters in eight regions and 42 states. He has worked with FEMA senior level management on FEMA PA policy as it relates to insurance, assessing damages, and estimating proper repair costs involving catastrophic disasters and infrastructure recovery processes. He is a co-author of the 9500 series FEMA procedure pertaining to insurance. Mr. Stewart served on the design team who created the project worksheet format and was on the committee that designed the audit – closeout process and procedures for the FEMA Public Assistance Program. His expertise is all-encompassing of FEMA program policy, including preparedness, response, and recovery from start to finish.

He is an experienced mentor for field staff in all aspects of FEMA program policy, specifically in the areas of insurance, CEF, Improved/Alternate projects, costs estimating, damage assessments, and appeals. With his strong operational knowledge of FEMA’s response and recovery practices, field experience, and program expertise, Mr. Stewart is comfortable orchestrating system-wide goals and managing remote personnel and resources. Bob Stewart was the Operations Chief for FEMA’s Public Assistance infrastructure support services contracts. In this capacity, Mr. Stewart is responsible for the technical performance of all contract staff deployed to Federal Emergency Management Agency (FEMA) Public Assistance (PA) disasters.

Relevant Project Experience

Nation Wide Locations, Deputy Operations Chief for AECOM Recovery

- Point of contact for FEMA Task Monitors for field operations and issues on active federally declared disasters.
- Manage field operations and administer a quality assurance plan to evaluate and improve field operations.
- Identify, develop, maintain and mentor a cadre of task managers.
- Evaluate field personnel performances and resolve performance issues.
- Provide leadership for field operations, including establishing goals, objectives, implementing methodology and best practices.

DR-1980-MO, DR-4012-MO, ERPMC Field Team Lead, Missouri Storms

- Manage day-to-day execution of field work performed by technical specialists assigned to 1980-MO and 4012-MO.
- Act as primary POC for FEMA Task Monitor.
- Address and resolve performance issues of field staff, verify quality of field operations, work product and deliverable for accuracy and completeness.
- Evaluate individual performance of field staff, conduct progress assessments, variance analyses and corrective action plans.
- Develop monthly progress and performance reports on field operations and personnel for FEMA.

YEARS OF EXPERIENCE

- 27 Years Professional
- 20 Years Industry

EDUCATION/CERTIFICATIONS

- PA Ops I
- PA Ops II
- Debris Monitoring
- PW Writing
- Insurance
- Hazard Mitigation
- FEMA EEO Employee Course
- FEMA Safety Orientation
- IT Security Awareness
- FEMA Initial Ethics Orientation
- Workplace Violence Awareness Training

AREAS OF EXPERTISE

- FEMA Public Assistance
- Deployed Staff to FEMA PA Disasters
- Technical Assistance Contracts
- Long Term Recovery
- PA Field Operations
- Debris Operations
- Damage Assessments
- Infrastructure Response and Recovery Processes
- Insurance / Catastrophic Insurance Adjuster
- Cost Estimating Format (CEF)
- Damage Assessments
- Improved / Alternate Projects
- Audits – Project Closeouts
- QA/QC
- Appeals
- FEMA Program Policy



Robert "Bob" Stewart

Senior Project Manager



Relevant Project Experience (continued....)

DR-1791-TX. ERPMC Field Team Lead, Hurricane Ike

- Primary POC at field level for technical and PA program related issues and/or personnel related issues.
- Develop monthly reports for Task Manager and Operations Chief.
- Manage arrival and departure of field staff.
- Conduct personnel evaluations of field staff.
- Conduct QA/QC of TAC product, practices and procedures.
- Additional responsibilities included FEMA insurance review for Applicant's and PWs.
- Investigation and resolution of FEMA PA Congressional inquiries.
- Lead of PA Closeout team, including development and implementation of closeout process and oversight of closeout personnel.

DR-1539, 1545, 1551, 1609-FL, Insurance Co-Lead, Hurricanes Charles, Frances, Ivan and Wilma

- Oversight of insurance review for all Applicants; over 50K PWs over a 4-year period.
- Manage Insurance Team personnel at the JFO and AFO.
- QA/QC of PWs scopes of damages and work.
- Conduct site inspections to resolve issues with Applicants.
- Resolve issues concerning discrepancies between anticipated and actual insurance proceeds with applicants.

Oklahoma Flooding Event, Public Assistance Coordinator (PAC)

- Serve as a PAC for Tribal Indian Applicants and state critical facilities.
- Conduct site inspections, damage assessments and cost estimates.
- Develop project worksheets.
- Assist AECOM Field Team Lead and Task Manager with resolving personnel issues.
- Perform QA/QC and mentor project specialists on the FEMA PA program.

U.S. Adjusting, Crawford and Company, General Adjustment Bureau, 1985 - 1999

- Catastrophic Insurance Adjuster
- Interpret insurance coverage
- Assess and estimate damages
- Prepare and process insurance claims for residential, commercial and heavy commercial properties.
- Primarily respond to hurricane, tornado, fire, flood, earthquake and hail disaster events throughout the U.S.
- Assist with branch management in Texas, Missouri, California, Colorado and New Mexico.

EDUCATION:

Coursework, University of North Carolina – Asheville, 1971-1975

YEARS OF EXPERIENCE:

40

Charles Aly

position

Mr. Aly has extensive experience in disaster response and emergency management and served as both an emergency manager and fire chief prior supporting FEMA's Housing Inspection Services Contracts and Dewberry's HUD CDBG-DR funded housing missions. Mr. Aly has performed 25,000+ inspections on 20+ disasters. He has served as the inspection program team leader on five disasters and has been involved in all elements of inspection for single family/multi-family/rental property repair and rehabilitation, including elevation, acquisition, and relocation of eligible properties. He has extensive knowledge of the federal requirements associated with FEMA and HUD Housing programs.

SELECTED EXPERIENCE

Field Inspection Program Leader, Pre-Construction Services for Build It Back Program – New York City Housing Trust Fund, City of New York, NY. Director for a multi-disciplined team of professionals in the delivery of 15,000 Hurricane Sandy home inspection damage estimates using the Xactimate/XactAnalysis software platform, NEPA environmental compliance, HUD lead based paint and asbestos reporting, and resulting in repair, replacement and mitigation projects.

Lead Housing Inspector, analyst, QC reviewer, and Senior Construction Technical Advisor, NYS GOSR Construction Management Support Services Contract. \$6M contract to provide project management and construction management services for a \$2.5 Billion HUD CDBG-DR funded program to restore and make more resilient 11,000+ single/multi-family residences from 29 New York Counties impacted by Hurricanes Irene, Lee, and Sandy. Managed all change orders operations. Ensured integrity of workflows, data and tracking systems. Monitored performance to meet team and program objectives. Performed high level QA of change orders and LRM Data. Provided final change order reports and needed information to GOSR, the MCM and other Program Teams as needed.

Quality Assurance Lead, Logistics Construction Support Contract (LCSC), FEMA Logistics Directorate. 5-year contract (\$200M) providing Project Management/Construction Management services in support of the implementation of FEMA's disaster Housing Missions, CONUS and OCONUS. Performed quality reviews of 1000+ home inspection reports developed using Xactimate and RS MEANS. Provided recommendations on thresholds for the \$44.6 M Repair and \$96.9 M New Construction Pro.

EDUCATION:

Ph.D. Coastal Oceanography, Marine Science Research Center, State University of New York at Stony Brook, 2013

M.S. Marine Environmental Science, Marine Sciences Research Center, State University of New York at Stony Brook, 1999

B.S. Marine Science, Coastal Carolina University, 1997

REGISTRATIONS:

Certified Floodplain Manager (CFM)

YEARS OF EXPERIENCE:

15

SELECTED PUBLICATIONS:

FEMA Sea Level Rise Advisory Map, Proof of Concept Study, Final Draft Report, prepared for the Federal Emergency Management Agency, 2010

Sediment Budget analysis in support of evaluation of sand management alternatives. Report to Offshore and Coastal Technologies, Inc, prepared for the New York District U.S. Army Corps of Engineers, 2010

Determination of properties and structures subject to moderate wave action within the coastal AE Zone. Prepared for the Federal Emergency Management Agency Hazard Mitigation Technical Assistance Program, 2009

Evaluation of shore erosion downdrift of Mattituck Inlet, NY: Section 111 Report. ERDC TR-06-01. U.S. Army Engineer Research and Development Center, Coastal and Hydraulics

Brian Batten, Ph.D., CFM

position

Mr. Batten's experience deals with research and application of analytical methods and technologies to increase understanding of coastal erosion and flood hazards. His efforts in coastal sediment transport processes have sought to improve understanding of meso- to macro-scale coastal evolution and response to anthropogenic influences. To accomplish this, he has developed analytical techniques to improve sediment budget analysis and to partition natural and artificial contributions. Regarding coastal flooding, Mr. Batten's contributions have been to improve various processes applied to FEMA coastal Flood Insurance Studies. Recently, he has focused attention on the potential changes in hazards and risk due to sea level rise.

SELECTED EXPERIENCE

Sea Level Rise and Recurrent Analysis and Planning, Virginia Beach, VA - Assessed existing and future flood conditions through mapping and probabilistic economic flood risk analysis. A range of conditions including tidal, nuisance and storm surge driven coastal floods including combined probable stormwater runoff were evaluated. Changes in flooding and loss were conflated to a range of geographic units, including the City's major and minor watersheds and strategic growth areas to align outputs with planning and engineering practices. Created a series of 10 large-scale structural flood protection alternatives in collaboration with the City that helped the City home in on three preferred alternatives ranging from \$1.1 to \$3.3B dollars and provided with a dynamic cost-estimation tool and benefit-cost analysis.

North Carolina Sea Level Rise Risk Management Study – Serves as Dewberry technical lead in support of the North Carolina Sea Level Rise Risk Management Study, a 3-year \$5-million-dollar effort funded by FEMA to understand the changes system-wide risk to future sea-level rise and alteration of tropical storm climatology. Duties include co-authoring of the study plan and conceptual modeling report, in addition to scoping, planning and executing study workshops, coordinating activities between academic, institutional, and private industry partners, and providing technical guidance and expertise in study activities.

Integrated Modeling for the Assessment of Ecological Impacts of Sea Level Rise - Serves as coprimary investigator for study funded by NOAA Center for Sponsored Ocean Research to evaluate sea level rise impacts in the Florida Panhandle and coastal Alabama.

Laboratory, Vicksburg, MS,
121 pp, 2006

Coastal Processes
Assessment and Project
Reevaluation: Grand Isle,
Louisiana, Shore Protection
Project, Internal report to the
New Orleans District. U.S.
Army Engineer Research
and Development Center,
Coastal and Hydraulics
Laboratory, Vicksburg, MS,
97 pp, 2004

Morphologic typologies and
sediment budget for the
ocean shoreline of Long
Island, 2003

An investigation of barrier
beach shoreline dynamics at
Shinnecock Inlet, NY. 1999

FEMA Sea Level Rise Advisory Layer Proof-of-Concept Study –

Served as technical lead and report author for study sponsored by FEMA to evaluate analytical techniques for producing a sea level rise advisory layer and establishing a framework for future activities.

Nassau and Suffolk Counties, NY, FEMA Flood Insurance Study -

Task management of coastal wave height analysis and flood hazard mapping and QA/QC of final product delivery. Lead technical analyst for seamless DEM development, GEV-stillwater elevation analysis and update, erosion methodology and dune delineation for both counties.

Hawaiian Islands FEMA Hurricane Storm Surge Study -

Lead ADCIRC modeler for storm surge frequency analysis study of the Hawaiian Islands utilizing seamless mesh to simulate hurricane flood propagation in the study area. Study included six major Hawaiian Islands and utilized modified EST frequency analysis simulating over 100 events. Lead analyst for seamless DEM development, dune feature delineation, erosion analysis, in addition to task managing and assisting in development of coastal wave height analyses and flood hazard mapping, and QA/QC of final products.

FEMA Mississippi Flood Insurance Restudy, Jackson County -

Assisted in post-Katrina coastal restudy for Jackson County Mississippi counties. Lead analyst for seamless DEM products, assisted in coastal flood hazard analysis and QA/QC for 395 miles of coastline, 180 transects with full completion within 6 months of project inception.

Commonwealth of Puerto Rico Flood Insurance Study -

Lead ADCIRC modeler for hurricane flood hazard study of Puerto Rico, Vieques and Culebra, utilizing a seamless ADCIRC mesh with overland flood propagation. Lead analyst for EST return frequency stillwater elevation analysis in addition to seamless DEM development. Assisted in coastal erosion, wave height analyses, flood hazard mapping, and performed QC on final products.

Hurricane Katrina and Rita Recovery Mapping -

Project lead for post-Hurricane Katrina and Rita inundation and recovery map production. Included re-creating inundation extent based on HWM data, topographic data processing, data management, development of public cartographic flood products from recovery FEMA guidance, and production of 1,700 published recovery map panels while satisfying intense time constraints. Received citation for exceptional work.

EDUCATION:

BE, Environmental Engineering, University of Missouri, 2005

BS, Biology, University of Missouri, 2005

REGISTRATIONS:

Professional Engineer: FL, MO

Certified Floodplain Manager:

U.S.

Qualified Stormwater Management Inspector: U.S.

YEARS OF EXPERIENCE:

12

AFFILIATIONS:

Association of State Floodplain Managers (ASFPM)

Dina Bautista, PE, CFM

position

Mrs. Bautista's project experience with Dewberry includes water distribution and wastewater collection system design, hydrology and stormwater design, site development, hydraulic modeling, environmental assessments, construction cost estimating, and permitting through local, state, and federal agencies. Her experience includes hydrologic and hydraulic modeling for certification of levees, No-Rise Certifications for river system crossings, hydrologic studies, stormwater collection and treatment, commercial site development design, scour analysis, erosion control for NPDES permitting, and Phase I and Limited Phase II Environmental Site Assessments. Mrs. Bautista has spent the last two years supporting the City of Mexico Beach, FL, with Hurricane Michael recovery efforts including FEMA Public Assistance grants.

SELECTED EXPERIENCE

Senior Project Manager, Hurricane Michael Emergency Services, FEMA Public Assistance, Mexico Beach, FL. Project manager tasked with the oversight of all the city's FEMA PA funded projects including damage assessments, restoration scopes of work and cost estimates. Conducted site assessments and documented damages. Prepared restoration scopes of work and cost estimates. Responded to FEMA requests for information.

Senior Project Manager, Hurricane Michael Emergency Services, Floodplain Ordinance Revisions, Mexico Beach, FL. Dewberry assisted the City to revise the City's Floodplain Ordinance post-hurricane Michael to address the City's resiliency for future storms. Dewberry assisted the City in analyzing draft best available data, recorded storm surge, limit of moderate wave action, recorded USGS high water marks, and identified the City's most vulnerable areas and infrastructure.

Senior Project Manager, Hurricane Michael Emergency Services – Environmental Compliance, Mexico Beach, FL, Dewberry has assisted the City post-hurricane Michael in ensuring the City's environmental compliance with local, state, and federal requirements for post hurricane recovery. These agencies include USACE, Florida Department of Environmental Protection (FDEP), and US Fish and Wildlife Service. Dewberry has assisted the City in environmental compliance and permitting for activities including hazardous debris removal from wetlands, dredging of City navigable waterways, environmental sampling and permitting of temporary disposal sites.

EDUCATION:

BS, Civil Engineering, Tennessee
Tech University, 1994

REGISTRATIONS:

Professional Engineer: TN

YEARS OF EXPERIENCE:

20

Pamela Bell, PE

position

Mrs. Bell is a civil engineer with experience in forensics, land development and design of water/wastewater, buildings, and other municipal infrastructure. Her work includes the investigation of structural or material failures resulting from natural disasters, product defects, poor construction and owner negligence. Mrs. Bell has the past 14 years supporting the FEMA Public Assistance Program on over 12 separate disaster recovery operations across five states. Assignments include three long-term deployments to LA for Hurricanes Katrina, Rita, Gustav; three deployments to NY for flooding and Hurricane Sandy. Mrs. Bell has an expert understanding of PA grant development and program eligibility.

SELECTED EXPERIENCE

QA/QC Specialist, FEMA PA-TAC III, FEMA DR-4332-TX, Hurricane Harvey, Consolidated Resource Center (CRC). Recently supported the CRC in Denton, TX, and Hurricane Harvey projects. Reviewed project DDD, SOW, HMPs and costs for accuracy and conformance with PA policy. Evaluated project information such as damage descriptions, scopes of work, cost estimates, invoices and supporting documentation for accuracy, consistency and reasonableness. Supported PDMGS with correction actions. Provided guidance to project stakeholders.

Reports Specialist and Technical Specialist, FEMA PA-TAC III, FEMA DR-4277-DR-LA and DR-1786-LA. Deployed as a Reports Specialist in support of the Hurricane Gustav recovery operation. Managed FEMA's Spend Plan data and prepared daily, weekly and monthly reports on grant status and obligations. Later moved to support DR-4277-LA as a Technical Specialist on the Education Team supporting school restoration projects. Tasks included the identification of disaster related damages to school structures and associated mechanical and electrical systems. Developed PA projects and reviewed projects prepared by others for technical accuracy and eligibility.

Project Specialist and PAC Leader, FEMA PA-TAC III, FEMA-4085-DR-NY, Hurricane Sandy. Supported the NYC Dept. of Education with school restoration projects. Tasks included the identification of disaster related damages to school structures and associated mechanical and electrical systems. Assisted with developing projects and identifying mitigation opportunities and reviewing projects for technical accuracy and eligibility.

Project Specialist, FEMA PA-TAC III, FEMA-4020-DR-NY, Hurricane Irene. Dedicated liaison to the Long Island Power Authority (LIPA). Responsibilities included identifying storm related damages to power lines/ substations; reviewing and organizing documentation, invoices, purchase orders, payments; assisting with development of project worksheets, identifying eligibility issues and HMP opportunities.

PA Coordinator and Team Leader, FEMA PA-TAC III, FEMA-1603-DR-LA, Hurricanes Katrina/Rita. Assigned to Utilities Specialty Group. Responsibilities included identifying disaster related damages and writing project worksheets to include damage assessment, SOW, and costs. Assisted with identification and development of Mitigation proposals to include elevation of buildings; elevation of electrical or mechanical equipment; dry and wet flood-proofing buildings; upsizing culverts; erosion control to include gabion baskets, riprap, sheet piling, and geotextile fabric installation; headwalls and wing walls; as well as estimating costs for HMPs.

EDUCATION:

BS, Architectural Engineering,
University of Southern
Mississippi, 2001

YEARS OF EXPERIENCE:

18

Matthew Bullock

position

Over the past 12 years, Mr. Bullock has supported FEMA's Public Assistance (PA) program in a variety of roles on 40+ major disaster declarations across 28 states and U.S. territories for events such as floods, hurricanes and severe storms. Matt is a subject matter expert in PA policy, governing regulations, and the Stafford Act. His expertise has been utilized to analyze the Program eligibility of numerous complex infrastructure projects, and address unique project issues for program eligibility consideration, prepared first and second level appeal responses for FEMA. His background includes deployment support of FEMA PA recovery operations and programmatic initiatives in various roles: PA Policy Advisor, PA Crew Leader, Correspondence Specialist and Project Specialist.

SELECTED EXPERIENCE

Task Order Manager, FEMA PA-TAC, Nationwide, U.S. Responsible for management and execution of disaster recovery task order assignments from inception to completion including staff selection, placement and evaluation, client audits, quality assurance and control, and reporting; Most recently, Mr. Bullock managed NISTAC's task order for PA Program support to the State of Florida following Hurricane Irma. Deployed 124 staff with various backgrounds and skills, including 62 Program Delivery Managers (PDMG).

Program Policy Advisor, FEMA Public Assistance Technical Assistance (PA-TAC), Nationwide. Provided expert council on FEMA PA policy and regulation including field deployments and remote support. Prepared official responses to Program applicant appeals and Congressional inquiries Reviewed, updated and created Program guidance publications for aspects such as the "50 Percent Rule" and Cost Estimating Format (CEF). Represented FEMA PA to various stakeholders including U.S. and State political representatives as well as State, county, city and other public officials in the application of Program policy.

Technical Specialist, FEMA Public Assistance Technical Assistance (PA-TAC), Nationwide. Deployed to seven separate federally declared disasters in support of the FEMA Public Assistance program; Work includes inspection of disaster damaged public infrastructure to determine funding eligibility based PA regulation and policy; Prepare restoration scopes of work and cost estimates for a variety of public facilities including roads, bridges, buildings, parks and utilities. Deputy Public Assistance Crew Leader for the flooded Columbus Regional Hospital in 2008 which exceeded \$50M dollars in eligible grant funding

for damages to the basement and first floor medical facility to include radiology, pharmacy, IT and building mechanical and electrical systems

Technical Specialist, Hurricane Katrina FEMA-1604-DR-MS, FEMA PA-TAC, FEMA, Mississippi. Validated the eligibility and prepared the Project Worksheets reimbursing contractor debris removal and monitoring activities for three South Mississippi counties over nine months, totaling over \$50M in debris removal and disposal costs. Support involved documentation and guidance of eligible debris removal activities to facilitate approval of the grant funding.

EDUCATION:

BS, Regional Planning,
Westfield State College, 1991

REGISTRATIONS:

Certified Floodplain Manager:
U.S.

YEARS OF EXPERIENCE:

28

AFFILIATIONS:

American Planning Association
(APA)

Connecticut Association of Flood
Managers (CAFM)

Association of State Floodplain
Managers (ASFPM)

Scott Choquette, CFM

position

Mr. Choquette has over two decades of experience in risk and vulnerability assessment, hazard mitigation, flood hazard mapping, NFIP, land use and environmental planning, water resources, permitting and regulatory compliance. He is Leader of Dewberry's Northeast Resilience Consulting Practice, responsible for all risk assessment and resiliency planning activities of the group. Prior to joining Dewberry, he served as State Coordinator of the National Flood Insurance Program (NFIP) and Deputy State Hazard Mitigation Officer for the State of Connecticut where he managed the FEMA NFIP Community Assistance Program and the Hazard Mitigation Grant Program.

SELECTED EXPERIENCE

Senior Consultant, Hazard Mitigation Assistance Program (HMA), Nationwide, U.S. As a subcontractor, supported the multi-year unification of five of FEMA's Mitigation Division's existing mitigation grant programs into the Hazard Mitigation Assistance (HMA) Program. Conducted training nationally, supported the unification of five of FEMA's Mitigation Division's existing mitigation grant programs into the Hazard Mitigation Assistance Program.

Senior Planner, Hazard Mitigation Technical Assistance Project (HMTAP), Nationwide, U.S. Provides technical support on a wide array of hazard mitigation program initiatives. Work has covered technical and programmatic support to FEMA and local communities for implementing the Hazard Mitigation Grant Program (HMGP), National Earthquake Technical Assistance Program, Wind and Water Technical Assistance Program, Flood Management Assistance, and Project Impact programs. Services have been provided on two successive 5-year contracts, successfully completing more than 80 task orders in 31 states nationwide, responding to more than 40 disaster declarations.

Program Area Manager, FEMA Risk MAP Standard Operations, Risk Assessment and Mitigation Planning. Under the RAMPP Joint Venture, Mr. Choquette managed the standard operations activities included under risk assessment and mitigation. He represented the organization as Lead and Subject Matter Expert (SME) on the non-regulatory products development, programmatic guidance development teams and led the contractor team that updated the State Mitigation Plan Review Tool, Update Guidance and associated Handbook for States. He also oversaw the national Mitigation Return on Investment (ROI) study and Action Potential Index (API) projects and was responsible for overall

performance of the program area, including earned value management reporting for the performance-based contract.



Education

Bachelor Business Management-
Our Lady of the Lake University
San Antonio, 2011



Skills

- FEMA Public Assistance
- Best Practices
- Technical Guidance
- Quality Control
- MWBE Inclusion Practices
- Data Analysis
- Business Development
- Site Visits
- Disaster Recovery
- Client Relations Management

Experience Overview

Curtis Bowens has over 6 years experience as a consultant and project management experience in the Disaster Recovery and FEMA professional consulting field. Mr. Bowens also has experience with project worksheets (PW) and Insurance Inspections claims with the City of Houston. With technical assistance and data analysis experience, Curtis works diligently to ensure the overall project success. Monitoring project goals and maintaining team cohesiveness is where he flourishes to get all tasks done effectively and efficiently.

Project Experience

MPACT Strategic Consulting, Analyst, Rice University August 2019 - Current

- Identified Best Practices for Inclusionary Employment
- Provided technical guidance and qualification tactics to measure success of RMC
- Identified Reasons and Motivations for MWBE Participation in future projects
- Provided Implementation best practices for MWBE inclusion
- Recommended next steps and developed for Rice Management Company
- Detailed and Organized Written Brief with Supporting Tables and Data Summaries

Consultant, City of Houston Harvey Recovery November 2016 - August 2019

- PA II Specialist with Tetra Tech to determine the damages and effects of Hurricane Harvey and providing technical guidance to City officials and leaders on damage assessments, equipment, and property for the City of Houston.
- Perform data analysis in support of project management functions
- Developing and implementing reports and documents for all aspects of projects from planning, implementation, monitoring and closing of projects for Tetra Tech.
- Perform research and regulatory reviews and analysis for federal, state and local engagements.
- Perform project management activities and lead analysis for client deliverables
- Develop creative and structured reports for assigned projects
- Trained Tetra Tech site inspection team for Puerto Rico Disaster Recovery project
- Maintain a strong Social Media platform to stay competitive in the industry
- Establish partnerships with FEMA, State and applicant
- Provides program oversight and expert technical assistance on recovery planning and community development related policies, principles, and procedures



- Conduct site visits representing the state/local agency or as a member of a negotiation team
- Coordinate with FEMA and State Environmental agencies on all environmental issues and historic guidance
- Partnered with Tetra Tech to perform technical work of a high degree of difficulty requiring the exercise of originality, initiative, and practical judgment in the application and adaptation of standardized engineering techniques and methods
- Performs technical services functions and provides advice in the management of long-term community recovery components such as; disaster damage and impact assessments teams, and long-term community recovery operations within the disaster field offices, regional offices and public assistance closeout offices

Service Corporation International, Pre Planning Advisor - Houston, Texas

July 2015 - November 2016

- Work directly alongside the Sales Management Team to identify company driven business solutions
- Utilize CRM site, Salesforce Lightning to grow accounts, find customers and close deals
- Network within the community to identify potential businesses that may utilize our brand and services
- Connect with external Program Directors to establish strong sales opportunities
- Superior negotiating skills to close all sales within 2 to 3 appointments
- Educate and sell prearrangements for families before time of need
- Travel daily around the greater Houston area, 100% travel
- Host and market networking events such as Veterans Seminars, Senior Expos and Tabletop events
- Forecast future business needs by conducting research on up and coming communities

Gulf States Marketing, Marketing Consultant

May 2012 - May 2015

- Create processes to coordinate, integrate, execute and support eMarketing web applications and strategies
- Monitor, report, and recommend product issues by collecting trends and data
- Develop and present cost benefit analysis national clients
- Act as a liaison with suppliers, clients, vendors and business partners to resolve issues
- Maintain good communications with other team members and with other facility teams (utilities, Logistics, etc.)
- Actively participate in the development and performance of assigned group tasks
- Perform required unit production quality control checks and analysis

EDUCATION:

BS, Civil Engineering, Old Dominion University, 1976

YEARS OF EXPERIENCE:

40

AFFILIATIONS:

Society of American Military Engineers (SAME)

Edward Farquhar

position

Edward (Ed) Farquhar has more than 30 years of diverse engineering and project management experience, including environmental studies permitting, condition assessments, and failure investigations. He has extensive FEMA PA program experience gained over the past 16 years, beginning in 2003 as a Debris Monitor in Louisiana, followed by work as a Project Officer in Alabama in 2004. Mr. Farquhar supported the New Jersey Department of Environmental Protection's PA funded debris removal efforts as well as New Jersey Department of Transportation dredging project, both required as a result of Hurricane Sandy. In 2017, he deployed to Texas as a Public Assistance Trainer for the PA staff assigned to the Hurricane Harvey recovery operation.

SELECTED EXPERIENCE

FEMA Public Assistance Trainer, Nationwide Infrastructure Support Technical Assistance Contract (NISTAC), DR-4332-TX, Hurricane Harvey, Houston, Texas. Provided classroom training, one-on-one mentoring and call center support to staff assigned to PA recovery operation including for the "new delivery model" positions such as Program Delivery Manager and Site Inspector, as well as FEMA's Grants Manager website application.

Debris Specialist, Project Management Contract for Superstorm Sandy Waterway Debris Removal, New Jersey Department of Environmental Protection, Statewide, NJ. Superstorm Sandy caused severe and widespread damages across the State of New Jersey, resulting in an extensive amount of debris to be deposited in the State's waterways and coastal areas. The responsibility for the cleanup and removal of this debris material has been given to the New Jersey Department of Environmental Protection (NJDEP). Supported NJDEP in planning and managing a state level, regionally organized contract to remove and monitor debris from waterways, while maximizing FEMA reimbursement.

Substantial Damage Estimator, HMTAP, Federal Emergency Management Agency, New Jersey. Dewberry has supported HMTAP for more than 15 years, including as a prime contractor for the past 2 years. In the wake of Superstorm Sandy, Dewberry supported five communities in coastal New Jersey to make Substantial Damage Determinations. Dewberry fielded fourteen teams of GIS Analysts performing inspections of 7,000 residential and non-residential structures. Our Analysts evaluated the damage to each building using 12 general construction categories (e.g., plumbing, foundations, appliances,

etc.) and recording the information in the field using Esri ArcGIS for Windows Mobile on Panasonic Toughbooks. The results of our evaluations were provided to each community to be used as a basis for making substantial damage determinations.

Team Member, Pre-Construction Services for "Build It Back" Relief Program, New York City Economic Development Corporation, New York City, NY. Supported pre-construction services related to the NYC Build it Back program, a federally funded City program to assist homeowners, landlords, and tenants whose homes were impacted by Hurricane Sandy. The City received more than 20,000 applications for Community Development Block Grant-Disaster Recovery (CDBG-DR) funds, including both single- and multi-family residences. For each application, we are responsible for damage inspections, estimating cost to complete rehabilitation, and conducting environmental reviews.

Exercise Facilitator, Debris Resource Assessment, Debris Management Planning, and Table Top Exercises, Metropolitan Washington Council of Governments (MwCOG). To assess the region's capabilities in responding to a debris generating event, Dewberry performed a disaster debris plan and resource assessment. Dewberry performed an inventory and assessment of existing resources, plans, and procedures that would be used to respond to a debris-generating event. The results were compared against a forecast volume of debris, resulting in a gap analysis report. This report contained several recommendations to address the gaps and deficiencies and provided a suggested schedule for implementation. Mr. Farquhar was responsible for facilitating the table top exercise, coordinating with multiple jurisdictions within MwCOG.

EDUCATION:

BS, Civil Engineering, University of Arkansas, 1972

REGISTRATIONS:

Professional Engineer: FL

YEARS OF EXPERIENCE:

42

Charles Heiss, PE

position

Mr. Heiss has over 40 years of experience in civil engineering, including 20 years of experience working with the Florida State DOT as a Design Engineer, Maintenance Engineer and Technical Services Manager during which he was involved with the planning, design, and construction of numerous public infrastructure projects including bridges, roadways, drainage structures, and utilities. His FEMA experience includes deployments to over 15 separate disaster declarations in NY, LA, KS, GA, AR, MS, NH, and IA for hurricanes, floods, landslides, and winter and ice storms; serving in many facets including Program Delivery Manager, Project Officer, Team Lead, Public Assistance Coordinator, PAC Crew Leader, Technical Specialist (roads and bridges), QA/QC Reviewer, and Closeout Specialist.

SELECTED EXPERIENCE

Program Delivery Manager, FEMA-4339-PR, Hurricane Maria, Federal Emergency Management Agency. Responsible for numerous Program applicants, provide support in the application and processing of grant funding requests for emergency work and damaged infrastructure available through the Stafford Act. Conducted regular weekly meetings with applicants and Recovery Transitional Meetings. Managed all projects within Grants Manager. He scheduled site inspections and reviewed site inspection reports, evaluated project submissions for emergency and permanent work projects, and assisted in the development of various project scopes of work involving force account and contract labor.

Project Officer/Estimator, FEMA-4085-DR-NY, Hurricane Sandy, Federal Emergency Management Agency. Mr. Heiss served as a Project Specialist inspecting damage and developing sub-grant applications for transportation, hospital, educational, other public facilities. As Estimator, he developed repair estimates for projects with repair costs in the tens of millions of dollars.

Project Officer and Debris Specialist, FEMA-4031-DR-NY, Remnants from Tropical Storm Lee, Federal Emergency Management Agency. In response to flooding caused by this event, Mr. Heiss worked with officials from the county, several communities, volunteer fire departments, and non-profit agencies to assist in developing sub-grant applications with estimates exceeding \$1 million.

Project Officer, FEMA-1899-DR-NY, Nor'easter Storm in New York, Federal Emergency Management Agency. Mr. Heiss assisted several applicants in the New York City area including the NYC Department of

Parks and Recreation. He developed upwards of two dozen sub-grant applications with estimates totaling nearly \$1.5 million.

Project Officer and QA/QC Team Lead, FEMA-1819/1834/1845-DR-AR, Severe Winter Storm, Tornado, and Flooding, Federal Emergency Management Agency. A severe winter storm across several southern states produced freezing rain, caused widespread damage and left many areas without power. During recovery of this event, a tornado devastated several counties in southeastern AR and later a severe storm produced widespread damage from flooding within the state. FEMA requested Mr. Heiss to serve as lead for the team which monitored the sub-grant development process and performed quality control review of approximately 1200 sub-grant application packages.



Education

Bachelor of Business
Administration – Business
Management/Marketing,
University of Houston
Victoria, Texas



Certifications

(PMI) Member

(PMP) Certification
Anticipated 2019



Skills

Microsoft Office Applications

EMMIE

NEMIS

FEMA Portal

Grant Management System

Project Experience

DIRECTOR, GOVERNMENT AND EMERGENCY MANAGEMENT SERVICES, 2019- Current

MPACT Strategic Consulting LLC, Houston, Texas

Jennifer develops current market relationships, pursues new opportunities for core capabilities expansion and market growth. She also secures opportunities to engage new teaming partners, generate community outreach plans and programs for market presence, involvement, and participation. Jennifer also develops and maintains operations business plans to include all program requirements, labor hours, cycle, costs and expenses. With MPACT, Jennifer establishes production and quality control standards, develops budget and cost controls, and obtains data regarding types, quantities, specifications, and delivery dates of services. She provides guidance to the development of process plans, including personnel requirements, material needs, subcontract requirements, and equipment needs. On a day to day basis, Jennifer reviews operating reports and directs the resolution of operational, manufacturing, and maintenance problems to ensure minimum costs and prevent operational delays.

Senior Manager – Government Services, 2016 -2019

Horne LLP, Houston, Texas

Jennifer handled oversight and management of all project lines of effort – Recovery Officer, Funding, Compliance, Communications, Historical Monitoring and Closeout Teams. She was also responsible for financial and compliance monitoring of Federal Public Assistance funding requested by local government and nonprofit subgrantees; confirm adherence with FEMA regulations, program requirements, the Stafford Act and all applicable State and Federal laws. Jennifer maintained constant collaboration with State and FEMA counterparts and other relevant stakeholders to optimize funding and validation of applicant grant proposals and to facilitate expeditious community recovery. She managed FEMA Direct Housing Project – which included managing case worker/inspector teams; lead production for recertifications, quality assurance and move out inspections; approval of remediations, warning notices, revocations, notices to surrender, etc.

Jennifer Casey

Project Manager



Project Manager, 20013 - 2016 **CH2M Hill**

Ms. Casey functioned in various Technical Assistance Contractor (TAC) roles including Task Order Manager, Closeout Specialist, QA/QC - EHP Liaison, Communications Specialist and TAC Coordinator. She analyzed data and backup for project closeouts; identified discrepancies, policy or eligibility issues; confirmed completion of work and obligation of funding; reconciled variances and completed final inspection reports. She also researched and drafted responses to incoming communications regarding disaster, funding and congressional inquiries; tracked reviewed and edited letters of response. Jennifer supported the Quality Assurance team by identifying and analyzing grant proposals that required additional investigative research and eligibility reconciliation; consulted with Environmental Historic Preservation counterparts to resolve issues and expedite movement and obligation of subgrant applications. Ms. Casey provided reporting and analysis of production levels, budgets, staffing, funding obligations and grant proposal progress, drafted determination memoranda, white papers and other various correspondence. Managed all task order operations, coordinated staff mobilizations and assisted Project Management Organization (PMO) with various tasks and proposal writing; implemented quality control plans, organized trainings and staff events; served as primary contact for client.

Financial Analyst, 2003 - 2013 **AECOM**

Jennifer Functioned in various Technical Assistance Contractor (TAC) roles including Closeout Specialist, QA/QC Lead, Appeals Analyst and TAC Coordinator. She also prepared Large Project Closeouts - Final Inspection Report (FIR), Request for Information (RFI), Subgrant Application (SA) amendment and Line Item Reconciliation; made cost recommendation to determine final funding for large projects of all categories of work. Reviewed Subgrant Applications to validate reasonable costs claimed, eligibility and accuracy of scope of work and documentation provided; ensured project compliance with FEMA policies. Ms. Casey coordinated with FEMA PA Management, Applicants, State personnel and FEMA Project Specialists to resolve eligibility issues and reconcile invalid documentation or questions; performed site visits and prepared amendments. Supervised QA/QC review staff and workload; trained and advised reviewers on policy application and eligibility determinations; communicated changes in guidance and procedures. She also monitored labor data to ensure budget compliance; approved time and expenses billable to task orders; administered performance reviews and handled sensitive personnel issues; coordinated staff mobilizations.



Experience Overview

Kiara is a consultant with 4+ years of experience in government services. She has proven ability to manage multiple high-level projects under firm deadlines. She has established many fulfilling relationships in result of participating on the FEMA Public Assistance program team and many other projects. Kiara has also managed the Non-Profit Rebuilding Pilot Program in response to Hurricane Katrina that consisted of over 150 projects. Along with her precise attention to detail, her execution with disaster recovery efforts are unparalleled.

Project Experience

FEMA Consultant

City of Port Arthur, Texas

April 2018 - October 2018

- Establish partnerships with FEMA, State and applicant
- Provides expert technical assistance on DR-4332: Hurricane Harvey recovery planning utilizing regulations established by the FEMA Public Assistance Program
- Conduct thorough evaluations of applicant policies and procedures, payroll policies, insurance policies, procurement methods, and employee labor records
- Coordinate with FEMA and Citywide officials on all FEMA PA procedures, deadlines, and compliance issues
- Successfully compiled and entered data obtained from applicant for Force Account Labor submission totaling roughly 1.4 million dollars in grant reimbursements
- Independently reviewed support documentation to validate Force Account Equipment and Material claims, including creating electronic file of invoices and proof of payment
- Provides citywide advice to fifty-seven divisions on long-term community recovery components such as; FEMA PA regulations, Force Account Labor recommendations, procurement, and insurance claim procedures

Insurance Analyst

Houston Independent School District

November 2017 - April 2018

- Establish partnerships with FEMA, State and applicant
- Provides program oversight and expert technical assistance on recovery planning and community development related policies, principles, and procedures
- Conduct site visits representing the state/local agency or as a member of a negotiation team
- Coordinate with FEMA and State Environmental agencies on all environmental issues and historic guidance
- Independently performs technical work of a high degree of difficulty requiring the exercise of originality, initiative, and practical judgment in the application and adaptation of standardized engineering techniques and methods



Education

Bachelor of Arts, Political Science - University of Louisiana at Lafayette



Skills

FEMA Public Assistance

Recovery Planning

Community Recovery Operations

Technical Assistance

Application Evaluations

Data Analysis

Business Development

Site Visits

Insurance Claim Procedures

Force Account Labor

Kiara Robinson

Project Manager



- Performs technical services functions and provides advice in the management of long-term community recovery components such as; disaster damage and impact assessments teams, and long-term community recovery operations within the disaster field offices, regional offices and public assistance closeout offices
- Analyzes and evaluates selected project applications, supporting documentation, and federal agency inspection reports for accuracy and compliance with applicable FEMA policies and procedures

Government Services Consultant

Cohnreznick, LLP

November 2014 - May 2017

- Served as primary technical assistance point of contact for +50 Texas sub-grantees consisting of state agencies, local governments, school districts, and hospital districts in emergency management activities utilizing FEMA Public Assistance grant funds.
- Provided professional support to stakeholders and FEMA by attending kickoff meetings and facilitating the transfer and file submission of project related documentation while exercising confidentiality
- Monitored project obligations and completion activities ensuring compliance with all applicable Federal and State of Texas requirements for Federal Grants for six declared disasters: DR-1791, EM-3363, DR-4223, DR-4255, DR-4266, DR-4269, and DR-4272
- Facilitated in-person client engagements with a focus on records management, emergency vs. permanent work, debris operations, compliance issue identification, EMMIE, procurement, duplication of benefits, and inspection activities
- Prepared and submitted weekly reports to clients detailing project status, site photographs, requesting outstanding documentation, and project closeout recommendations
- Successfully scheduled, performed, and reported +40 completed category C - G site inspections
- QA/QC force account timesheets, equipment logs, and PW versions for completeness

Housing Analyst

Providence Technical Services

December 2013 - November 2014

- Monitored and evaluated the administration of local governments' program operations to ensure accountability with CDBG regulations
- Managed Non-Profit Rebuilding Pilot Program (NRPP - Hurricane Katrina) pipeline consisting of 150+ projects to ensure proper tracking and efficiency in monitoring the completion of projects in accordance with program guidelines
- Developed a physical file checklist to use for internal auditing purposes associated with HUD monitoring visits and desk reviews of homeowner eligibility documentation
- Advised homeowners on CDBG policies and program requirements until completion
- Ensured superior customer service was provided to all homeowners registered to the program



Education

B.A. Political Science M.S.
Environmental Management



Certifications

- BCA analysis and performing BCA procedures
- NC Commercial Real Estate Brokers License

Experience Overview

Kurtis has 10 years of experience in providing grants management and disaster recovery support to states and municipalities for federally funded disaster recovery programs. He has worked with over 180 subrecipients in the State of New York, New Jersey, North Carolina and Mississippi. He has designed monitoring programs for a variety of federal grant programs including FEMA, HUD and research grants.

Project Experience

HUD CDBG-DR, New York, NY 2014-2016

Kurtis has served as the Senior Project Manager for the NY Sandy Recovery Office from 2013 through 2016. He assists in the performance of annual risk assessments and monitors the States compliance with 2 CFR 200 and 24 CFR requirements including accurate reporting, procurement standards and cost principles, federal and internal policies and procedures, and implementation of management response and corrective action plans.

Hazard Mitigation Assistance (HMA) Application Review | New York | 2016 - 2017

Formulated multiple HMGP projects ranging from drainage, back up/generator power, flood mitigation, elevations, acquisitions, NWS Doppler Severe Weather Warning System for entire State of NY, all was conducted with both HMGP 404 and 406 Mitigation through the 428-process allowing greater flexibility to maximize Federal dollars as deemed applicable-FEMA HMGP Lead/Staff in support of Group Supervisor/Branch Director. Additionally, prepared Request for Information on behalf of the states to sub-applicants to meet Federal requirements.

Hazard Mitigation Assistance (HMA) Project Management | 2013 - 2017

Managed multiple flood mitigation projects in conjunction with HMGP 404 and 406 mitigation strategies to improve resiliency by monitoring budgets and cost estimates for assigned projects and ensured that Federal and State regulatory reporting requirements were adhered to in the management of the Hazard Mitigation Grant Program (HMGP) for DR-4086-NJ-Sandy, DR-4085-NY-Sandy, DR-4026-NC-Irene, DR-4081-MS-Hurricane Isaac. Additionally, developed benefit cost analysis approval of mitigation projects in the 404 and 406 process working with all assigned staff and local partners.

Kurtis Bullard

Project Manager



Public Assistance Grant Program Management | In-Kind Services | 2015 – 2017

Experienced with Project Worksheet analysis and project formulation for reimbursement (force account labor/Line item materials cost) under the Public Assistance program (Including new 428 process for PA projects) in accordance with all applicable federal and state laws.

Floodplain Management Technical Services | Environmental Review | 2014 – 2016

Led a team of individuals that provided coordination with Federal and State agencies to ensure Environmental, Floodplain Management Compliance and Benefit Cost Analysis disciplines are involved in fully implementing the review of Repetitive flood loss structures in the Hazard Mitigation and Public Assistance programs within an acceptable timeframe set forth by FEMA.

Community Development Block Grant (CDBG) Project Management | Global Match | 2013 - 2015

Managed Community Development Block Grant (CDBG) Funds for Global Match cost share responsibilities with the State of NJ and NY acquisition and infrastructure sustainability program

Hazard Mitigation Planning | Repetitive Loss Analysis | 2014

Spearheaded the hazard mitigation grant program in conjunction with statewide update to severe repetitive loss data base after Hurricane Irene in North Carolina.

Floodplain Management Technical Services | Environmental Review | 2013

Deployed to assist the Mississippi State Flood Plain Administrator in conjunction with State priorities/recovery plan for FEMA Floodplain Management Group Region IV.

Employment History

FEMA-HMGP Project Manager 2009-2016

Real Estate Acquisitions Senior Project Manager US Postal Service 2016 to present

KEY STAFF RESUMES

Valeria Davis

CDBG-DR SUBJECT MATTER EXPERT I

Ms. Davis is a twenty-eight-year experienced Community Development professional with excellent interpersonal, leadership, communication and organizational skills. Multi-task oriented with proven accomplishments to include the oversight and direction of federal programs that assist low, moderate and middle income; flood recovery; in addition to homeless citizens and HIV/AIDS. Award-winning of the 2009 NaCO Award; 2010 public housing authority Partner of the Year; 2011, 2014, 2015, 2017, 2018 John Sasso National Community Development Week Award; 2013 National Audrey Nelson Achievement Award.

EDUCATION

Bachelor of Science in Human Resource/Personnel Management, Winthrop University – Rock Hill, SC

KEY PROJECT EXPERIENCE

City of Columbia, Deputy Program Manager – Columbia, SC develops processes and procedures to effectively, efficiently manage program level requirements; provide daily oversight of the CDBG-DR Disaster recovery program, working collaboratively to ensure compliance with program guidelines, regulations, policies, procedures, and standards; oversee the development of Action Plans, substantial/non-substantial amendments as completed by the Subject Matter Expert, and SOPs as needed; respond to public inquiries and applicant grievances and complaints, quickly resolving conflicts in sensitive situations; track program and policy changes; gather, interpret, and prepare data for HUD reporting and procedural recommendations to the City's Community Development Department; provide tracking and reporting information concerning relocation assistance; assist in procuring professional and contractor services by developing scopes of work and evaluation criteria; coordinate environmental review process with Case Managers and contractors; supervise onsite document management practices; and assist the Program Manager in close out responsibilities and other tasks as needed.

Community Development Division Manager – Richland County - Columbia, SC

Primary Point of Contact and Integral Team Member for CDBG-Disaster Recovery (CDBG-DR - \$30 million) which included housing, local business and infrastructure components. Provided Planning, Direction, Coordination and Management of a federally funded department (up to \$6 million). Ms. Davis was Grantee to US Department of Housing and Urban Development Funding to include Entitlement (CDBG, HOME); American Recovery and Reinvestment Act - ARRA (HPRP, CDBG-Recovery) and HERA (NSP 1). NSP 3 funding partner with SC State Housing Development and Finance Authority. Oversaw daily operations of community development programs while performing administrative and supervisory work

Community Development Administrator – City of Columbia, SC

Duties included those noted under Community Development Coordinator position and the following:

- Served as Division Head of the Community Development Division
- Supervised four employees: 3 direct and 1 team member
- Oversight of CDBG and HOPWA federal programs (approximately \$2.4 million) that assists low-income and HIV/AIDS persons
- Monitored deliverables and provided compliance with commercial related projects
- Provided development, implementation and oversight of Neighborhoods Opportunities Program (over \$1 million in past 7 years)

Anthony Faciane, Sr.

CDBG-DR SUBJECT MATTER EXPERT II

Anthony Faciane, Sr. has over thirty years of experience administering and managing federally funded programs such as Community Block Grant (CDBG), Disaster CDBG, HOME Investment Partnerships Program, Housing Opportunities for Persons with AIDS, Emergency Solutions Grant, Shelter Plus Care and the American Recovery and Reinvestment Act grants.

KEY PROJECT EXPERIENCE

Neighborhood Stabilization, City of New Orleans – Director. Administered federally funded housing and community development programs, and initiatives for homeless individuals and persons with special needs. Managed six bureaus that were responsible for the daily implementation of federally funded programs and projects.

- **Planning and Development:** Grants managements, Action Plan, substantial amendments, competitive selection processes, IDIS, data collection, reporting, and complaint resolution.
- **Affordable Housing:** Administered affordable housing programs; Owner Occupied Rehab, Rental Housing Development, First-time Homebuyer/Soft-Second Mortgage Program, developed contracts and facilitated contractor and developer payments, carried out compliance monitoring of rental housing units.
- **Construction Monitoring:** Conducted inspections and prepared the scope of work for rehabilitation projects, monitored active rehab projects, approved contractor payments, conducted feasibility/viability assessments, conducted cost reasonableness analysis, certified and maintained the pool of contractors, oversaw the construction bid process and conducted HQS inspections.
- **Intake:** Certified the income eligibility of program participants of the Owner-Occupied Rehab and Homebuyer programs, approved the eligibility of tenants of rental housing units, collected demographic information on program participants for reporting purposes.
- **Neighborhood Services and Facilities:** Carried out the Homeless and Persons with Special Needs programs that were associated with the HOPWA, ESG and SPC funding. Monitored homeless and special needs facilities. Implemented community development project and monitor long term compliance.
- **Environmental Review Compliance:** Administered the requirements of the National Environmental Policy Act (NEPA).

Office of Recovery Management, City of New Orleans – Deputy Director. In the immediate aftermath of Hurricane Katrina, the City’s Office of Community Development was reorganized into the Office of Recovery Management. As Deputy Director, Mr. Faciane was responsible for housing and mass care. His duties were to establish policies and procedures for emergency housing and to coordinate the delivery of FEMA trailers for displaced New Orleans residents. Mr. Faciane led efforts to secure housing for medical personnel, educators, infrastructure personnel and other workers that were needed to stand up the city. He was the City’s representative in the Emergency Operations Center, reporting on housing, right-of-entry and demolition. He coordinated these activities with the Federal Emergency Management Agency, U.S. Army Corp of Engineers and the Governor’s Office of Homeland Security.

Adolph Bynum, Jr.

CONSTRUCTION MANAGER

Versatile construction management professional with eight years of residential, commercial and project management experience that includes Community Development Block Grants (CDBG) funded projects. Versed in leading and directing employees, inspectors and contractors in planning and execution of construction, major maintenance projects, and construction budget composition. Skilled in developing and implementing construction management and quality control processes that ensure adherence to design requirements and applicable codes during procurement and construction phases. Understand the importance of fostering a work environment where employee safety is the core goal and integrated into all activities. Valuable experience working closely with architects and engineers.

KEY PROJECT EXPERIENCE

CONSTRUCTION QUALITY ASSURANCE ANALYST

Provide project oversight support to Housing Program, Quality Assurance, Auditing and Reporting for Restore Recovery Program, State of Louisiana. Manage projects to ensure on-time and under-budget completion of work, as well as adherence to safety guidelines on site. Develop scopes, estimates, and timelines to create queue of projects. Schedule and coordinate subcontracted labor and permits. Maintain project records and report on project status / completions.

PROJECT MANAGER

Managed staff of twelve personnel encompassing ten Core Service Areas, including Program Operations and Administration, Eligibility and Benefit Determination, Closing and Disbursement of Funds, Quality Assurance / Quality Control, Appeals, Compliance and Monitoring, Issue Tracking and Fraud, Waste, and Abuse, Document Management and Records Retention, Accounting and Reporting, and Applicant Relations. Accountable for construction operations under Homeowner portion of one of nation's largest hurricane disaster recovery efforts (HAP). Facilitated / directed all aspects of construction management, including damage assessments and inspections, feasibility studies, itemized scopes of work, construction cost estimations, fraud determinations, competitive bid-letting, and contractor qualification. Coordinated with environmental contractors and state agencies in rental assistance disbursement. Provided management and key oversight over six service areas, including Project Operations, Construction Management, Funds Disbursement, Compliance and Monitoring, Inspections/Home Evaluation, and QA/QC. Provided management and key oversight for seventy residential and commercial construction contractors representing 3,200 skilled and unskilled workers to accomplish rehabilitation and reconstruction of residential structures totaling more than \$120 million in CDGB funding.

EDUCATION

Bachelor of Science, Business Administration, Southern University – New Orleans, LA

QUALIFICATIONS

- Xactimate
- QuickBooks
- Microsoft (Word, Excel, PowerPoint, Project)

CERTIFICATIONS

- Uniform Physical Condition Standard (UPCS), 2013
- OSHA 30
- Life Safety & Property Protection License, LA. Fire Marshall, 2012

ORGANIZATIONS

PMI Member

RELEVANT EXPERIENCE

- Cost Reasonable Analysis
- Building Codes & Regulations
- Blueprints/Plan Interpretation
- Budget Management
- Structural Integrity Assessment
- Subcontractor Supervision
- OSHA Regulations

Managed and disbursed \$5 million in Unmet Needs Program construction projects within the first year.

Served as point of contact to clients and stakeholders that include state and federal agencies, environmental contractors, and non-profit advocacy groups.

Analyzed contractor contracts and payments to identify instances of fraud.

Accountable for project quality, along with timely and accurate delivery of overall project goals.

BUILDING PLANS EXAMINER II

Reviewed and examined blueprints, specifications, and minor structural calculations for residential, commercial / industrial plans, specifications and related documents for compliance with building and zoning codes and regulations. Conducted onsite inspections and submitted brief plan revision reports to ensure program / policy compliance. Researched zoning codes and land use applications. Collaborated with architectures and contractors to review proposed projects. Advised building inspectors and other professionals regarding potential problems. Resolved contract conflicts as needed.

- Performed Uniform Physical Condition Standards (UPCS) inspections for numerous housing programs.
- Recommended changes to achieve compliance with accessibility, building, electrical, energy, mechanical, plumbing, zoning and other codes and regulations.
- Monitored technical developments and legislation related to new materials and methods of construction, zoning code changes.

CONSTRUCTION SPECIALTIES

Performed cradle-to-grave management of multiple concurrent projects in various phases under housing programs. Performed HQS inspections for LHC and the Louisiana Housing Authority. Manage all aspects of estimating, award, contract review, job set up, budgeting, man hour tracking and field crew scheduling/supervision. Prepared comprehensive job cost estimates, proposals, payment requests and change order requests.

- Provided technical assistance to Community Development Block Grant Program (CDBG) recipients; ensure compliance of projects and expenditures with federal rules / regulations and program agreements.
- Provided specialized policy and program technical assistance to the Division Manager, Director, and Program Managers regarding construction management, operation issues and other statewide matters.

CDBG CONSTRUCTION ADVISOR

Oversaw construction related activities of various disaster recovery programs in a contract role for the Office of Community Development Disaster Recovery Unit in the repair and rebuild of hurricane impacted properties. Monitored construction budgets, schedules and contract performance. Ensured grant recipient compliance with CDBG regulations.

- Monitored construction compliance with FEMA Hazard Mitigation Grant Program, CDBG Blight Reduction Assistance Program, Small Rental Property Program, and the Nonprofit Rebuilding Pilot Program.
- Worked with homeowners and local nonprofit organizations to provide construction technical assistance in contract negotiations and development of detailed scopes of work.

Charles Clay

CONSTRUCTION INSPECTOR/ ESTIMATOR

Energetic self-starter with a can-do attitude with over twenty years of experience in Leadership, Disaster Response, Quality Control, Construction Management, Research and Development, Federal Regulations, Compliance, FEMA Regulations, Safety, Human Resources, Contracting and Business Management skills honed within the United States Army and the Louisiana Army National Guard.

KEY PROJECT EXPERIENCE

City of Columbia, SC – Inspector III

Performs residential inspections on rehabilitation, reconstruction and new construction Disaster Recovery Project Homes; schedules and coordinates inspections with construction management team, builders and homeowners; use Xactimate estimating software, conducts initial site inspections to verify and quantify storm damage, work in place, environmental checklist requirements and homeowner questionnaire, conduct progress inspections to verify program and payment milestones and compliance with program specifications; conducts final inspections to verify satisfactory completion of all scope items and obtain required builder/homeowner sign-offs; provides all critical project dates to Case Managers. Oversees and manages the environmental needs with executed environmental for ESP.

USVI and North Carolina CDBG-DR Programs - Compliance Analyst QA/QC Developed and implemented internal QA program for QC. Researched FEMA, Federal and Local regulations. Developed forms as needed to enhance productivity of the program and ensure compliance. Inspected properties with inspectors to ensure compliance with program requirements. Developed Policy and Procedures to meet the intent of FEMA program. Quality Control for initial site visits and final site visits. Quality Assurance for Quality Control. Developed and implement Compliance Plan. Developed Closeout process. Advised project managers on compliance issues. Worked with Xactimate and received certification.

Assistant Procurement Officer

- Advised on all contract matters
- Worked disaster response and recovery contracts, agreements, leases and purchases for the Louisiana Military Department during Statewide Flooding, Winter River Flooding, Hurricane Harvey, Hurricane Irma, Tropical Storm Nate and Hurricane Maria
- Validated construction and create and process needed change orders
- Ensured all contracts meet Federal and State regulations
- Worked with various Federal and State agencies to streamline funding and project execution
- Solicited for bids for projects; analyzed front end documents for accuracy and ensured budget authority was available for eligible projects.

EDUCATION

Computer Science McNeese State University, Lake Charles, LA

QUALIFICATIONS

- Xactimate Level I
- Fiscal Law
- Microsoft (Word, Excel, PowerPoint, Project)

RELEVANT EXPERIENCE

- Research and Development
- Federal Regulations
- Quality Assurance/ Quality Control
- Disaster Response
- Construction Management

Vickie M. Wise

CASE MANAGER/ COMPLIANCE

Top-performing, ethical, energetic professional with over twenty years of experience in regulatory compliance, developing and revising policies/procedures, and researching. Communicates effectively both verbally and in writing, multi-tasking and ensures all tasks are completed successfully within time.

KEY PROJECT EXPERIENCE

City of Columbia, SC – Case Manager

Assists CDBG-DR team with liaison role to serve assisted households; database updates, case file management uploading to SharePoint system; and other administrative functions as deemed needed.

Richland County, SC - Compliance Manager provided technical assistance to Community Development Block Grant Disaster Recovery (CDBG-DR) grantees in disaster recovery. Provided advice and direction to Case Managers to include program oversight and Housing and Urban Development (HUD) regulations. Managed the intake and evaluation application process for CDBG-DR housing program. Identified a risk and mitigated such which saved funding in relocation expenses. Responsible for ensuring case managers perform duties as assigned and fulfill responsibilities in accordance with program requirements and policies & procedures. Reviewed homeowner's files for compliance in accordance with HUD's guidelines. Assisted Case Managers with maintaining grantee program files in accordance with HUD requirements and maintaining SharePoint database. Coordinated with local agencies and non-profit groups for information regarding the same applicants. Conducted eligibility calculations and duplication of benefit reviews. Conducted quality assurance reviews of applicant files for eligibility. Coordinated with staff to conduct required inspections of homes entering the CDBG-DR program. Coordinated with rehab and rebuild contractors regarding scheduling and site visits. Reviewed scope of work performed by Xactimate. Responsible for interpretation of applicable laws and regulations. Reviewed property addresses for flood zone. Review hazard insurance for replacement cost. Developed and revised policies/procedures based on business requirements and ensuring compliance with HUD's guidelines and regulations. Reviewed and executed closing documents such as promissory notes, mortgages ensuring compliance with policies and procedures. Maintained applicant information, forms, and other data in SharePoint. Reviewed and process change orders and reconcile invoices. Researched discrepancies with invoices. Processed and approved Temporary Relocation applications and determined eligibility amount for homeowners. Prepare contracts to initiate repairs and rebuild of homes.

Richland County, SC – Auditor ensured policies/procedures were established and followed according to law. Ensured member assets were protected and safeguarded according to law and/or policy(ies). Checked and verified proper internal controls are in place. Managed audit evidence

EDUCATION

Limestone College - Bachelor of Science in Business Administration/Management

QUALIFICATIONS

- Microsoft (Word, Excel, PowerPoint, Project)
- SharePoint
- Adobe Professional
- Nitro 8
- Power PDF Advanced
- Access and Outlook

RELEVANT SKILLS

- Strong interpersonal skills
- Sound judgment
- Organized
- Problem-solving
- Strategic & independent thinker
- Project Management
- Analytical skills
- Detailed-oriented
- Quick learner

and working papers. Conducted loan audits on member accounts and review debt to income ratio. Evaluated audit checklists that have exceptions. Analyzed work of tellers for compliance with regulations and credit union internal policies and procedures. Reviewed Suspicious Activity Reports (SAR's) Reports. Conducted impromptu audits of cash on hand, loans and file review. Conducted mock audits in accordance with policies and procedures. Identified and communicated risk issues and develop responses to address risks that affect the credit union. Reviewed Currency Transaction Reports for accuracy and submission. Ensured records were maintained properly and accurately. Made recommendations/suggestions to Board based on findings of auditor and examiner. Conducted annual audit & hire auditor. Review data change list (non-financial transaction report) for discrepancy(ies).

EDUCATION:

BSF, Forest Management,
Engineering Concentration,
West Virginia University,
1978

REGISTRATIONS:

Certified Floodplain Manager: US

YEARS OF EXPERIENCE:

41

AFFILIATIONS:

National Emergency
Management Association
(NEMA)

Association of State Floodplain
Managers (ASFPM)

State Hazard Mitigation Officers
Network– Coordinator and
Instructor, SHMO 101

NEMA Mitigation Committee –
Mitigation Alliance

National Hazard Mitigation
Association – Board of Directors

SELECTED PUBLICATIONS:

Post-Disaster Flood Damage
Assessment: The Key to Holistic
Disaster Recovery Beyond
Implementation of Robert T.
Stafford Act Recovery Programs

Floodplain Management 2050;
Gilbert F. White National Flood
Policy Forum, ASFPM.

FEMA P-318; Homeowner's
Guide to Retrofitting.

FEMA P-348; Protecting Utility
Systems for Flood Damage

FEMA 499; Home Builder's
Guide to Coastal Construction

Deborah Mills, CFM

position

Ms. Mills is a former Virginia State Hazard Mitigation Officer and Recovery Division Director with more than 37 years environmental engineering, floodplain management, and emergency management experience. In this position, she advocated for and facilitated funding and ultimate completion of eight Virginia DRU Plans. Her FEMA Hazard Mitigation Grant Program (HMGP) expertise facilitated management of technical reviews for FEMA and completion of FEMA mitigation grant applications which have been funded in Virginia, Pennsylvania, Colorado and Massachusetts. She has served in 18 FEMA-State Joint Field Offices and co-authored numerous FEMA Publications and EMI Course curricula featuring mitigation of residential and non-residential building components. Ms. Mills has led technical reviews for FEMA of HMGP sub-applications and supported FEMA application development and review for numerous states, local governments and public utilities. She also served FEMA Public Assistance for a year as a supervisor of eleven Program Delivery Managers in the role of Task Force Lead during 2017 – 2018 Hurricane Harvey recovery in Houston Texas.

SELECTED EXPERIENCE

FEMA Public Assistance Program Technical Support. As a FEMA Task Force Lead, supervised a team of eleven Program Delivery Managers supporting the FEMA Houston Texas Recovery Office for DR-4332-TX, Hurricane Harvey. Using FEMA's new Program Delivery Manager, Grants Manager and Grants Portal, supported team members and sub-Applicants through the program delivery process. Coordinated mitigation projects with 406 mitigation team, resulting in section 406 and 426 mitigation work being funded in addition to traditional mitigation.

Colorado HMGP Technical Assistance, Colorado, Project Manager. Supported HMGP applications, draft state RFIs and RFI responses for HMGP applications, including residential acquisition and elevation, stormwater management infrastructure improvement, generators and plan updates. Supported NEMIS project entry as one of only three team members with NEMIS security clearances.

Red Hook, Brooklyn Small Business Hazard Mitigation and Storm Preparedness Project, Port Authority of New York & New Jersey and the Southwest Brooklyn Industrial Development Commission, New York & New Jersey, Mitigation Lead. Assessed three pilot small businesses to develop an array of passive and building improvement measures to prevent future damages from coastal surge, wind and flooding. Authored a Mitigation Report detailing general mitigation

measures appropriate for typical small business New York City building stock as well as a Small Business Preparedness Guide and templates.

HMGP Technical Support, Texas Division of Emergency Management (TDEM), Mitigation Specialist. Supported TDEM sub-applicants and TDEM mitigation staff in Quality Reviews of DR-4332-TX Harvey Hazard Mitigation Grant Program full applications. Reviewed Scope of Work, application elements, engineering, pricing, BCA results, budget and application associated forms on a variety of housing, utility hardening, drainage, generator and safe room projects.

Middletown Borough, Pennsylvania HMGP Manager. Managed HMGP sub-grant application process for five Phase 1 and two Phase 2 sub-grants for small central Pennsylvania Borough affected by Tropical Storm Lee. Completed all required administrative application procedures resulting in fast-track award of Phase 1 sub-grants. Provides administrative support to property owners, Borough and closing attorney to position Borough for real estate closings for acquisition projects. Coordinated parcel surveys and environmental permitting. Provide cost recovery and quarterly reporting to PA Emergency Management Agency for Borough. Serves as liaison between property owners, Borough, PEMA and FEMA.

Hazard Mitigation Technical Assistance Program (HMTAP), FEMA, Region VII – Iowa, Mitigation Specialist. Served as the project review workload coordinator to provide technical review of Iowa HMGP sub-applications for six recent federal disaster programs. Reviews include EHP, engineering feasibility, BCA and eligibility and compliance. Performs final review of technical review documents and composes RFI letter for regional use in communicating sub-application eligibility gaps to the state and sub-applicants.

Hazard Mitigation Technical Assistance Program (HMTAP), FEMA, Region VI – Texas, Task Manager. Supervised multi-disciplinary team of engineers, planners and economists to review Texas HMGP for Hurricanes Rita, Dolly and Ike. Provided final technical report quality control, composition of bulleted reports and draft review letters. Facilitated consultative problem solving for unique or challenging projects.

Hazard Mitigation Technical Assistance Program (HMTAP), FEMA, Nationwide, Task Manager. Responsible for providing floodplain management technical assistance including guidance documents and training workshops.

HMA Grant Administration, Statewide, VA. Virginia State Hazard Mitigation Officer. Administered more than \$60M in HMGP, FMA, PDM, RFC and SRL grants. Provided innovative programs to engage local government applicants in the mitigation grant project development

process, such as grant preparation workshops, BCA workshops, elevation project management training and disaster recovery training.

Virginia Department of Emergency Management, State Hazard Mitigation Officer. Managed more than \$40M in mitigation grant program funds as an Enhanced State. Principle author and facilitator for the 2004 and 2007 Commonwealth of Virginia *Standard and Enhanced All-hazard Mitigation Plan*. Facilitated the State Hazard Mitigation Plan Steering Committee and the 2010 HIRA development sub-committee. Supervised the development of 35 local and university mitigation plans in the Commonwealth. As Virginia's Recovery and Mitigation Division Director, Deborah supervised closure of 90 percent of open Hurricane Isabel project worksheets while managing the state's public assistance, individual assistance and hazard mitigation program as well as long-term recovery planning.

Virginia Nonpoint Water Pollution Program, Statewide, VA, Program Manager. At Department of Conservation and Recreation, served as nonpoint source pollution program planner. Managed numerous NPS EPA grants assuring full compliance with section 106 and all federal water quality regulations. Managed state's Chesapeake Bay NPS grant program, again assuring that funded projects were fully consistent with federal environmental and historic preservation regulations. Reviewed all Virginia 401 and 404 permit applications from 1989 – 2001.

EDUCATION:

MSCE, Civil Engineering, University of Washington, 2009

BSCE, Civil Engineering, Tufts University, 2004

REGISTRATIONS:

Engineer-in-Training: MA

YEARS OF EXPERIENCE:

11

Kelly Rosofsky EIT

Position

Ms. Rosofsky has responded to five disaster declarations as a Public Assistance Project Specialist for FEMA, and supported Dewberry's disaster response activities after Superstorm Sandy. She participated in the development and exercise of a City of Seattle Damage Assessment Plan and produced a Critical Facilities List. After Superstorm Sandy, Ms. Rosofsky deployed twice to NJ to perform building damage inspections supporting FEMA's substantial damage estimation (SDE) assessment efforts and then was part of the management team of a \$20 million waterway debris removal project with the New Jersey Department of Environmental Protection (NJDEP). For this project, she was a FEMA compliance specialist and performed task order management, project management, and protocol development as the deputy technical lead.

SELECTED EXPERIENCE

Deputy Technical Lead, Post-Superstorm Sandy Waterway Debris Removal Program Management, New Jersey Department of Environmental Protection, Statewide, NJ. Supported the New Jersey Department of Environmental Protection (NJDEP) in FEMA compliance during the clearing of debris from NJ Waterways. Ms. Clark managed the field project managers overseeing the waterway debris operations of the contractors and monitors. The removal efforts consisted of the disposal of 100,000 CY of debris from the state waterways. In addition, 200,000 acres of state waterways were scanned with side scan sonar to identify underwater targets, determining eligibility of targets, removing, storing, transferring and tracking debris to its final disposal location. She assisted in the preparation of NJ State debris removal protocols written to address statewide compliance with Environmental and Historic Preservation regulations and the FEMA Public Assistance program.

Project Manager, Post-Superstorm Sandy Waterway Dredging, New Jersey Department of Transportation (NJDOT), Statewide, NJ. Supported the NJDOT in FEMA compliance during the removal of sediment debris from NJ waterways. Ms. Rosofsky managed the field project managers overseeing the waterway debris operations of the contractors and monitors. The removal efforts consisted of the disposal of 100,000 CY of debris from the state waterways. In addition, 200,000 acres of state waterways were scanned with side scan sonar to identify underwater targets, determining eligibility of targets, removing, storing, transferring and tracking debris to its final disposal location. She assisted in the preparation of NJ State debris removal protocols written to address statewide compliance with Environmental and Historic Preservation regulations and the FEMA Public Assistance program.

Hazard Mitigation Technical Assistance Program (HMTAP) Non-A/E, 2015-2020, Federal Emergency Management Agency. Dewberry is currently providing HMGP technical assistance to FEMA Region VI post Hurricane Harvey and to FEMA Region IX for 198 HMGP projects under DR-4240-CA. We also support the HMA Grants Policy Branch with innovative flood and drought mitigation project guidance and other policy initiatives. As a FEMA Specialist and subject matter expert, Mrs. Rosofsky answered the helpline and directly responded to customer questions regarding the use or application of the BCA tool. The helpline addressed technical questions only. Specialists often have to reverse engineer customer models to isolate errors for correction and explain to customers how the analysis of the tool is performed, particularly with regard to the Depth Damage Functions, Recurrence Interval Calculator, and Social and Environmental Benefits.

HMGP Technical Assistance, FEMA (HMTAP) for Texas Department of Emergency Management, 2018. Provided engineering feasibility assessment and BCA technical review of local government's HMGP application materials as a technical support role to the state of Texas under FEMA's HMTAP contract. The application materials were reviewed for feasibility related to engineering, cost, and mitigation effectiveness and the BCA was reviewed for accuracy and completion. Feedback was provided to the applicant in the form of an RFI.

Project Specialist, Federal Emergency Management Agency, Region X, Bothell, WA. Worked with eligible applicants in the Public Assistance (PA) program to help them recover after a disaster by temporarily relocating to a joint field office (JFO), scheduled meetings with applicants, explained the policies outlined in the Stafford Act to the applicant, and wrote project worksheet reports. Conducted hazard mitigation analysis for both the Stafford Act Section 404 and 406 mitigation programs in conjunction with the hazard mitigation specialist on the team.

Experience Overview

Possesses over 20 years of broad consulting experience in both the public and private sector including seven (11) years of direct experience managing HUD funded Community Development Block Grant Disaster Recovery (CDBG-DR) and Federal Emergency Management Agency (FEMA) projects for State and local governments. He has provided technical assistance, grant management, policy development, and oversight and direct project management for multiple natural disasters across the United States including some of the largest and costliest disasters in recent history. He has participated in response and recovery for natural disasters exceeding \$50B in HUD CDBG-DR and FEMA grant funds and provided grant administration and recovery efforts that required mobilization of large teams and personnel. He has managed multiple successful programs for HUD including overseeing the financial management of federal funds that have been audited with no findings or de-obligations.

Project Experience

City of Houston, Finance Department; FEMA Financial Reimbursement and Grant Management; Technical Assistance -

Assisting the City of Houston with its planning, documentation, strategy and financial administration for its FEMA reimbursement due to Hurricane Harvey. MPACT provides experienced FEMA project worksheet staff to identify eligible costs and cost categories, and properly document for TDEM and FEMA approval and reimbursement.

City of Houston, Department of Housing & Community Development; Action Plan Development and Technical Assistance -

The City of Houston is responsible for developing a strategic Action Plan that will be submitted and approved by HUD. The City has received over \$660 Million in funding and must provide an assessment of how the funds will be administered and used for its recovery and community development projects. MPACT is assisting the City to assess, design and plan for the uses of these funds, which include detailed empirical analysis, housing, infrastructure and economic impact studies, cost-benefit analysis as well as projected resiliency solutions.



Education

Master of Business Administration (MBA)

Northwestern University

Kellogg Graduate School of Management

Bachelor of Science in Electrical Engineering

Brown University



Certifications

National Incident Management System - ICS certification

Disaster Housing Assistance Program

HUD Section 3 and Labor Compliance SME



Skills

HUD CDBG - DR

FEMA

Hazard Mitigation

Revenue Strategy

Quality Assurance & Quality Management

Labor Compliance

State of New York, Governor's Office of Storm Recovery; Compliance & Monitoring and Technical Assistance

The State of New York established the Governor's Office of Storm Recovery (GOSR) which utilizes approximately \$4.1 billion in CDBG-DR funding and additional funding from FEMA to design and implement projects for recovery and long-term sustainability from the most recent impact of Superstorm Sandy, and also prior Hurricane Irene and Tropical Storm Lee. As the President of MPACT, Mr. Robinson and his team were engaged to provide compliance and monitoring services across all of GOSR's recovery programs, including its subrecipients, and contractors. The project consists of developing Compliance & Monitoring policies and procedures, developing and conducting training, providing technical assistance and conducting monitoring across the entire spectrum of funded activities, as defined in the State Action Plan.

Mr. Robinson is also engaged to assist GOSR with the design, development and implementation of its funds recapture policy. The Recapture team is responsible for the identification, assessment and verification of excess funds, and then the process to recapture excess funds from program expenditures.

State of New York, Governor's Office of Storm Recovery; Unmet Needs Assessment

Conducted analysis and research to determine the unmet needs for restoration of housing, infrastructure and economic development activities related to Superstorm Sandy. Conducted best practices research to address current and future disaster recovery efforts. The unmet needs assessment was conducted for NY State to identify disaster recovery needs that are not likely to be addressed by other sources of funds such as FEMA, SBA, NFIP and private sources

State of New Jersey, Department of Community Affairs; Section 3 Compliance & Monitoring and Technical Assistance – The State of New Jersey has received nearly \$4. billion in CDBG-DR funds for the recovery programs as a result of Superstorm Sandy. Mr. Robinson is assisting the agency to design and implement its Section 3 Program, including coordination of outreach, compliance and monitoring, and implementing strategies for achieving compliance and reporting.

Employment History

MPACT Strategic Consulting LLC
Houston, TX and New York, NY
President & CEO

2007 – Present

EDUCATION:

ME, Civil Engineering, The Cooper Union for the Advancement of Science and Art, 1991

BE, Civil Engineering, The Cooper Union for the Advancement of Science and Art, 1990

REGISTRATIONS:

Professional Engineer: VA

Professional Engineer: LA

Certified Floodplain Manager: US

YEARS OF EXPERIENCE:

Dewberry Experience: 20

Total Years of Experience: 28

AFFILIATIONS:

Society for Benefit-Cost Analysis (SBAC)

National Council of Examiners for Engineering and Surveying (NCEES)

American Society of Civil Engineers (ASCE)

Association of State Floodplain Managers (ASFPM)

John Squerciati PE, CFM

Position

John has been leading efforts for Dewberry's Hazard Mitigation Technical Assistance Program (HMTAP) since 1998, and is Dewberry's lead for the Data Analysis and Tools, which includes the Benefit Cost Analysis (BCA) Loss Estimation, GIS, HAZUS and IT applications groups. His background in civil engineering, with specific experience in structural analysis, foundation design, construction, and building codes and standards, has been a key factor to his success. He has managed multiple FEMA task orders through the firm's HMTAP, TARC and Public Assistance contracts. John was lead researcher and author for several FEMA publications, and lead developer and instructor for several mitigation training workshops. He has served as structural mitigation expert in dozens of Joint Field Offices evaluating damage, building code compliance, BCA, developing mitigation programs and post-disaster recovery training.

SELECTED EXPERIENCE

Senior BCA Specialist, California Office of Emergency Management, DR-4407-CA. Reviewed over 20 FEMA Benefit Cost Analysis on behalf of the State for program compliance and technical feasibility. Prepared individual reports describing BCA issues and suggestions for gaining eligibility.

Senior BCA and Mitigation Specialist, FEMA HMTAP DR-4332 Texas Hazard Mitigation Grant Program Technical Assistance, Federal Emergency Management Agency, TX. Dewberry provided technical assistance directly to 55 communities prioritized by FEMA Region VI. Task order includes outreach and coordination with communities to build upon their Notice of Intent documentation to provide technical assistance to draw upon extensive experience with HMGP Grant application reviews and provided needed technical resources to complete HMGP applications. Projects were reviewed and approved by TDEM and FEMA to award approximately \$1.1B in HMGP funding.

Project Manager, HMTAP2009 12-J-0006, Federal Emergency Management Agency. The FEMA Benefit Cost Analysis (BCA) Helpline is designed to provide users applying for Hazard Mitigation Assistance (HMA) program grants with BCA guidance as part of the subapplication development process. Often, the BCA is the most complex and challenging component of an subapplication, particularly when the person tasked with running a BCA has limited experience with the software. Dewberry understands that when someone contacts the BC

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Helpline, it is usually at a time-sensitive point in the subapplication development process, and it is crucial that they receive timely, complete guidance. The BC Helpline typically receives around 1,000 inquiries per year by phone voice mail or e-mail that require responses within one week. Our approach combines BC Helpline experience with a comprehensive understanding of the challenges associated with BCAs. Our points of contact bring an understanding of mitigation planning and grants, as well as deep familiarity with the software to every response.

Project Manager, HMTAP2009 14-J-0007 Alternative Flood Mitigation Measures, Federal Emergency Management Agency, US. Led a team of subject matter experts to develop a technical feasibility and cost study of alternative mitigation measures that reduce flood risk and may reduce future flood insurance rates for residential buildings that cannot be structurally elevated. Coordinated results with FEMA to prepare a detailed report for submittal to Congress and a basic public outreach document, FEMA P-1017, Reducing Flood Risk to Residential Buildings That Cannot Be Elevated. Deliverables included: a comprehensive assessment of alternative mitigation measures in relation to the NFIP regulatory framework and insurance premium impacts is performed and results in guidance that allows homeowners to make informed decisions; identification of alternative flood mitigation measures that are clearly identified to be successful in the field and demonstrated and cost-effective; final outreach presentation materials that clearly and concisely communicate assessment parameters and identify alternative mitigation strategies; and providing regular communication of subtasks, progress to date, and project milestones.

BCA and Mitigation Specialist, Massachusetts Emergency Management Agency (MEMA)/FEMA Hazard Mitigation Grant Program (HMGP), Massachusetts Water Resources Authority, MA. BCA Specialist for a benefit-cost analysis and application development for the HMGP for wind shutters, lightning protection, electrical line mitigation and a water reservoir generator. Also designed a minimal cost flood-proofing solution for a communications building which the MWRA will do without grant support.

Experience Overview

Vicky Sinhamu-Ngoie is a qualified Project Management professional in Emergency Management, with extensive experience in FEMA Public Assistance (PA) and Hazard Mitigation Grant Program (HMGP).

Over the past 13 years, Mrs. Sinhamu-Ngoie has coordinated and provided technical assistance to Local, State, Disaster Resistant Universities, and Tribal officials on the preparation, revision, or update of mitigation plans to comply with Federal requirements. She has also served as a project manager for Hazard Mitigation Grant (404) and Public Assistant Programs in the State of Florida, Colorado, California, Louisiana, Georgia, Texas and New York.

Project Experience

Project Manager, Jacksonville Florida **February 2020 - Current**

Conducting CAT B information session, coordinating one-on-one meeting with each division, developed damage inventory, requested/ reviewing support documentation, providing technical assistance and assisting the City in capturing and applying force account labor items.

Senior Public Assistant **City of Port Arthur, Texas (DR 4332)** **April 2018 - September 2018**

Served as a Lead PA Specialist for the City of Port Arthur, Ms. Sinhamu-Ngoie led a team in the recovery effort for Category B and Donated Resources. Conducted a CAT B information session, coordinated one-on-one meeting with each division, developed damage inventory, requested/ reviewed support documentation, provided technical assistance and assist the City in capturing and applying for an estimated total of \$1.6 Million in CAT B.

Project Manager **Missouri City, Texas (DR4332)** **February 2018 - October 2018**

Ms. Sinhamu-Ngoie managed CAT B projects, provided guidance and technical assistance to city staff while reconciling all necessary documentation to satisfy FEMA's project worksheet submission of force account labor, equipment and material. The estimated reimbursement for



Education

Master's Degree in Business Administration from the University of Phoenix

Candidate for Doctorate in Management in Organizational Leadership



Certification

G318 Mitigation Planning Certificate

National Incident Management System ICS certification



Skills

Mitigation Planning

Hazard Mitigation Grant Programs

Public Assistance and 406

Mitigation

Program Management

Quality Control and Compliance

Damage Inventory Development

Applicant Briefings

Site Inspection Reviews

Vicky Ngoie

Project Manager



Project Manager
Port Arthur Independent School District (DR4332)
September 2017 - October 2018

Ms. Sinhamu-Ngoie served as a Project Manager for the Port Arthur Independent School District. Working directly with her FEMA and DTEM counterparts, she compiled data to develop the damage inventory to meet the 60 days' deadline. Her role involves providing Public Assistance and 406 Mitigation guidance to district staff, request/review all required documentation for CAT B-G and CAT Z (DAC Pilot) project worksheets to insure all elements are met including force account labor, equipment and material as required by FEMA. She also participated in site inspections, developed Damage Descriptions and Scope of Work for all project worksheets, monitored projects using the Grants Portal and respond to FEMA's EEI requests on behalf of the district. The estimated reimbursement to the Port Arthur Independent School District was \$1.5 Million.

Public Assistant Specialist
Houston Housing Authority (DR4332)
October 2017 - February 2018

Ms. Sinhamu-Ngoie served as a PA Specialist for the Houston Housing Authority. Her role involved eligibility determination based on the Public Assistant guidance, damage inventory development, site inspection scheduling, documentation request/review, FEMA submission using the FEMA Portal, project monitoring through the portal and EEI response for CAT B - F project worksheets.

Employment History

Project Manager
April 2015 - Current
MPACT Strategic Consulting LLC

Provides project leadership for the Public Sector Disaster Recovery Business Unit and is responsible for key Project Management and Grant Management activities related to emergency management, disaster recovery and CDBG funded programs. Responsible for planning, designing and implementing both small and large, complex projects for private and public sector clients. Provides leadership and technical knowledge in the areas of grant management and implementation, Monitoring & Compliance, Training, Case Management, Operational Efficiency and Financial Management.

Project Manager

Department of Community Affairs for the State of Florida (DR1561)

Hazard Mitigation Planner/ Project Manager

Federal Emergency Management Agency, Long Term Recovery Office (DR1539, DR1545, DR1551 and DR1561)

Hazard Mitigation Planner

Witt O'Brien Consulting

Integrated Solutions Consulting, Inc. (ISC) is a professional services firm focused on developing and implementing comprehensive crisis and consequence management solutions. We are recognized as innovative problem solvers, dedicated to the profession of emergency management and proficient in the disciplines that support it. As recipients of the Dun & Bradstreet Top Supplier Performance Rating for reliability, cost, order accuracy, timeliness, quality, business relations, personnel, customer support, and responsiveness, ISC proudly offers your community over 775+ years of experience, technical expertise, and unparalleled performance.

