



COMPREHENSIVE DISASTER RECOVERY MANAGEMENT SERVICES

SUBMITTED TO
Henderson County, NC

OCTOBER 23, 2024

Mountain Strong



GUIDING PRINCIPLES

iParametrics' Guiding Principles are the backbone of our business. We are a customer-focused, employee-driven firm dedicated to integrity, quality, and the highest standards of our industry. We enter each engagement committed to delivering the best products and services and exceeding our clients' expectations.

This commitment to excellence is made possible by the expertise and professionalism of our employees.

DELIVER RESULTS



Customer loyalty is the key to our future. Loyalty is built on trust - when we make a promise, we deliver.

SUPPORT COMMUNITIES



Our work is never "just projects"—people and communities are depending on our success.

INNOVATE



Seek opportunities to develop innovative solutions.

BE PASSIONATE



Demonstrate passion for what you do.

EMPOWER OUR EMPLOYEES



Our most valuable asset is our employees; with them nothing is impossible.

Overall, we bring our customers a diverse group of creative, technical, and entrepreneurial talents, all focused on providing a memorable customer experience and a safer community.



Henderson County, North Carolina
Attn: Doug Guffey, Purchasing Agent
113 N. Main Street
Hendersonville, NC 28792

RE: Comprehensive Disaster Recovery Management Services

Dear Mr. Guffey:

It is with great humility to the challenge ahead that we submit our qualifications for Comprehensive Disaster Recovery Management Services in response to Henderson County Government's RFP to support the County, its municipalities, school system, community college, fire departments and other entities. Our hearts ache for the damage caused by Hurricane Helene, but we are equally inspired by a vision to help rebuild Henderson County and its communities even better than before. **We know the people of this community have a strength that matches your mountains.** We recognize this moment is filled with uncertainty and fear, but we also see an opportunity: together, we can rebuild a stronger, more resilient community. We are backed by significant bench strength in adjacent states and nationally. We are deployment ready, eager to bring Henderson County the right resources at the right time to expedite recovery. Recovery will be daunting, it will be challenging, and it will be exhausting. **We stand ready to guide you through the challenges, work tirelessly beside you, and make this process less overwhelming for you and your residents and businesses, rebuilding Mountain Strong. We can deploy within 48 hours of notice to proceed.**

At this early stage, Henderson County and its activating entities need a shoulder-to-shoulder ally that will rapidly mobilize with the depth and breadth of programmatic and technical expertise that will tirelessly advocate for the community. This moment calls for an ally that understands the federal funding terrain – not just from an accounting and advisory perspective – but how to maximize and expand potential funding to account for changing climate conditions and that can make that case to funders – backed by data and technical expertise. This moment demands an ally that can help lead and support your community resilience planning and holistic recovery framework from day one, and ally who is with you meeting with state and federal partners.

You need a team that understands the ever-changing federal recovery frameworks, including day-to-day changes in FEMA and HUD funding. The federal response to support North Carolina is rapidly evolving, as evidenced by HUD's press release as recently as October 10 to provide \$3 million in new funding for displaced persons in North Carolina, as well as a new waiver process for disaster recovery funding. **Our team will serve Henderson County and its activating entities by monitoring these types of federal updates, understanding potential benefits and impacts for the County, and quickly adapting and adjusting strategies** to maximize funding opportunities and activate relevant stakeholders at the local level. We understand that the needs of the County and its municipalities may differ from the other activating entities, and we stand ready to serve you in the variety of needs you will have in this recovery.

For each scope item in our proposal, we have highlighted how we will begin the work immediately upon notice to proceed and for the immediate short-term. We then explain each item in the short and long-term, as the recovery effort will grow and change with each phase of recovery. Compliance from the outset is part of our approach, to be sure, but Henderson County needs more than document management and process pushers. **Overarching and thorough understanding of the timing, sequencing, and flexibility of different funding streams from FEMA, FHWA/FTA, HUD, et al – coupled with the technical engineering expertise and community resilience planning capabilities – will be the difference maker for Henderson County and its agencies.**

In this regard, HUD CDBG-DR MIT funds will not come for some time and are more likely to get routed through the State. Henderson County will need the right partner to support planning for these downrange allocations with other funding streams



in mind and engaging the State and ensuring the County's priorities are identified and included in the Action Plan and appropriately funded. This strategy formulation and planning will expedite and maximize the recovery process adjacent to other federally funded recovery investments. Our team thoroughly understands these priorities and how to work with the County to make them feasible and real, providing you with a complete and holistic recovery that truly builds back Henderson County, and especially your rural communities, better, stronger, and more resilient.

Our approach to disaster recovery is deeply rooted in the principles of **compassion, integrity, and compliance** – and with a focus on turning visions and plans into built construction. These fundamentals guide every aspect of our work, ensuring we not only meet your needs but exceed your expectations. We have been through moments like these with clients across the Gulf Coast, Florida, and the Eastern Seaboard, helping them not just recover but rebuild with strength and sustainability.

As a trusted partner, we bring extensive experience across the critical areas outlined in your RFP, including FEMA Public Assistance, Hazard Mitigation Expertise, HUD Program Support, and Long-Term Recovery Operations Implementation. For us, disaster recovery is not simply about restoring what was lost—it's about seizing the opportunity to plan, design, and build more resilient communities. Our track record speaks to this commitment: we've helped a single county secure over \$800 million to rebuild critical water infrastructure and assisted four public hospitals in obtaining over \$1.7 billion to create stronger, more sustainable facilities. **We aren't just here to check the box; we're here to guide you in strategically managing project development, securing grants, and ensuring compliance with federal and state disaster programs**, helping the County realize its greatest potential for funding and recovery.

What truly sets us apart is our deep, unwavering commitment to the communities we serve. We understand the unique challenges Henderson County faces in this recovery journey, and we bring not only the technical expertise to navigate complex federal programs like FEMA PA, HUD CDBG-DR/MIT, and FHWA-ER but also the emotional intelligence needed to work compassionately with homeowners, businesses, and community members during these difficult times. We are more than consultants; we are partners, dedicated to ensuring your recovery efforts create a lasting foundation for the future. To this end, we have hand-selected a robust and comprehensive team that is distinct from any team proposed for other clients. **We have a strong bench to make this happen and provide Henderson County with a team of experts that is solely dedicated to your recovery.**

In every project we undertake, we believe in the power of community input and the value of innovative, co-design-thinking principles. We plan with communities, not around them. This approach helps us craft solutions that resonate with both your staff, key stakeholders and the public, ensuring every aspect of our work is thoughtful, implementable, and built to last. Disaster recovery is a continuous process that spans every phase of comprehensive emergency management—before, during, and after—and our team is committed to providing robust support throughout Henderson County's entire program.

Thank you for the opportunity to submit this proposal. We stand ready to partner with you and help drive forward Henderson County's recovery and long-term resilience. This proposal will remain valid for 90 days from the date of submittal. Should you have any questions or require additional information, we are here, ready to assist.

Mountain Strong,

A blue ink handwritten signature, appearing to read 'Jeff Stevens', is written over a faint, circular blue stamp or watermark.

Jeff Stevens, CEM, MEP

Executive Vice President/General Manager

iParametrics, LLC, 6515 Shiloh Road, Suite 200, Alpharetta, GA 30005

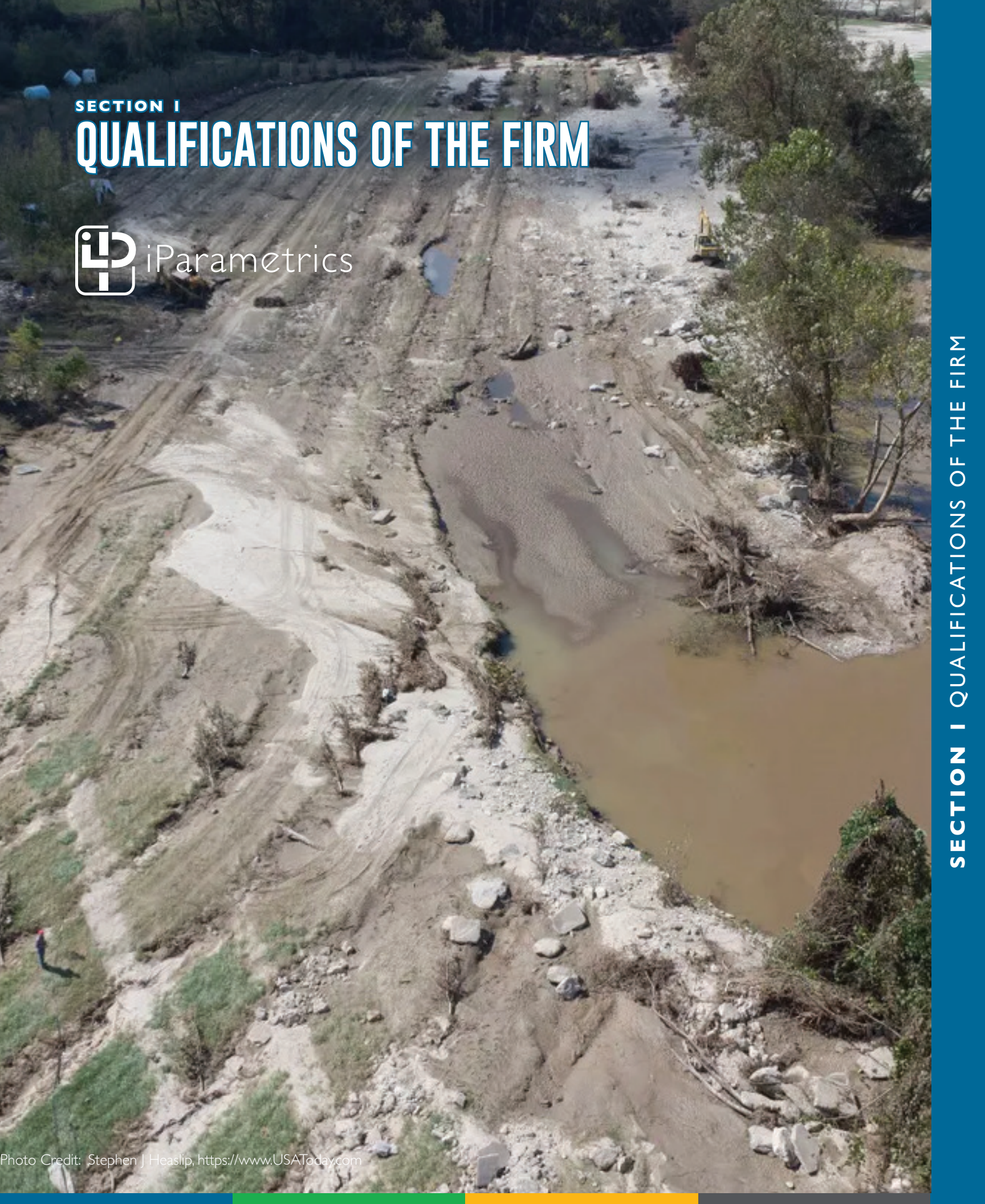
jeff.stevens@iparametrics.com | cell: 401.536.8178

iParametrics, LLC

www.iParametrics.com | 833.READY.iP | 770.664.6636

TABLE OF CONTENTS

1	SECTION 1 Qualifications of the firm
10	SECTION 2 Qualifications of Personnel
13	SECTION 3 Past Performance References
14	SECTION 4 Technical Approach
24	SECTION 5 Cost Proposal
25	SECTION 6 Appendix

An aerial photograph showing a wide river channel filled with brown, silty water. The riverbanks are heavily eroded, with large areas of exposed sand and gravel. Several yellow excavators are visible working on the banks, and a line of trees runs along the right side. The overall scene depicts a significant environmental remediation project.

SECTION I

QUALIFICATIONS OF THE FIRM



iParametrics

SECTION I

QUALIFICATIONS OF THE FIRM

iParametrics, LLC, is a recognized national leader in emergency management, disaster recovery, and resilience planning with a Southeast-based, experienced team that has actively supported communities throughout North Carolina. **We understand the depths of Henderson County's challenges with recovery following Hurricane Helene and genuinely care about your complete, holistic recovery. We want to return to you, your municipalities, your school district, and your other entities to Mountain Strong, as quickly as possible.**

Together with our team, **Arcadis, Metric Engineering, RSM, EBS, and DMG Global**, we have worked with a broad range of clients, including numerous federal agencies, over 30 state-level agencies, as well as 750+ cities, counties, and townships in all 50 states and globally.

Our team has a diverse range of experience assisting with over 100 presidentially declared disasters over the last 20 years.

ARCADIS is a global leader in disaster recovery and resilience, with decades of experience supporting FEMA Public Assistance (PA) and HUD CDBG-DR/MIT programs. The firm has played a pivotal role in nearly every major U.S. disaster recovery effort since 2006, securing over \$5 billion in FEMA PA funding and more than \$500 million in HUD CDBG-DR/MIT funds. With a deep understanding of FEMA and HUD requirements, Arcadis has delivered successful disaster recovery projects across the United States., helping communities rebuild with resilience and efficiency.

METRIC CONSULTING (METRIC) is a privately held, woman and minority-owned disaster recovery firm with offices in Florida and Louisiana. Metric provides comprehensive emergency management planning and disaster recovery operations that focus on mitigation, preparedness, response, and recovery. Metric has helped their clients recover from some of the largest disasters in U.S. history, including Hurricanes Andrew, Katrina, and Michael, the Iowa Bird Flu, the Great Floods in Louisiana, and the COVID-19 pandemic. Metric's staff is comprised of skilled grant managers with experience in FEMA and HUD programs, as well as personnel with vast experience in program and grant management, case management, housing assistance, environmental reviews and preservation, and debris monitoring.

ELITE BUSINESS STRATEGIES, LLC (EBS) specializes in disaster recovery, offering expert services in grant management, cost recovery, and compliance with federal funding programs. EBS has supported

Our 20+ years of experience ensures that Henderson County and its entities will maximize your cost recovery while adhering to FEMA's standards and policies.

clients through FEMA PA programs, HUD CDBG-DR efforts, and other relief initiatives, ensuring that local governments and organizations efficiently navigate the complexities of post-disaster recovery.

RSM has extensive experience in disaster recovery, providing specialized advisory and consulting services to help organizations navigate federal recovery programs such as FEMA PA and HUD CDBG-DR. RSM's support extends to

auditing disaster relief efforts, managing complex funding streams, and guiding organizations through the intricacies of grant management to facilitate recovery.

DISASTER MANAGEMENT GROUP (DMG) is a South Carolina-based company with a 19-year track record in disaster response and recovery. Specializing in the management of temporary life support facilities (base camps), DMG has supported large-scale responses to public health crises, natural disasters, military needs, and industrial applications worldwide.

Why the iParametrics team?

Our team is not only ready to meet any of our listed scope items upon award, but have personnel with deep technical understanding and experience to execute effectively. We feel confident that we are more than qualified through our unique discriminators:

- **OUR FIRM KNOWLEDGE.** iParametrics has significant experience planning for, responding to, recovering from, and mitigating the effects of disasters for communities across the country, including major disasters like Hurricane Helene. We have a proven history of supporting counties just like Henderson County to recover from some of the most challenging disasters in the country, while providing the resources and training to become better prepared for future disasters.
- **OUR THOROUGH APPROACH.** We recognize that the scope items requested by the County are multi-faceted and require more than a blanket response. **iParametrics strongly believes that cookie-cutter responses are inefficient and ineffective, especially in major disasters like this one, so we do not provide those to our clients.**

"In addition to their technical skills, iParametrics took the time to thoroughly understand our hospital's mission, goals, and projects. This in-depth knowledge allowed them to tailor their grant recommendations and proposals to our specific needs." - Johns Hopkins All Children's Hospital

SECTION I QUALIFICATIONS OF THE FIRM CONTINUED

- **OUR TEAM MEMBERS.** The iParametrics team members proposed for this project have been carefully selected to deliver a mix of wide-ranging subject matter expertise, trusted insights, operational knowledge, and technical skills. We have provided completely separate teams for Helene recovery proposals to show the vast coverage our team provides. **Our team is ready to leverage their skills to begin supporting Henderson County starting on Day One of the contract.**



We know the people of this community have a strength that matches your mountains, and our goal is to restore the County to that strength as quickly and fully as possible.

Ten years of experience working with the FEMA PA Program at the Federal, State or local level.

iParametrics brings **over 20 years** of experience and a methodical, comprehensive approach to disaster recovery, supporting the full cycle of FEMA PA projects from PW development to closeout. Our expertise ensures that communities maximize their cost recovery while adhering to FEMA's standards and policies. Our experience includes:

1. **Project Worksheet (PW)**

Development: We have supported FEMA's PA Program since 2003, serving on major disasters like **Hurricanes Harvey, Maria, Michael, Ian, Sandy, Katrina, and Irma.** We are experienced in developing detailed scope, gathering documentation, and validating cost.

- ### 2. **PW Audit and Documentation Review:**
- We actively support scope development, QA/QC processes, and ensure thorough documentation required for FEMA audits. Our approach guarantees compliance with FEMA's standards.

- ### 3. **Eligible Cost Reconciliation and Audit Checklists:**
- We focus on maximizing cost recovery by ensuring eligible costs are correctly identified and reconciled.

- ### 4. **Development of Successful Appeals and Responses:**
- iParametrics' intimate understanding of FEMA policies has equipped us to assist communities in developing successful

appeals or responses to FEMA determinations.

The iParametrics team successfully completed a second appeal for the Town of Matthews, NC, resulting in the award of over \$62,000 in additional FEMA PA funding for the Town's use of solar powered message boards for COVID-19 messaging.

This same appeal was successful in the Town of Davidson, NC, the Township of Sparta, NJ, and the Borough of Hamburg, NJ, resulting in hundreds of thousands of dollars recovered by those communities.

- ### 5. **Closeout Support:**
- We provide extensive assistance during the closeout phase of disaster recovery. Our personnel have been involved in project closeout for every client we have supported, ensuring that all federal requirements are met and that documentation is comprehensive, reducing the risk of audit issues.

Our hands-on experience ensures that recovery processes, documentation, and compliance requirements are met efficiently, maximizing financial recovery and ensuring adherence to FEMA's stringent audit and reimbursement requirements.

Experience with interpreting and administering grant SRIA and DRRA rules and programs.

The iParametrics team has over 20 years of experience supporting FEMA's PA program, playing a critical role in disaster recovery for major events such as **Hurricanes Maria, Katrina, and Sandy.** Our team's expertise includes project formulation, cost development, and compliance with evolving federal policies, particularly under the Stafford Act amendments like the Sandy Recovery Improvement Act (SRIA) and the Disaster

Recovery Reform Act (DRRA). **We excel in grant management and compliance, ensuring alignment with SRIA and DRRA to expedite project closeouts and maximize cost recovery.**

For the Town of Sneads, the iParametrics team:

- Identified additional eligible damages totaling nearly \$2 million
- Coordinated with insurance to increase cost recovery and avoid a potential duplication of benefits
- Identified and recovered volunteer time as well as donated resources to reduce local disaster cost share

Additionally, our team provides robust support in FEMA appeals and audits, effectively navigating complex regulatory landscapes to ensure that eligible expenses are fully recovered and documented. Our deep understanding of SRIA and DRRA



SECTION I QUALIFICATIONS OF THE FIRM CONTINUED

regulations enables us to deliver exceptional grant management services that both comply with federal guidelines and optimize financial outcomes for our clients.

Experience with all categories of work in the FEMA PA Program for man-made and natural disasters, with expertise in the tracking of force account labor, equipment reimbursement, supplies, donated services, mutual aid, and contracted services.

The iParametrics team has extensive experience across all categories of work within the FEMA PA program, supporting both natural and man-made disaster recovery efforts. We have developed specialized processes for tracking force account labor; ensuring that labor costs are accurately recorded and compliant with FEMA regulations. **Our team also excels in managing equipment reimbursement by documenting the use of equipment according to FEMA policies, ensuring maximum cost recovery.**

Additionally, we manage the tracking and replacement of supplies and materials during disaster recovery efforts, ensuring that all related expenses are eligible for FEMA reimbursement. Furthermore, we handle the documentation of donated services, ensuring these resources are properly accounted for, which is vital to complying with FEMA rules on donated resources. Our experience also extends to managing mutual aid agreements, ensuring that all costs under these agreements are properly documented for reimbursement, and overseeing contracted services to ensure compliance with FEMA procurement guidelines.

iParametrics recently worked with the State of Georgia to recover \$780,000 for 100 pieces of equipment using force account equipment to repair and resurface flooded dirt roads.

Experience in the application of the PA Program to the costs incurred in response to COVID-19.

Since March 2020, iParametrics has played a pivotal role in COVID-19 recovery efforts by helping numerous clients secure FEMA PA funding and manage complex cost recovery processes. Notably, we supported **Mecklenburg County, NC**, with FEMA PA funding for COVID-19 recovery, including non-congregant sheltering, safety and security, supply distribution, and logistics. We also supported the **City of Lowell, Massachusetts**, with comprehensive grant management, strategic planning, and virtual Emergency Operations Center (EOC) setup to enhance pandemic response and vaccination efforts.



We also provided critical recovery planning to the **Georgia Mountain Regional Commission (GMRC)**, leveraging CARES Act funds to develop long-term economic recovery strategies for regional governments. Through these initiatives, our team has demonstrated expertise in coordinating federal relief programs and delivering tailored solutions for pandemic recovery.

Arcadis team members bring experience working with clients at different scales with respect to COVID-19 support. For **local government clients in California and Texas**, members of their team conducted audits, validations, and reconciliations for eligible Category B expenditures submitted for reimbursement under the COVID-19 CARES Act.

We have extensive experience managing the financial functions of large-scale disaster recovery programs that involve multiple funding streams, such as FEMA PA, HUD, and other federal grants.

Experience developing, reconciling, or reviewing Federal grants for multiple clients of comparable size and complexity.

The iParametrics team has significant experience in developing, reconciling, and reviewing federal grants for multiple clients, simultaneously. Our extensive involvement with FEMA PA, IA, HUD CDBG DR/MIT, and the Economic Development Administration (EDA) is reflected in our track record of successful management for various municipalities and large organizations.

We have extensive experience in federal grant application and management, supporting municipalities like **Mecklenburg County, NC**, and **Cities of Fayetteville, NC, Providence, RI, Sneads, FL, and Lowell, MA**, from application through grant closeout, ensuring compliance with federal regulations and maximizing financial recovery. We have coordinated multiple funding streams, including FEMA Public Assistance and Hazard Mitigation Grant Program (HMGP), managing complex recovery efforts for clients such as **Greater Naples Fire District** and **John Hopkins All Children's Hospital in Florida**. Additionally, iParametrics has provided strategic technical assistance, documentation, and training to cities like **the Cities of Portland, OR, and Lowell, MA**, ensuring successful navigation of federal grant requirements.

For the City of Providence, the iParametrics team:

- Maximized FEMA PA funds, CARES CRF dollars, and best uses of ARPA funds to create a complete funding solution.
- Provided compliance reviews and testified before the finance committee to keep leadership up-to-date on award status.
- Completed DEI study to understand under-served communities and direct funding to those areas.

QUALIFICATIONS OF THE FIRM CONTINUED

Demonstrated experience developing and implementing innovative solutions to difficult recovery issues, including innovative uses of traditional recovery funding streams (e.g., FEMA PA and HUD CDBG-DR).

iParametrics has extensive experience developing and implementing innovative solutions to address challenging recovery issues, particularly through the strategic use of traditional funding streams such as FEMA PA and HUD CDBG-DR/MIT. Our expertise includes:

1. **Leveraging FEMA PA and CDBG-DR/MIT for Complex Projects:** We have worked on several projects where they combined these funding streams to optimize recovery outcomes. For example, we supported the **Town of Sneads, Florida**, in pursuing both FEMA PA and HMGP funds following Hurricane Michael. We identified additional eligible damages and leveraged 406 mitigation opportunities to enhance resilience.
2. **Innovative Application of Funding for Community Resilience:** We used CDBG-DR/MIT funds to relocate a firehouse in the **Greater Naples Fire District** out of a flood zone, ensuring community resilience against future disasters. We also assisted the **City of Naples** in using FEMA PA to rebuild a historic multi-million dollar pier that was destroyed during Hurricane Ian, which is critical for tourism and the local economy.
3. **Addressing Complex Recovery with Strategic Innovation:** In the wake of Tropical Storm Debby, We supported the **U.S. Army Corps of Engineers (USACE)** temporary power mission by installing generators on emergency facilities in **North Carolina**. This innovative use of FEMA PA funds helped stabilize critical infrastructure during recovery.

iParametrics worked with Washington University in St. Louis to mitigate a critical building that was in a bowl that often experienced in flooding. We worked with multiple layers of government, university bureaucracy, and the State to develop a positive solution to a flooding event that overwhelmed the stormwater system that the University didn't own.

Prior experience in Program Conformance with pre- and post-construction projects

iParametrics has significant experience ensuring program conformance in pre- and post-construction projects, specializing in disaster recovery and construction management. Our expertise includes providing

detailed cost estimates and performing quantity surveys to validate project costs in compliance with federal and state guidelines.



We have actively participated in design development meetings for large-scale recovery efforts, such as the **rebuilding of critical infrastructure in the City of Naples after Hurricane Ian** ensuring projects meet design and budget goals. Additionally, we review progress design documents to ensure projects remain within scope and budget, offering oversight throughout all project phases to ensure financial and operational alignment.

We have been training FEMA staff on cost estimating and scope development processes since 2007. Additionally, iParametrics is the online training provider for the Association of the Advancement of Cost Engineering.

Demonstrated experience in financial and grants management for the Section 428 Public Assistance Alternative Procedures Program for Permanent Work and Debris Removal.

iParametrics has substantial experience in financial and grants management under the Section 428 Public Assistance Alternative Procedures Program for both Permanent Work and Debris Removal. Our involvement includes managing FEMA Public Assistance (PA) grants for disaster recovery and leveraging alternative funding strategies to maximize recovery outcomes.

iParametrics recently supported the Louisiana DOTD District 2 with debris monitoring following Hurricane Laura.

Demonstrated experience in managing projects with at least three funding streams, including, but not limited to: Insurance; 404 and 406 Hazard Mitigation; FHWA; HUD; and FEMA.

Our team has extensive experience managing projects with at least three funding streams, as we often work with clients to build holistic funding that uses more restrictive funding for the areas that are covered by those streams and filling in additional funding opportunities that are less restrictive when possible. Our team is able to manage multiple funding streams, ensuring all costs are tracked, compliance is maintained, and recovery efforts are maximized for our clients.

- **For Greater Naples Fire District**, the iParametrics team managed **FEMA PA** funding for damages that they had not recovered; **HMGP** funding in the amount of \$4.5 million for hardening fire stations; and **BRIC** application.
- **For the Town of Sneads**, the iParametrics team managed **FEMA PA** funding for damages and infrastructure, including identifying

SECTION I

QUALIFICATIONS OF THE FIRM CONTINUED

additional eligible damages; \$750,000 in **HMGP (404)** and **CDBG-DR** funding; and **insurance**.

- For **Johns Hopkins All Children's Hospital**, we managed **FEMA PA**, **insurance**, and **404 mitigation (HMGP)**.
- For **Washington University (St. Louis)**, we managed **FEMA PA**, **406 mitigation**, and **insurance**.
- For **FDOT District 3 Natural Disaster Debris Monitoring, Recovery, and CEI Services**, our partner Metric managed **FEMA PA**, **NRCS**, and **FHWA** funding.

Experience developing Letters of Interest (LOIs) for the FEMA 404 and 406 Hazard Mitigation Program.

iParametrics has significant experience developing LOIs for FEMA Hazard Mitigation Programs. This is exemplified through our work with clients across the Southeast, including, among others:

- **Town of Sneads, Florida**
- **Johns Hopkins All Children's Hospital**, where the project went in not highly rated but through our work on the application, resulted in the highest rated project in the region
- **Advent Health North Pinellas**
- **Greater Naples Fire District**

The LOIs total over \$180 million in improvements following the devastation of Hurricane Ian in 2023.



"iParametrics provided outstanding technical guidance regarding procurement, making sure we didn't duplicate benefits and providing information on other potential federal grant opportunities. Additionally, during the application process, they provided us with a Benefit-Cost Analysis (BCA) and data analytics to use in support of the submission of the application." - Chris Wolfe, Interim Chief, Greater Naples Fire District

Prior experience performing A-123 Internal Controls Review and Improper Payment Act reviews of US Department of Homeland Security (DHS) programs.

The iParametrics team has prior experience conducting A-123 Internal Controls Reviews and Improper Payment Act reviews for DHS programs. This work involved assessing and strengthening internal controls to ensure compliance with federal regulations, identifying areas of risk, and preventing improper payments. Their reviews helped ensure that DHS programs adhered to established financial and operational standards, reducing vulnerabilities and enhancing accountability within the department's programs.

Experience managing the financial functions of a large-scale disaster reconstruction program.

iParametrics has significant experience managing the financial functions of large-scale disaster reconstruction programs. Our work includes comprehensive disaster recovery financial and grant management support across numerous high-profile projects. Between our team members, we have supported recovery across the United States and its territories, including major disasters:



- Hurricane Katrina (2005)
- Hurricane Rita (2005)
- Superstorm Sandy (2012)
- Hurricane Harvey (2017)
- Hurricane Irma (2017)
- Hurricane Maria (2018)
- Hurricane Michael (2018)
- Hurricane Laura (2020)
- Hurricane Ida (2021)
- Hurricane Ian (2022)
- Winter storms in District of Columbia (2016) and Massachusetts (2015)

These recovery programs have included multiple funding streams—such as HUD CDBG-DR/MIT, FEMA, and FHWA—and have proven our ability to handle large-scale financial functions. We have successfully coordinated with various agencies to ensure compliance and recovery, especially in situations involving insurance, hazard mitigation, and other federal aid programs.

Experience implementing a comprehensive financial and grant management system for the FEMA PA Program.

Over the past 20 years, our team has supported a wide array of federal, state, and local agencies in managing disaster recovery projects that use FEMA PA funding. There are substantial risks associated with the federal grant management process that can result in the loss of all or a significant portion of the grant funding. It is imperative that the County assess the risk and establish an effective grant management process.

An effective grant management process includes strategies, policies, procedures, and internal controls that effectively guide the process from proposal solicitation and contract award, through contract monitoring and documentation that evidence disaster-related work was performed effectively and efficiently without fraud, waste, or abuse and ending with the closeout process that provides this evidence to federal funders.

During our engagement, we will assess the risk associated with the current County environment and work with the appropriate agencies to develop and implement mitigating elements to ensure the County receives full reimbursement of all eligible costs under grants.

QUALIFICATIONS OF THE FIRM CONTINUED



Our team member, RSM, is an accounting firm and will provide support in financial reconciliation. Jill Reyes is a CPA and will lead this work. With a team of resources

including Fellows and Associates of the CIA, CAS, and SOA, as well as Chartered Financial Analysts, RSM's insurance advisory practice has served some of the world's largest financial institutions, not-for-profit associations, and government entities. **A major differentiator for RSM is their dedicated Insurance Risk Advisory practice that focuses on the business and functional needs of insurance companies.** RSM brings a high level of insurance industry experience, as well as broad subject matter expertise across all facets of government and state grants, to minimize our time spent learning and onboarding and increase our focus on execution and delivery. The team that will deliver this work includes the most accomplished insurance, financial, and government services professionals that RSM has to offer and leverages RSM's deep network of financial services consulting experts.

Experience administering the FEMA CDL Program.

The FEMA CDL Program provides another funding opportunity to Henderson County for replacement of substantial revenue losses due to Hurricane Helene. The program offers low-interest loans to help maintain essential government functions such as police, fire, and public health services when local revenue streams, like taxes, are significantly reduced. Loans can be forgiven if the community can demonstrate that it cannot repay them without further financial hardship.

The program aims to support the recovery and continuity of critical public services during times of disaster-induced economic distress.

The iParametrics team has supported FEMA in the administration of the CDL program as part of our FEMA PA Technical Assistance Program.

Experience with programmatic disaster closeouts.

A critical and often overlooked aspect of any federal grant program is the project closeout process. The purpose of closeout is to certify that all recovery work has been completed, appeals have been resolved, and all eligible costs have been reimbursed. Closeout is the final and last step in the PA Program process and no further actions may occur other than a possible audit by FEMA or other agency.



Many elements make up a successful closeout program, all of which start with a structurally sound and well-developed Project Worksheet.

Our closeout experience is second to none. This experience has demonstrated the importance of highlighting project closeout from the beginning of the recovery process. With the end in mind, one can plot the course of how to get there.

Proven track record proactively and successfully solving disagreements during project formulation rather than through appeals and arbitration.

iParametrics has a strong track record of proactively addressing and solving disagreements during the project formulation stage, avoiding the need for appeals and arbitration. Our comprehensive approach focuses on clear communication, stakeholder involvement, and collaboration with local and federal agencies to resolve potential disputes before they escalate.



We firmly believe that solving disagreements during project formulation saves time, money, and headaches for all involved, and we work very hard to accomplish this goal.

Recently, in Hamburg NJ, the iParametrics team was able to solve a disagreement during project formulation that resulted in one of the only approved mitigation projects in the disaster. To accomplish this goal, we brought experts from several New Jersey state agencies, FEMA leadership, community members, and the Borough's third-party contracted engineering firm to do a site tour. During this site tour, we explained our proposal and the damages that occurred during the disaster. This site meeting prevented back and forth that often happens in these projects and created a successful mitigation application.



Our approach emphasizes **collaboration, clear communication, and proactive issue resolution** to ensure smooth project execution. We prioritize open dialogue with stakeholders, including the client and FEMA, to address any scope, cost, or project formulation issues early. By leveraging our deep understanding of FEMA policies, we identify and resolve potential conflicts before they escalate into formal disputes, minimizing the need for appeals or arbitration. Additionally, we involve all stakeholders in key decision-making processes from the outset to ensure alignment and reduce misunderstandings.

Experience supporting the design and implementation of programs funded through grants under the CARES Act, Consolidated Appropriations Act, 2021, ARPA, or other COVID-19 relief programs.

iParametrics has substantial experience supporting the design and implementation of programs funded through various COVID-19 relief mechanisms, such as the CARES Act, the Consolidated Appropriations

SECTION I

QUALIFICATIONS OF THE FIRM CONTINUED

Act, 2021, and the American Rescue Plan Act (ARPA). We have assisted clients since 2020 with all of these funding sources, creating solutions that layered available funding to create more resilient communities.

We are assisting over two dozen clients across nine states managing over \$1B in ARPA funding, including programs for housing, small businesses, and non-profits.

While knowledge of the requirements surrounding these grants is a key element in a successful application, **it is equally important to understand how these different grants can be layered and leveraged to maximize the funding received.**

For example, iParametrics was selected by **Finney County, Kansas**, to support their grant writing and applications for COVID-19-related reimbursements in 2020. During this process, the need for new and updated broadband infrastructure was identified because of the challenges created by the pandemic. In conjunction with \$10.9 million received through the County's Coronavirus Aid, Relief, and Economic Security (CARES) Act, Coronavirus Relief Fund (CRF), and Strengthening People and Revitalizing Kansas (SPARK) Grant, our team also wrote a \$1.8 million Connectivity Emergency Response Grant (CERG) from the state of Kansas. This funding source was initially unrecognized by County leaders, and the award of additional funds allowed the County to focus on applying its other funds to other identified projects.

Experience providing technical assistance related to disaster housing and sheltering programs and operations for Federal, State, and local clients.

iParametrics has substantial experience providing technical assistance for disaster housing and sheltering programs across federal, state, and local levels. This includes working alongside FEMA, state, and local agencies in managing disaster housing operations. Specifically, iParametrics deploys engineers, analysts, and inspectors to presidentially declared disaster zones within 24 hours to provide technical assistance for recovery efforts, including temporary housing programs.

iParametrics is currently on a team for FEMA's Logistics Construction Support Contract (LCSC), which provides housing support for those who have lost their homes in the wake of a major disaster.

We are supporting the technical implementation of the LCSC program on

multiple disasters, including wildfires, floods, and hurricanes, throughout multiple FEMA Regions.

"The quality of work performed by iParametrics' staff was very strong and benefited Dewberry, FEMA, and the disaster survivors supported by this contract. Staff requested had the requisite skills and training to deliver quality work, deployed timely, met deployment period of performance commitments, and reported daily accountability as required."- Program Manager for LCSC Program, Dewberry

Our team excels in reporting for compliance for a variety of funding sources. We prepare quarterly and annual reporting for all of our federal funding clients, including ARPA, CARES, and other funding.

DMG's experience includes deploying turnkey base camp operations for hurricanes, military support, and emergency medical structures. DMG also boasts a strong supply chain, owning one of the largest inventories of life support assets in North America, and has been involved in over 100 disaster response deployments globally. Their expertise includes site preparation, logistics, infrastructure support, and wrap-around services, providing comprehensive solutions in challenging conditions. DMG's capabilities are bolstered by a proprietary mobile app for real-time reporting and efficient project management, ensuring timely and effective disaster recovery operations.

Experience working with HUD CDBG-DR grant programs at the Federal, State or large local government level, including program design and monitoring.

iParametrics has significant experience working with HUD CDBG-DR grant programs at the federal, state, and local levels, including both program design and monitoring. We have supported clients through the CDBG-DR/MIT grant program, including:

1. **Program Design:** We have supported various disaster recovery efforts, leveraging HUD CDBG-DR/MIT funds to rebuild critical infrastructure. For example, we worked with the **Greater Naples Fire District** to manage CDBG-DR funds for relocating a firehouse out of a flood zone. This project demonstrates our ability to design recovery programs that align with HUD CDBG-DR guidelines, ensuring the resilience of critical public infrastructure.
2. **Monitoring and Compliance:** We ensure that programs funded by HUD CDBG-DR/MIT meet compliance requirements, managing projects from design through closeout. For the **Town of Sneads**, we received and then managed the grant funding

SECTION I

QUALIFICATIONS OF THE FIRM CONTINUED

to ensure compliance. This includes coordination with multiple stakeholders to track costs, document progress, and ensure compliance with federal regulations. Our teaming partner Metric assisted **Louisiana's Office of Community Development** with administering the \$4.3 billion Restore Louisiana Homeowner Assistance Program, aiding over 91,000 households impacted by floods and hurricanes. Metric ensured compliance with HUD CDBG-DR regulations by developing policies, monitoring vendor performance, and auditing applicant files during construction and eligibility stages. They prevent fraud, waste, and mismanagement through strict internal controls and duplication of benefits checks.

Knowledge and understanding of HUD's Disaster Recovery Grant Reporting (DRGR) data management system including Action Plan set-up and Quarterly Reporting.

iParametrics possesses extensive knowledge and expertise in managing HUD's Disaster Recovery Grant Reporting (DRGR) system, particularly in Action Plan setup and Quarterly Reporting. With years of experience working with DRGR, we ensure that each Action Plan is meticulously developed in alignment with HUD's guidelines, ensuring that all project activities, budgets, and outcomes are accurately reflected. Our team is skilled at setting up Action Plans that are comprehensive yet flexible enough to adapt to project changes over time, ensuring compliance with HUD requirements while effectively supporting recovery goals. We understand the complexities of managing multiple funding sources, cross-cutting activities, and specific program requirements, all of which are crucial for effective disaster recovery efforts.



In addition to Action Plan setup, we excel in maintaining timely and accurate Quarterly Reporting through the DRGR system. **Our team ensures that all progress, financial, and performance data is captured and reported in accordance with HUD's stringent guidelines.** We are well-versed in troubleshooting common DRGR challenges such as data validation errors and have developed efficient processes for monitoring project progress, tracking expenditures, and assessing performance outcomes. This attention to detail ensures that grantees can meet reporting deadlines, maintain compliance, and demonstrate the impact of their disaster recovery programs effectively.

Knowledge of HUD's requirements for housing programs including rehabilitation, reconstruction, acquisition, buyout, relocation, and rental assistance.

iParametrics has extensive experience working with HUD housing programs, ensuring compliance with federal regulations across rehabilitation, reconstruction, acquisition, buyout, relocation, and

rental assistance initiatives. Our expertise includes managing HUD-funded disaster recovery projects, such as rehabilitating homes and public buildings to meet modern standards, and facilitating acquisition and buyout programs in disaster-prone areas. We have also guided local governments through HUD's CDBG-DR/MIT requirements and provided relocation support for displaced individuals, helping them secure housing through rental assistance programs. This deep understanding of HUD guidelines ensures efficient and compliant disaster recovery efforts.

Knowledge of HUD's requirements for infrastructure and public facilities including FEMA PA match programs; economic development activities; and HUD requirements for calculating duplication of benefits in compliance with the Stafford Act.

iParametrics has extensive experience with HUD's requirements for infrastructure and public facilities, particularly in FEMA PA match programs, economic development activities, and duplication of benefits compliance under the Stafford Act. We have helped local governments maximize recovery funding by using HUD CDBG-DR/MIT funds to cover the non-federal share of FEMA PA and HMGP projects. Additionally, we have supported economic development initiatives to revitalize disaster-affected communities through infrastructure rebuilding and business support. Our expertise in preventing duplication of benefits ensures proper coordination of insurance payouts, FEMA assistance, and HUD funding, maintaining compliance with federal guidelines.



Demonstrated experience in providing staff in and EOC or JFO for a large-scale disaster recovery operation.

iParametrics has extensive experience providing staff for EOCs and JFOs during large-scale disaster recovery operations.

We are currently deployed in several EOCs in Florida to support both Hurricane Helene and Hurricane Milton response.

This includes the deployment of engineers, analysts, and inspectors to federally declared disaster zones within 24 hours to support Henderson County. Our cadre of Incident Management Team (IMT) members includes over 50 personnel who are experienced in the worst disasters that have hit the United States. **These individuals are ready to support the County immediately upon notice to proceed.**

Our roles in these operations involve crafting recovery plans that are tailored to the specific needs of affected communities, conducting site surveys, and providing engineering design and feasibility studies. We

QUALIFICATIONS OF THE FIRM CONTINUED

have also been involved in staffing EOCs in positions such as Plans Chief, Logistics Chief, Liaison Officer, and supporting IMTs.

Our work in supporting these operations demonstrates our ability to assist in both immediate response efforts and long-term recovery planning. By integrating with local, state, and federal teams, we ensure a coordinated and efficient recovery process, making them a reliable partner in large-scale disaster recovery operations.

iParametrics was engaged to staff an Incident Management Leadership Team to a Logistics Staging Area in the wake of Hurricane Ian. The team was tasked with managing over 200 staff members contracted to run the various positions at the staging area.

Since 1992, Metric has supported EOC operations across multiple Emergency Support Functions (ESFs), particularly during initial disaster response. Metric has played a vital role in **ESF #3 – Public Works and Engineering**, providing debris monitoring and infrastructure assessments to ensure the rapid and safe removal of debris while adhering to FEMA guidelines and **ESF #5 – Information and Planning**, where they have coordinated recovery strategies and documented activities for federal reimbursements.

Their team has played a crucial role in emergency operations support during multiple EOC activations, overseeing responses to Tropical Storms Debbie and Isaac, Hurricane Matthew, and Hurricane Irma. They managed disaster response and recovery efforts, providing assistance to survivors and coordinating Public and Individual Assistance programs for affected residents.

Past performance supporting after-action reports and incorporating best practices and lessons learned into plans, policies, and procedures.

In the City of Portland, OR, we developed multiple After-Action Reports for the City's Bureau of Emergency Management following critical community events and disasters. The process involved thorough reviews of response efforts and documentation, followed by hosting "hotwash" meetings, both in-person and remotely, to discuss successes and areas for improvement.

iParametrics has created dozens of After-Action Reports (AARs) and Improvement Plans for clients after events, exercises, and training. We incorporate best practices and lessons learned into plans, policies, and procedures.

We can also conduct workshops and training exercises to further reinforce lessons learned. By engaging stakeholders and leadership in the review process, iParametrics helped the City of Portland implement practical improvements to their emergency response protocols.

Past experience developing pre- and post-disaster plans to support response and recovery, including Recovery Redevelopment Plans, Long-Term Recovery Plans, and Disaster Cost Recovery Plans (among others).

iParametrics has substantial experience in developing pre- and post-disaster plans. We have been involved in long-term recovery efforts following various natural disasters, such as **Hurricane Michael in Sneads, FL**, and preparing plans in advance of disasters to prepare staff on response, such as in **Mecklenburg County, NC**. Our work has included the development of comprehensive recovery strategies that incorporate hazard mitigation funding and aim to build long-term community resilience.

Our work with the **City of Lowell, MA**, supported the development of disaster cost recovery plans. These plans focused on maximizing recovery under multiple funding streams (e.g., FEMA PA, HUD CDBG-DR/MIT, CARES Act), ensuring compliance with federal guidelines, and avoiding duplication of benefits. Our demonstrated expertise in creating robust recovery and redevelopment plans, tailored to the needs of disaster-impacted communities, ensures that recovery efforts are efficient, compliant, and capable of securing full cost recovery.

In 2018, iParametrics was retained by Mecklenburg County, NC, to develop a community-wide Crisis Management and Response Plan to assist the community in the prevention, management, and resolution of emergency and crisis situations and training to support the plan. When COVID-19 hit in 2020, the County was prepared and trained on response.

SECTION 2

QUALIFICATIONS OF PERSONNEL



iParametrics

SECTION 2

QUALIFICATIONS OF PERSONNEL

We know that compassionate and dedicated people drive quality results, which is why our commitment to you starts with the hand-picked team we will assign to this project. Our professionals have dealt with many complex projects, including emergency planning, hazard mitigation, data analytics, and long-term community development. Our team is made up of expert facilitators, policy experts, writers, trainers, and responders who will lead you through this challenging recovery process.

Shanti Smith-Copeland, FPED, CEM, currently serves as the Director of Emergency Management for iParametrics and will be the Project Manager for this engagement. She is a compassionate, decisive, and results-oriented executive with 18 years of innovative crisis and emergency management leadership. Shanti's experience includes disaster preparedness, response, recovery, and grant management support on behalf of the State of Florida Emergency Response Team, as well as Florida cities and counties after Hurricanes Dennis, Katrina, Rita, Wilma, Hermine, Matthew, Irma, Michael, Dorian, and Ian, among other disasters affecting the state. Additionally, her experience in **34 federally declared disasters across FEMA Regions 1, 2, 4, 6 and 7 since 2005** has allowed her to provide operational support to field operations for disaster recovery, debris management, mass care coordination, EOC staffing of ICS positions, including Plans Chief, Logistics Chief and Liaison Officer, and Incident Management Team support up to and including Type III Incident Commander.

Shanti will be supported by **Jeff Stevens, CEM, MEP**, who serves as iParametrics' Executive Vice President. Jeff is a leader in the emergency management industry with 18 years of experience, and is an expert on all regulations behind federal and state-level grants. Jeff has experience with **over 30 federally declared disasters throughout his career, and has managed the commonwealth of Massachusetts largest disaster prior to COVID-19**. He is a hands-on leader known for his advocacy on behalf of the communities we serve. Jeff has served clients in Rhode Island, Massachusetts, Georgia, Florida, North Carolina, South Carolina, Tennessee, and Kansas to apply for and leverage federal funding from multiple sources to deliver a variety of initiatives. **He holds numerous Incident Management Team certifications including as an Operations, Planning, and Logistics Section Chief**. He is also a volunteer firefighter.

All key staff proposed in these pages have recent experience implementing federal grant relief programs funded through FEMA and other entities.

Our team has been carefully selected to deliver a mix of wide-ranging subject matter expertise, trusted insights, operational knowledge, and technical skills. Our team is trained to deliver understanding, empathy, and solutions; tailor made for Henderson County and its agencies.

We are passionate about the clients we serve and the communities we support. This group is supported by a deep bench of 500+ professionals who can be pulled in at a moment's notice based on technical need.



We are fully qualified and capable of supporting Henderson County or any of its municipalities or agencies throughout the life of this contract. **Our goal is to build back stronger so that your community remains Mountain Strong for years to come.**

Over the 20 years of our firm's existence, we have perfected the processes needed to successfully support and manage multiple and often simultaneous response and recovery initiatives for communities across the country. Our key personnel are committed to providing Henderson County prompt and consistent communication, personalized plans, and full attention to detail to ensure a successful recovery program.

We are ready to deploy within 48 hours of notice to proceed.

Please find our team in a summary chart on the following pages and full resumes for the personnel assigned to this project in the appendix.

SECTION 2

QUALIFICATIONS OF PERSONNEL CONTINUED

POSITION	NAME	YEARS OF EXPERIENCE	EDUCATION*
Preparedness/Response/Recovery Consultant III	Katie Duskin, CFM	6 years	Masters Degree
	Jamie McMillan, CFM	6 years	Masters Degree
	Emily Pinell	8 years	Bachleors Degree
	Terrence Walker	11 years	Bachelors Degree
	Louis R. Scott, Jr.	15 years	Bachelors Degree
	Charles E. Dabney, CPA, AEP	16+ years	Masters Degree
Preparedness/Response/Recovery Consultant II	Madison Teeter, CFM	4 years	Masters Degree
	Teresa Cooper	7 years	Bachelors Degree
	Charles Clay	6+ years	Some College
	John Wood	20 years	n/a
	Carol Rodriguez	20+ years	Bachelors Degree
	Brent Puckett	7 years	Bachelors Degree
	Angelia Lyons	18 years	Bachelors Degree
Preparedness/Response/Recovery Consultant I	Pat White	18 years	Bachelors Degree
	Darrell Flythe	4 years	Bachelors Degree
	Paula Farah	5+ years	Associates Degree
Administrator	Laura Shimmons	16 years	Bachelors Degree

SECTION 2

QUALIFICATIONS OF PERSONNEL CONTINUED

POSITION	NAME	YEARS OF EXPERIENCE	EDUCATION*
Project Executive	Jeff Stevens, CEM, MEP	18, 12 yrs in leadership role	Masters Degree
Senior Subject Matter Expert	Mark Van Auken, PE, ENV SP	34 years	Bachelors Degree
	Sarah Moore, CEM	20 years	Masters Degree
	Danica Adams	16 years	Masters Degree
Subject Matter Expert	Falon Alo, MSW	12 years	Masters Degree
	Roni Deitz, PE	12 years	Masters Degree
Senior Project Manager	Dr. Shanti Smith-Copeland, ED.D, CEM, FPEM	18 years	Doctorate
Project Manager	Carly Foster, AICP, CFM	20 years	Masters Degree
	Kambre Scott	15 years	Masters Degree
	Juliann Bertone	12 years	Masters Degree
	Nancy Freeman	18+ years	Post Graduate
Project Accountant	Charles Hill	10 years	Masters Degree
	Ryan Ecker	10 years	Bachelors Degree
Preparedness/Response/Recovery Consultant IV	Brenda Mathews	15 years	Paralegal Certification
	Steven Clark	16 years	Bachelors Degree
	Trevor Johnson, AICP	12 years	Masters Degree
	Mary Susan Pryor	18+ years	Bachelors Degree
	Johnny Deloach	30+ years	Masters Degree
	Jason Harris, MSA, MBA	18 years	Masters Degree
	Timothy Crawford	18 years	n/a
	Scott Canaday	15 years	Masters Degree
	Steven J. Rice	20 years	Bachelors Degree



SECTION 3

PAST PERFORMANCE REFERENCES



iParametrix

PAST PERFORMANCE REFERENCES



Fayetteville, NC

Contact: Douglas Hewett, ICMA-CM, 910.433.1990, dhewett@ci.fay.nc.us

Contract Dates: June 2021 - Present

Services Provided: iParametrics was engaged to offer strategic guidance and grant management services to the City on optimizing the use of its ARPA funds and maximizing cost recovery through various federal programs. These programs include the FEMA Public Assistance (PA) Program, the Coronavirus Relief Fund (CRF), and grants from the Health and Human Services (HHS) and Centers for Disease Control (CDC). Our initial tasks involved identifying nonprofits, households, small businesses, and industries negatively impacted by COVID-19. We also identified public health workers who performed essential work during the pandemic, assessed lost revenues, and explored opportunities to construct broadband infrastructure.



Mecklenburg County, NC

Contact: Christopher Daniels, 980.314.2520, Christopher.daniels@mecklenburgcountync.gov

Contract Dates: 2018 - present

Services Provided: iParametrics was retained by the County to develop a community-wide Crisis Management and Response Plan to assist the community in the prevention, management, and resolution of emergency and crisis situations and training to support the plan. We created in-person training for the senior leadership team while providing a SCORM-compliant online course for over 6,000 employees to be deployed in the client's learning management system. In March 2020, we stepped in to assist the County with response to the COVID-19 pandemic using these tools.



Town of Sneads, FL

Contact: Danielle Dickens Guy, 850.593.6636, danielle@sneadsfl.com

Contract Dates: 2019 - Present

Services Provided: The iParametrics team provided expert guidance to the Town's leadership as they pursued FEMA Public Assistance, 406 Mitigation and Hazard Mitigation Grant Program (404 Mitigation) dollars. Multiple subject matter experts were engaged throughout the process providing the Town with a consistent support through multiple FEMA staff changes (6 PDMGs and 5 TFLs).

SECTION 4

TECHNICAL APPROACH



iParametrics

TECHNICAL APPROACH

On September 27, Hurricane Helene hit Henderson County, wreaking havoc on a region unaccustomed to such extreme weather. With wind gusts reaching hurricane strength, the storm caused widespread destruction across neighborhoods. Residents woke up to fallen trees, smashed homes, and power outages, with cell service disappearing by midday. Henderson County unfortunately reported fatalities and damage to over 600 structures, including homes and significant damage to Atkinson Elementary School. The flooding isolated parts of Hendersonville, requiring emergency responders to use boats for evacuations and patient transport.

Amid the chaos, locals banded together to help one another, with volunteers clearing debris, providing food, and checking on neighbors.

Despite the widespread destruction, the sense of community resilience grew stronger as people helped each other through the crisis, even as Henderson County's cities and towns remained isolated and without basic services for weeks. The storm, described as a one-in-1,000-year event, left a lasting mark on the County's landscape, but the spirit of the community remains strong and filled with resolve.



The team we have assembled for the County was purpose-built with a single goal: To rebuild Henderson County and its communities to Mountain Strong.

Henderson County has endured unimaginable loss over the past four weeks. As media outlets continue to report on the extent of the damage and the tragic toll on lives, the scale of the recovery effort may feel overwhelming and daunting. Indeed, this challenge will require a tremendous amount of resilience, coordination, and dedication. It will be complex, exhaustive, and emotionally taxing.



But you are not alone in this journey.

Our organizational approach ensures that your recovery will proceed in a systematic, orderly, and sustainable way to best serve Henderson County. It establishes a clear chain of command leading directly to iParametrics' designated Senior Project Manager, **Shanti Smith-Copeland**, and Project Executive, **Jeff Stevens**. We will start by developing a detailed Program Management Plan (PMP) and Program Management Information System (PMIS), to make sure we start with

compliance in mind. Our systems will enable real-time tracking of progress, efficient data management, and seamless communication with FEMA and other stakeholders. **Not everything can be done at once so this approach was built to provide you with a team and an organization that is focused on immediate priorities and goals, while taking into consideration long-term recovery and resilience.**

As a core principle, we aim not only to provide essential resources and tools but also to empower your teams with the knowledge and skills to thrive in even the most challenging circumstances. Our commitment to Henderson County includes:

- **Seamless Integration:** We will rapidly align with the County's organizational structure to ensure an efficient and coordinated recovery process.
- **Compliance Excellence:** Strict adherence to all state and federal regulations guarantees full compliance, mitigating risks and maximizing available funding.
- **Strategic Fund Management:** Our approach is tailored to meet the unique requirements of each funding source, ensuring the best use of resources.
- **Comprehensive Support:** Whether virtual or in-person, our team will be fully available to assist the County in all aspects of the recovery process.

In addition to organizational support, Henderson County's residents will benefit directly from programs such as FEMA's Individual Assistance (IA) and Department of Labor Unemployment Assistance, when applicable. We will bolster your efforts with staff augmentation, expert consulting, and innovative solutions to optimize funding

under FEMA's PA programs. At the same time, we will actively pursue additional mitigation funds to address evolving climate challenges, ensuring compliance and proactively managing any risks, including the potential for deobligation.

We will also tap into all available federal funding sources, including HUD's CDBG-DR/MIT, the U.S. Department of Agriculture (USDA) Disaster Assistance, ARPA, and more. By seeking creative and compliant ways to combine these funding streams, we aim to maximize the recovery funds available to Henderson County, ensuring a resilient and sustainable recovery for the entire community.

Our team will stand beside you in solidarity as you recover, using compassion, compliance, and integrity as the basis of our work.

Management/Leadership Approach

The iParametrics management and leadership approach is built on decades of experience in delivering successful program and project management solutions. Our approach integrates proven methodologies that have been refined through our extensive involvement in large-scale government programs and across a wide array of professional disciplines over the past 20 years.



To further strengthen the County's recovery, we will establish a Leadership Advisory Council, a strategic body composed of both national and local subject matter experts.

This council will guide the County's recovery efforts by offering deep expertise in disaster recovery, urban planning, climate resilience, and economic revitalization. By drawing on the experience of individuals who have led FEMA, HUD, and other federal programs, and combining that with local leaders who have intimate knowledge of Henderson County and western North Carolina's needs, the council will ensure that recovery is not only efficient and compliant but also responsive to the community's long-term vision. Regular meetings will facilitate collaboration and transparency, ensuring that recovery strategies remain dynamic, adaptive, and innovative.

Our team's extensive involvement in projects nationwide demonstrates our ability to operate at scale while delivering performance-driven results. In Henderson County, we will assist the County in maximizing deliverable and service availability through rapid response and cutting-edge technology, realizing cost savings through operational efficiencies and seasoned staff, and minimizing risk factors in areas like safety and security. Our goal is to seamlessly integrate our processes with the County's operations, enhancing efficiency and enabling the County to recover stronger, faster, and more sustainably.

TOOLS/SOFTWARE

iParametrics has a wide range of tools we use to make sure our clients reach their end goal. This includes the use of Microsoft Teams to create a digital workspace that allows us to communicate and connect with the County. Further, our information management systems, services, and processes are second to none. We have procured and maintained these systems which will be used extensively to support Henderson County and our field personnel to achieve the objectives efficiently and effectively. Our teaming partner, Arcadis, has additional software

and tools to help with recovery and document processes.

All information processing systems ensure a high level of accountability and audit-friendly structures to serve our public clients whose taxpayers and stakeholders demand such transparency. They will also serve to minimize errors and ensure maximum cost recovery is achieved.

QUALITY MEETS BOOTS ON THE GROUND

We are committed to fostering a culture of continuous improvement through a rigorous quality program that emphasizes regular analysis and reporting of performance data. This approach allows us to consistently refine processes, procedures, and client services to better meet evolving needs. At iParametrics, we implement a customized and formal Quality Assurance Plan, meticulously designed to identify and prevent deficiencies, document quality activities, and take corrective actions to ensure optimal contract productivity and worker performance. Our Quality Audits, conducted by a firm Principal, include thorough visual and technical assessments of all service elements based on the surveillance criteria developed for this engagement. This ensures that our service delivery meets the highest standards of accuracy and efficiency.

"Boots on the Ground"

We adhere to one central philosophy in task performance, **"plan the work and work the plan"**. To that end, our work begins immediately; **our team will arrive in Henderson County within 24 hours of notice to proceed** and get to work in your EOC and County offices. We will coordinate project logistics, gather information for contract administration, and continued learning more about your community and the impacts of Hurricane Helene.



KICKOFF MEETING

The Kickoff Meeting will allow us to fully understand your current situation, including challenges and needs, and align our mutual expectations under this engagement. The objective of this meeting is to establish a clear understanding of Henderson County's disaster impacts and current recovery status, and align on overall goals and objectives of the recovery program.

Our **"Boots on the Ground"** Action Plan includes:

- Schedule a kickoff meeting with key County officials and stakeholders.

SECTION 4

TECHNICAL APPROACH CONTINUED

- Review the scope of damages, response actions, and identify the key personnel responsible for coordination.
- Introduce the iParametrics team and outline our role in supporting recovery, compliance, and funding efforts.
- Define communication protocols, roles, and responsibilities.

The following approach outlines our methodology to accomplish the scope of this RFQ. For each, we have highlighted what we will do in the days immediately following arrival to the County, what we will focus on in the short-term, and what we will do in the long-term to complete your recovery. Throughout, you will see references to our focus on compassion, compliance, and integrity as we bring Mountain Strong back to Henderson County.

I. FEMA Public Assistance

BOOTS ON THE GROUND:

- **Damage Assessment and Preliminary Documentation Review:** Understand the extent of damage, identify the status of initial damage assessments, and ensure proper documentation is underway.
- **Compliance and Funding Strategy Review:** Ensure all activities related to FEMA PA funding are in line with federal compliance and explore opportunities for maximizing funding. Conduct a rapid compliance assessment and review costs incurred to date.
- **Immediate Next Steps for Project Worksheets (PWs):** Start developing or refining Project Worksheets (PWs) for eligible projects.

SHORT-TERM FOCUS:



Once the “Boots on the Ground” steps are started, we will turn our focus to the **recovery roadmap**. We will work with the County to develop next steps and tracking processes. Our team will **develop an action plan** for the coming days/weeks, focusing on completing high-priority PWs and gathering critical documentation.

This documentation is critical to ensuring we can minimize the cash crunch that the County will go through during this recovery effort.

We will also **identify any additional support or resources the County may need** from our team to facilitate FEMA coordination, expedite project approvals, or address potential challenges.

The team will also discuss applicable digital solutions to help manage

the tracking and overall grant management, such as our team member’s Portfolio Insights tool. With all of these tools in place, we will **set clear goals for funding deadlines and progress milestones** to ensure a timely and efficient recovery process.

LONG-TERM SUPPORT:

Using our extensive knowledge, experience, and technical competence in dealing with federal regulations, specifically including the Stafford Act, Post Katrina Emergency Management Reform Act, and the Sandy Recovery Improvement Act, we will guide the County through the entire FEMA PA lifecycle, from developing and submitting PWs, to supporting audits and appeals. We will continue to identify eligible projects, perform project cost accounting, prepare cost reports, reconcile invoices, and close out projects while proactively identifying and resolving issues that may arise related to the funding of work completed or to be completed.

Our team will provide oversight of contractor billing to ensure all eligible costs are captured and submitted and evaluate purchasing policies to ensure compliance for reimbursement. Our experts can also provide technical assistance, as requested, including engineering and architectural support, permitting, and other types of assistance.

Our team members are trailblazers in implementing the new FEMA PA process, federal pilot programs, and shaping state and federal PA policies and guidance. We have supported FEMA Mission Planning Operations, which charted the direction of federal disaster recovery, since 2010. Understanding the complex nature of PA grants, our team will work hand-in-hand with the County to work through this process.



Compliance with FEMA Management Costs

iParametrics will ensure the following when working with Henderson County:

- We will collaborate with the County and FEMA to recoup the 5% Management Cost
- Accurately and properly track Management Cost in compliance with FEMA guidelines in our project management system
- Work with the County to ensure labor and associated tasks are properly recorded
- Begin tracking activities related to Management Cost the day of contract award to ensure reimbursement approval of grant consultant services

SECTION 4

TECHNICAL APPROACH CONTINUED

Unidentified and Non-Submitted Eligible Damages

We will take a two-step approach:

1. We will ensure we capture all damage, especially hidden damage, which must be “identified during the performance of eligible work” as project work (construction) is being completed. Our team will immediately contact the State in writing to augment the scope of work to ensure all damages are captured.
2. Our team will make sure that every item on the Damage Inventory (DI) is captured. This will include periodic reviews of the DI list and comparing it with the projects listed in Grants Portal. The iParametrics team will communicate both verbally and in writing with each Henderson County department to make sure that all damages are captured and that a corresponding project is written on their behalf.

Appeals and Arbitration



Our goal is to provide an efficient and productive PA process for Henderson County. iParametrics is well versed in preparing for and responding to appeals as part of this process. Once FEMA identifies an issue, our team will employ our resources, including our knowledge of regional and FEMA headquarters interpretation of the issue, and how similar issues were handled in the past to establish precedence.

Concurrently, iParametrics will work with the County to make sure that we have all of the required documentation to support your claims (i.e., pictures (before and after), storm-related damage proof, etc.) and will use statutory and regulatory guidance to shore up our position. We will ensure we respond to all appeals in a timely manner so that the State has a chance to concur and send its recommendation to the regional office for the first appeal. If we are not successful on that level, we will escalate our appeal to FEMA headquarters for our second level appeal.

The iParametrics team successfully completed a second appeal for the Town of Matthews, NC, Town of Davidson, NC, the Township of Sparta, NJ, and the Borough of Hamburg, NJ, to receive previously denied FEMA PA funding for their use of solar powered message boards for COVID-19 messaging.

Closeout

A critical and often overlooked aspect of any federal grant program is the project closeout process. The purpose of closeout is to certify that all recovery work has been completed, appeals have been resolved, and all eligible costs have been reimbursed. Closeout is the final and last step in the PA Program process and no further actions may occur other than a possible audit by FEMA or other agency.

Our Project Manager and project staff will participate and support final inspections and audits. Henderson County will be subject to federal and non-federal audits, as is customary with all federal programs. A recipient or sub-recipient that expends \$750,000 or more in federal funds during its fiscal year must perform a single program-specific audit. The Quarterly Progress Report is a tool for FEMA and Henderson County to track the progress of Large Projects. FEMA requires the County to report the status of all open Large Projects every quarter. We will work to close out grants, project by project, until the County's recovery is complete. Our project closeout goal focuses not only on compliance but on promoting efficiency and effectiveness also. Our focus is to work with the County to improve its overall financial reporting processes and ensure regulatory compliance to maximize reimbursement.

2. FEMA Individual Assistance

BOOTS ON THE GROUND:

In the first weeks after a disaster, implementing FEMA Individual Assistance (IA) funding involves several critical steps to help individuals and households recover. To begin getting FEMA Individual Assistance (IA) into the hands of those who need it, we will first spend time educating Henderson County residents on the availability of funding.



We will immediately host a Town Hall for residents in several locations, and virtually, to notify the public of the available funding, including how and where to apply for assistance.

We will then work with residents one-on-one using our trained case managers to register and apply for FEMA IA via the FEMA website, the FEMA app, or through the FEMA Helpline. It's crucial to start this process early so that eligible applicants can receive aid faster.

SHORT-TERM FOCUS:

Once residents are registered and have applied for immediate support, we will continue to assist them with processing applications, including verifying losses through home inspections and other documentation.

SECTION 4

TECHNICAL APPROACH CONTINUED

We will work with FEMA to have inspectors assess damage and validate applications. This step is crucial for determining eligibility and the amount of assistance needed for housing repairs, temporary housing, or other needs.

Then, we will support FEMA in the disbursement process and supporting applicants as they receive the available funding, including temporary housing and rental assistance, repair or replacement of homes, and assistance with other disaster-related expenses (medical, transportation, etc.). We will also coordinate with other available programs and work in the resource centers to help residents find additional funding and understand eligibility.

LONG-TERM SUPPORT:

In the long-term, we will provide ongoing support and assist with any appeals that may arise. We have had success with FEMA appeals by working as a direct liaison with the community as we undergo FEMA review and decisions.



Our case managers can stay on site to support residents as long as needed.

3. FEMA 404 and 406 Hazard Mitigation

BOOTS ON THE GROUND:

The best time to identify hazard mitigation opportunities is during site visits and/or before construction begins. It is imperative that Henderson County visit damaged sites together with the iParametrics team, the State, and FEMA, when possible. Once on-site, the damages and the mitigation opportunities that exist can be assessed in real-time. At that point, capturing photos and measurements, along with any documented damages, is paramount to demonstrate that the damage occurred as a result of the specific disaster event.



On Day One, our team will focus on laying the groundwork for a structured and proactive approach to supporting hazard mitigation under FEMA's Sections 404 and 406, including drafting Hazard Mitigation Proposals (HMPs), conducting Benefit-Cost Analysis (BCA), and preparing grant applications for FEMA's 404 and 406 programs. Clear communication, data gathering, and strategic prioritization will ensure a smooth start to the long-term recovery and mitigation process. We will focus on:

- **Data collection:** Gathering critical data to identify opportunities for hazard mitigation.

- **Opportunity assessment:** Identify and prioritize areas where hazard mitigation can reduce future risks.

SHORT-TERM FOCUS:

In the short-term, we will work on developing hazard mitigation proposals and start drafting proposals for these projects. We will begin outlining the framework for initial proposals, identifying key mitigation measures that address damaged elements and prioritizing urgent or high-impact mitigation measures for immediate action. We will then coordinate for future grant applications, including planning next steps and reviewing existing local Hazard Mitigation Plans and collecting the data needed to conduct the applications, BCAs, and cost estimates.

iParametrics provided outstanding technical guidance regarding procurement, making sure we didn't duplicate benefits and providing information on other potential federal grant opportunities. Additionally, during the application process, they provided us with a BCA and data analytics to use in support of the submission of the application. - Greater Naples Fire District

LONG-TERM SUPPORT:

The iParametrics team is comprised of experts in the area of Hazard Mitigation Planning and application development. Our team has applied for and captured over \$7 billion in funding for resilience planning and infrastructure projects, including millions in similar communities hit hard by hurricanes. Once projects are defined and decided upon, and short-term goals are met, we will begin the long-term work of applying for hazard mitigation funding through a variety of funding sources. We will use the following steps to create these applications:

- **Project Description and Scope of Work:** Coordinate with Henderson County to finalize a detailed scope of work, including planning, design, and construction of the project and narrative for the need.
- **Project Location and Mapping:** Develop project location maps using Geographical Information Systems (GIS). Our in-house data analytics team can create these maps to understand the project needs.
- **BCA Development and Finalization:** Conduct a BCA using FEMA's BCA Toolkit Version 6.0.0 or the relevant benefit-cost calculation software for the proposed permanent solution and obtain a benefit-cost ratio.



SECTION 4

TECHNICAL APPROACH CONTINUED

- **Project Budget and Schedule:** Develop cost estimates in accordance with cost-estimating guidelines of the relevant granting agency. The schedule will reflect the appropriate time needed to complete the proposed project within the context of the grant period of performance deadline.
- **Justice 40, BABAA, and Other Federal Provisions (as required):** Ensure compliance with federal statutes, including Justice 40 which has a goal that 40% of the overall benefits of certain federal investments flow to disadvantaged communities that are marginalized, under-served, and overburdened by pollution; and the Build America, Buy America Act (BABAA), which requires all federal agencies to ensure that no federal financial assistance for infrastructure projects is provided unless all of the iron, steel, manufactured products, and construction materials used are produced in the United States. 
- **Environmental and Historic Preservation (as required):** Conduct a desktop review of the project site as it pertains to 44 CFR Part 10 to demonstrate that the proposed project minimizes harm to the environment, cultural resources, and at-risk populations. We will also send review and concurrence requests required by 44 CFR Part 10 to any relevant federal, tribal, state and local agencies.
- **Post-Submittal Requests:** Review requests as they come to assure that funding is awarded because of application completeness, compliance, compelling narrative, and comprehensiveness.

4. HUD CDBG-DR, MIT, CV, ESG, and other HUD Program Support

BOOTS ON THE GROUND:

iParametrics has a deep understanding of the HUD CDBG-DR and MIT funding process, recognizing that these funds are typically allocated after other immediate sources like FEMA. CDBG-DR/MIT is designed to fill recovery gaps and is flexible in supporting a wide range of community development objectives. However, obtaining these funds involves a lengthy process, from congressional allocation to Federal Register Notice publication, Action Plan development, and

HUD approval. Our team has experience working with both grantees and subrecipients, helping to develop Action Plans, lead community engagement, and advocate for funding. We will work with the County to strategically navigate the HUD process, layering funding sources over time to build a comprehensive, long-term recovery plan while addressing immediate needs.

Because recovery is a marathon and not a sprint, we need to build a strategic plan that builds holistic recovery from funding based on priorities. 

In the early days of this contract, we will work with the County to build those priorities and goals so that in the short-term and then long-term, we can build upon successes with layered funding in alignment with federal cycles and processes.

SHORT-TERM FOCUS:

Once immediate needs are being worked on, we will meet with the County to build a strategic vision of what the future of Henderson County looks like. We will bring creativity to the way we approach finding recovery funding for the County. Our goal with this plan is to build recovery in a way that benefits the County by pursuing funding

in its right time. Once a strategy is developed for the various types of funding available, we will go to work applying for and leveraging that funding for your unique and desired needs.

LONG-TERM SUPPORT:

The team will assist Henderson County with recovering costs from other federal and state agency programs. iParametrics will work with the County and additional stakeholders in obtaining disaster-related funding from likely CDBG-DR/MIT allocation(s), HMGP, and other programs applicable to the specific damages.

Also, our staff will research the availability of

any federal or state programs currently in place or recently proclaimed to advise Henderson County on all applicable funding opportunities available.

While knowledge of the requirements surrounding these grants is a key element in a successful application, it is equally important to understand how these different grants can be layered and leveraged to maximize the funding received. iParametrics Senior Project Manager

iParametrics Senior Project Manager Shanti Smith-Copeland worked with the Bonita Springs, Florida, to layer HMGP, CDBG-DR, infrastructure grants, and FEMA Flood Mitigation Assistance funding to maximize available mitigation funding after Hurricane Irma.

SECTION 4 TECHNICAL APPROACH CONTINUED

Shanti Smith-Copeland, worked with the City of Bonita Springs, Florida, to layer HMGP, CDBG-DR, infrastructure grants, and FEMA Flood Mitigation Assistance funding to maximize all available mitigation funding after Hurricane Irma. This included three FEMA HMGP applications, totaling \$10 million, a \$5 million CDBG-DR Home Buy Out grant, and FMA grant.

By understanding the timeline of how grants are released after a disaster and grant requirements of these funding sources, Shanti was able to progressively layer the funding opportunities as the grant application windows opened to maximize the mitigation funding available across the community.

Our team has extensive knowledge in all federal grants and their unique processes or procedures in addition to FEMA PA.

5. FHWA / FTA Support

BOOTS ON THE GROUND:

Before we begin the work on FHWA/FTA support, we will need to understand the County's FTA roadways, especially I-26. This will be crucial to moving forward with applying for support and getting funding to fix damaged infrastructure.

SHORT-TERM FOCUS:

Much like the additional funding discussed previously, we will work with the County first to build a strategy for applying for this funding and then begin work to develop applications, gather information, and submit the applications to the funder. Upon approval, we will manage the funds to be sure that we are using the funding to make compliant improvements to the roadways in the County.

LONG-TERM SUPPORT:

FHWA and FTA provide funding after a disaster to support the recovery, repair, and rebuilding of critical transportation infrastructure.

FHWA Funding: The FHWA offers Emergency Relief (ER) Program funds. These are primarily used for repairing highways and roads; removing debris; and preventive measures. For I-26, which sustained substantial damage, repairs and restoration can begin in earlier phases, and we will work with the County to do documentation and remain compliant with the grant funding.



FTA Funding: FTA's ER Program is designed to restore public transit systems; ensure mobility; and enhance resilience. The County's public transit, Apple Country Public Transit, may be

eligible for FTA funding. This will be especially needed for those who rely on the system for mobility.

Both programs aim to restore critical infrastructure quickly, ensure public safety, and promote long-term resilience in transportation networks after disasters. Several roads and infrastructure in Henderson



County were significantly damaged by Hurricane Helene, including I-26. In parts of the County, and especially near the Tennessee border, the interstate was washed out and/or closed

from the landslides, flooding, and washouts, and NCDOT says it will take months to repair the interstate.

FHWA has released \$100 million ER funding to assist with repairs of eligible roads and bridges, and we will support the County in getting its fair share for eligible roads, as well as funding for the transit systems that function as critical mobility for rural residents. As an example, our partner Arcadis has had an integral role in working with the Tennessee Department of Transportation (TDOT) to implement the FHWA ER Program for the repair or reconstruction of Federal-aid highways and roads on federal lands which have suffered serious damage as a result of natural disasters or catastrophic failures from external causes. Arcadis has been instrumental in helping to obtain more than \$18-million in federal funding critical to Tennessee's safety and disaster response capacity. Their efforts have enabled TDOT to maintain compliance with state and federal requirements and remain in good standing with the awarding agency.

6. Financial / Grants Management and IT

BOOTS ON THE GROUND:

The iParametrics team offers a proactive approach to grant management that ensures the proper expenditure of funds, compliant procurement procedures, successful BCAs, full reimbursement, and clean audits.



iParametrics' Grant Management System (GMS) is built and ready for implementation for the County.

Our team can build additional information technology to support those systems so that we are beginning with compliance in mind. We will use these systems to be sure that only authorized, eligible, and reasonable costs are processed. This is followed by procedures to track and monitor reimbursement requests throughout the lifecycle of the grant to ensure timely receipt.

SECTION 4

TECHNICAL APPROACH CONTINUED

SHORT-TERM FOCUS:

Once these systems are in place, we will continue to document compliance throughout the life of the project, starting with program planning, policies, standard operating procedures, checklists, and record-keeping. As needed, policy documents, issue resolution plans, and other materials will be developed and revised.

LONG-TERM SUPPORT:

In the long-term, we will focus on key reporting and dashboarding to provide Henderson County with grants management information.

Reporting: Our team will support the County with external reporting to funding agencies regarding the status of work, deliverables, schedule, and expenditures. We will work with the awarding state or federal agency to develop project reports, which are often required to be submitted on a quarterly basis. Our team will develop these proactively with plenty of time for Henderson County to review before submitting to the funding agency. We will be Henderson County's advocate throughout the entire project lifecycle, coordinating

regular check-in meetings with funding agencies and ensuring that all necessary information is shared with them at the appropriate time.



Internal Reporting and Dashboarding: Our team will work closely with Henderson County to develop reporting dashboards that provide analysis of ongoing grant work, schedule progress, and cash management. These internal reports will be developed in a digital environment, such as with Microsoft Power BI or Tableau (or another platform compatible with the County's information technology systems), so the information reflects real-time data with a single, centralized source of truth. These digital reports will contain application status, developments in the project, tracking of deliverables, needed revisions, open issues, and an overview of finances. Financial information will provide cash management and cash flow awareness, including funding spent to date, remaining funding, status of reimbursements, scheduled reimbursements, and more.

Public Notice Requirements:

There may be local, state, and federal requirements for public notice, many of which are dependent upon project type

and funding source. We will work with Henderson County to achieve complete compliance with all public notice requirements. During the project scoping and development phase of the grants, we review public notice obligations and incorporate them into the planning process before initiating the project application.

Project Close-out: If applicable, the iParametrics team will assemble all grant information and will present this to the funding agency for closure. We will work closely with Henderson County and the funding agency throughout this process to ensure appropriate reconciliation and closeout. We will support Henderson County to provide final inspections, final request for reimbursement/disbursement, close-out package(s), audit support, and review for Davis Bacon and Related Acts, 2 CFR 200, etc., as needed by the funder.

At the request of Henderson County, our partner Arcadis can implement **Portfolio Insights** to help with program management and tracking. **Portfolio Insights** is a web-based application that provides a paperless, secure system for design and construction of capital programs. More information can be provided about this platform upon selection.



7. Resilient Community Planning Program Support

BOOTS ON THE GROUND:

From Day One, we will actively engage with Henderson County leadership and key stakeholders to thoroughly understand the unique challenges, priorities, and vulnerabilities that the County faces. We believe in planning with purpose, and practice co-design and equitable planning with communities and not planning around them. This

collaborative effort will establish a solid foundation for our resilience strategy and program. Our team will promptly begin gathering baseline data and conducting assessments to identify risks, gaps, and opportunities.

Resilience and emergency management projects necessitate a comprehensive, systems-based perspective. Through our experience with diverse clients, we have refined our resilience planning approach to address not only the

After Hurricane Maria devastated Puerto Rico in 2017, our team provided recovery and resilience planning for the island. We worked on developing strategies to strengthen infrastructure, improve emergency response systems, and enhance the overall resilience of Puerto Rico against future extreme weather events.

SECTION 4 TECHNICAL APPROACH CONTINUED

response and recovery impacts of hazards but also to consider the interconnectedness of preparedness and mitigation actions. We recognize that resilience encompasses more than just risk reduction; it also requires attention to broader planning, capabilities, and equity-based concerns.

SHORT-TERM FOCUS:

Within six months of contract start, we will work with the County to provide community engagement that focuses on long-term planning.



We will seek to understand the community's vision for rebuilding **Mountain Strong**. We believe that community input, along with ideas generated through design thinking principles, is essential for developing a product that resonates with both your staff and the public. We are committed to ensuring that each section of our work is thoughtfully crafted and implementable. Recognizing that planning is a cyclical and continuous process that spans all phases of comprehensive emergency management—before, during, and after disasters—we will provide robust support across the entire spectrum of the program.

Our team has decades of experience in resiliency planning. Our teaming partner Arcadis has completed planning for the Louisiana Watershed Initiative, Resilient New Jersey, Virginia Flood Protection Master Plan, and Climate Ready Boston.

LONG-TERM SUPPORT:



Following the initial visioning, we will develop long-term plans for rebuilding Henderson County better, stronger, and more resilient than before.

8. Long-Term Recovery Operations Implementation Support

BOOTS ON THE GROUND:

Long-term recovery by its definition is focused on the future, beyond the immediate needs. We will work with the County to build strategic plans that focus on the long-term goals for recovery and resilience.

LONG-TERM SUPPORT:

iParametrics will guide Henderson County in its development of a long-term recovery plan. Our team will follow the standard 13-step process in developing Long-Term Recovery plans as outlined by FEMA.

9. Emergency Operations Center and Joint Field Office Staff Augmentation

BOOTS ON THE GROUND:

Upon notice to proceed, our Project Executive, Jeff Stevens, and Senior Project Manager, Shanti Smith-Copeland will deploy to the County EOC to conduct a kickoff meeting. The purpose of this meeting will be to better understand the County's needs and goals and the response staffing needs so we can prepare a tailored approach.



Our goal is to be an extension of the County and an enhancement to your existing capabilities.

Once this meeting is complete, usually within 24 hours, Shanti will mobilize our Incident Management Team (IMT) cadre to fill the required positions. She will identify the best personnel we have available that fit the needs and culture within the County. We never just “put a body on a job”; we get the right team member to exceed the County's needs. **Our current IMT cadre includes over 50 individuals with decades of experience across all major hurricanes in the last 25 years, including FEMA Type I Incident Commanders.**

For Henderson County, we have the capability to deploy multiple IMSTs and additional support staff to meet all the needs of the County's emergency management operations. We are able to plug in to the County's Incident Command System (ICS) as command center participants to share information, support decision making, and deploy resources without being physically present in the command center.

Our mission will be YOUR mission. To support Command and Operations, we will deploy the following team:

- Our **OPERATIONS STAFF** will support in establishing a strategy and specific actions to accomplish the goals and objectives set by Incident Command.
- Our **LOGISTICS STAFF** will support in their use of personnel, supplies, and equipment.
- Our **PLANNING STAFF** will coordinate the support activities for incident planning, as well as contingency, long-range, and demobilization planning. They will process incident information and

SECTION 4

TECHNICAL APPROACH CONTINUED

produce a daily Situational Report (SITREP), which will be the tool the planning staff uses to coordinate information activities across the entire response system.

- The **FINANCE/ADMINISTRATION STAFF** will support administrative issues as well as tracking and processing incident expenses. While doing so, these staff members will ensure that costs are tracked and organized in a way that they will be best prepared for a FEMA PA reimbursement and eligibility discussion.

SHORT-TERM FOCUS:

Once deployed, our team will integrate advanced GIS systems to enhance your emergency operations, providing accurate, real-time spatial data to support decision-making before, during, and after disaster events. Our GIS experts will deliver comprehensive datasets and predictive analytics, enabling precise geographic analysis for resource allocation and coordination among response teams. We will ensure seamless integration with your existing systems, boosting operational efficiency and delivering actionable intelligence tailored to your needs. Our commitment to excellence and collaboration will empower Henderson County to respond swiftly and effectively, safeguarding your community's well-being.

LONG-TERM SUPPORT:

EOC support will continue as long as the County requires. When complete, our team will create After-Action Reviews and Improvement plans to assist the County with understanding additional improvements to their response and resilience planning.



SECTION 5

COST PROPOSAL



Section 14: Appendices**APPENDIX A
COST PROPOSAL**

Indicate here the hourly rates charged, inclusive of all overhead and profit, for the positions indicated. All non-labor other direct costs, including travel and lodging, will be billed to the Activating Entity at cost without mark-up.

Position	Hourly Rate
Project Executive	\$210
Subject Matter Expert	\$230
Senior Project Manager	\$200
Project Manager	\$180
Response/Recovery Consultant IV	\$180
Response/Recovery Consultant III	\$160
Response/Recovery Consultant II	\$140
Response/Recovery Consultant I	\$120
Administrator	\$89
Senior Subject Matter Exper	\$250

Proposer may include other positions that may be required to support the Activating Entity. Provide hourly rates and attach a job description and required years of experience for each additional position proposed.

Printed Name of Firm Representative: Jeffrey Stevens, CEM, MEP

Signature of Firm Representative: 

Title: General Manager, Executive Vice President

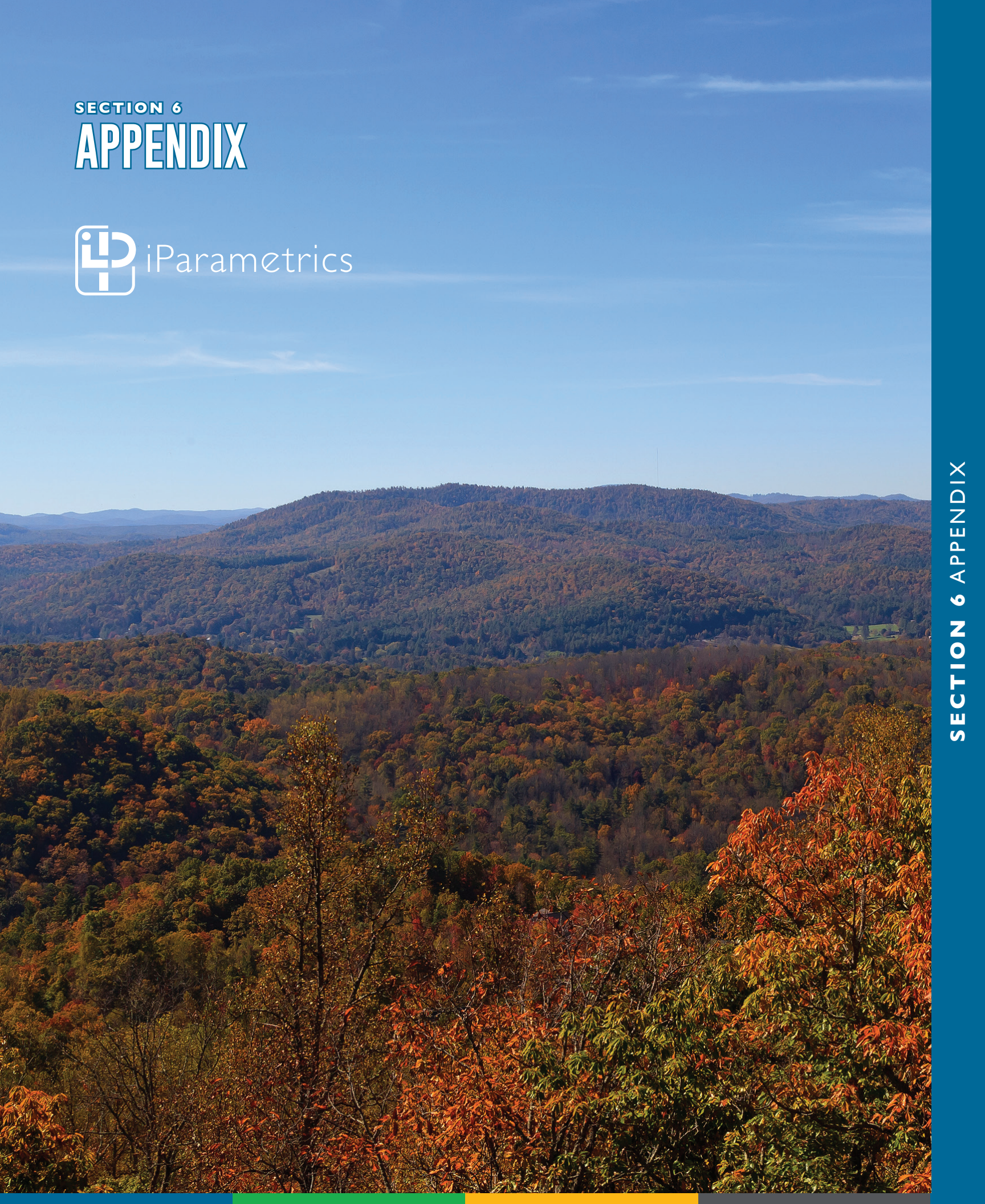
Name of Firm Submitting Proposal: iParametrics, LLC

Firm Address: 6515 Shiloh Road, Suite 200, Alpharetta, Georgia 30005

Telephone Number: 770-664-6636

Email Address: jeff.stevens@iparametrics.com

SECTION 6
APPENDIX



APPENDIX B

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY and VOLUNTARY
EXCLUSION LOWER TIER COVERED TRANSACTION

(To be submitted with all bids/proposals exceeding \$25,000.)

- (1) The prospective lower tier participant (Bidder/Contractor) certifies, by submission of this bid or proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) The prospective Bidder/Contractor also certifies by submission of this bid or proposal that all subcontractors and suppliers (this requirement flows down to all subcontracts at all levels) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (3) Where the prospective lower tier participant (Bidder/Contractor) is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this bid or proposal.

The lower tier participant (Bidder/Contractor), iParametrics, LLC, certifies or affirms the truthfulness and accuracy of this statement of its certification and disclosure, if any.

DATE October 21, 2024

SIGNATURE 

COMPANY iParametrics, LLC

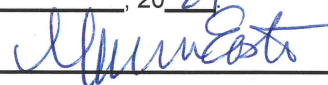
NAME Jeffrey Stevens, CEM, MEP

TITLE General Manager, Executive Vice President

State of Georgia

County of Fulton

Subscribed and sworn to before me this 21st day of October, 2024

Notary Public 

My Appointment Expires 6/4/27



APPENDIX C
CERTIFICATION REGARDING LOBBYING

(To be submitted with all offers exceeding \$100,000; must be executed prior to Award)

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

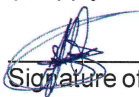
1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any persons for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding to any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

The Contractor, iParametrics, LLC, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 1352, *et seq.*, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

Date October 21, 2024

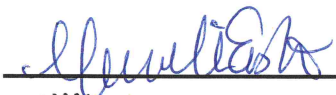
Jeffrey Stevens, CEM, MEP, General Manager and Executive Vice President

Printed Name and Title of Contractor's Authorized Official

State of Georgia

County of Fulton

Subscribed and sworn to before me this 21st day of October, 2024.

Notary Public 

My Appointment Expires 6/4/27



APPENDIX D
BABAA CERTIFICATION OF COMPLIANCE

The Build America, Buy America Act (BABAA) requires that no federal financial assistance for "infrastructure" projects is provided "unless all of the iron, steel, manufactured products, and construction materials used in the project are produced in the United States." Section 70914 of Public Law No. 117-58 §§ 70901-52.

The undersigned certifies, to the best of their knowledge and belief, that:

All the iron, steel, manufactured products, and construction materials used in the contract are in full compliance with BABAA requirements including:

1. All iron and steel used in the project are produced in the United States. This means all manufacturing processes, from the initial melting state through the application of coatings, occurred in the United States.
2. All manufactured products purchased with FEMA financial assistance must be produced in the United States. For a manufactured product to be considered produced in the United States, the cost of the components of the manufactured product that are mined, produced, or manufactured in the United States is greater than 55% of the total cost of all components of the manufactured product, unless another standard for determining the minimum amount of domestic content of the manufactured product has been established under applicable law or regulation.
3. All construction materials are manufactured in the United States. This means that all manufacturing processes for the construction material occurred in the United States.

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



Signature of Contractor's Authorized

Official Date October 21, 2024

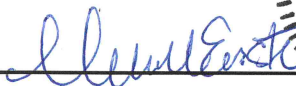
Jeffrey Stevens, CEM, MEP

Printed Name and Title of Contractor's Authorized Official

State of Georgia

County of Fulton

Subscribed and sworn to before me this 21st day of October, 2024.

Notary Public 

My Appointment Expires 6/4/27

(SEAL)





Henderson County Finance

113 N. Main St

Hendersonville, North Carolina 28792

Memorandum To: Potential Respondents

From: Doug Guffey
Purchasing Agent

Subject: Addendum 1: RFP for Comprehensive Disaster Recovery Management Services

Date: October 14, 2024

This addendum forms a part of and modifies the bidding requirements, contract forms, contract conditions, and/or the specifications for the Request for Proposals: Comprehensive Disaster Recovery Management Services. Bidder shall acknowledge receipt of the Addendum by signature and date below. The signed addendum shall be submitted as a part of your proposal. Failure to do so may subject the Bidder to **disqualification**.

The addition of the following language within Section 4: Scope of Preferred Services:

G. Emergency Operations Center and Joint Field Office Staff Augmentation

1. Provide staff augmentation to the Emergency Operations Center (EOC) and/or the Joint Field Office (JFO) in support of disaster response and recovery operations.
2. Assist Buncombe County in determining staff need and composition for the EOC and/or JFO.
3. Supply staff with the knowledge and expertise to serve in the positions of chief, deputy chief, or specialists for the following sections:
 - a. Command
 - b. EOC/ JFO Chief of Staff
 - c. Safety Officer
 - d. Public Information Officer
 - e. Liaison Officer
 - f. Operation Section
 - g. Planning/Intelligence Section
 - h. Logistics Section
 - i. Finance and Administration Section
4. Provide additional expertise and staffing as needed to support additional disaster response and recovery efforts.

Modification of Section 13: Federal Terms and Conditions as follows:

13.4 Equal Employment Opportunity (Modification)

During the performance of this contract, the contractor agrees as follows:

- (1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:

Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

- (2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
- (3) The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.
- (4) The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- (5) The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- (6) The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- (7) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- (8) The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding

upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance:

Provided, however, that in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: Provided, That if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.

The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.

13.12 Byrd Anti-Lobbying Amendment (Modification)

Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended) 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.

13.13 PROCUREMENT OF RECOVERED MATERIALS (Modification)

“(1) In the performance of this contract, the Contractor shall make maximum use of products containing

recovered materials that are EPA designated items unless the product cannot be acquired—

- (i) Competitively within a timeframe providing for compliance with the contract performance schedule;
 - (ii) Meeting contract performance requirements; or
 - (iii) At a reasonable price.
- (2) Information about this requirement is available at EPA’s Comprehensive Procurement Guidelines web site, <http://www.epa.gov/cpg/>. The list of EPA-designate items is available at <http://www.epa.gov/cpg/products.htm>.”
- (3) The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.”

13.14 ACCESS TO RECORDS (Modification)

- 1) The contractor agrees to provide the State of North Carolina, County of Henderson, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
- (2) The Contractor 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 contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.”
- (4) In compliance with section 1225 of the Disaster Recovery Reform Act of 2018, the County and the Contractor 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.”

13.24 RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT (Addition)

Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of “funding agreement” under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

Signature: _____

Date: 10-21-2024



Henderson County Finance

113 N. Main St

Hendersonville, North Carolina 28792

Memorandum To: Potential Respondents

From: Doug Guffey
Purchasing Agent

Subject: Addendum 2: RFP for Comprehensive Disaster Recovery Management Services

Date: October 21, 2024

This addendum forms a part of and modifies the bidding requirements, contract forms, contract conditions, and/or the specifications for the Request for Proposals: Comprehensive Disaster Recovery Management Services. Respondents shall acknowledge receipt of the Addendum by signature and date below. The signed addendum shall be submitted as a part of your proposal. Failure to do so may subject the Bidder to **disqualification**.

The following clarifications, modifications, and/or additions are to be made to the scope of work:

Q1: Will the county accept electronic submissions for the proposal?

A1: No, proposals will be required to be sealed.

Q2: In Section 6.1 Proposal Format, the RFP limits the proposal to 40 pages. Will Henderson Co. exclude the cover letter, table of contents, resumes, required forms (Appendices A – D), and the insurance certificate and riders from the 40-page limit?"

A2: Yes. The Cover Letter, Table of Contents, Resumes, Appendices, Certificate of Insurance and proposed contract will be omitted from the 40-page limit.

Q3: Section 6.1 Proposal Format calls for no less than 12-point font. Will Henderson Co. allow for slightly smaller graphics and table fonts, as many already exist in readable fonts smaller than 12-point.

A3: Yes, font cannot be less than 10 points.

Q4: Within Addendum 1 of the RFP for Comprehensive Disaster Recovery Management Services, section 4.G.2 refers to assisting Buncombe County. Can you clarify if the scope of this RFP and addendum includes work to be performed in both Henderson County and Buncombe County?

A4: The scope will be limited to Henderson County and other activating entities within Henderson County as described in the RFP.

Q5: Can you please describe the general work environment, related to disaster austerity conditions? Will the awarded contractor be expected to work onsite, remote, or a combination of both?

A5: A small portion of the County is practically inaccessible. The majority of the County is operating under normal business conditions. The contractor will be expected to work onsite and remote as needed to perform the services required.

Q6: Can signatures be electronic?

A6: Electronic signatures are allowed.

Q7: Under Qualifications of Personnel, key personnel are listed. All of these key personnel are shown on the Appendix A. Cost Proposal except for the Project Accountant. Do you want us to show the hourly rate for the Project Accountant?

A7: Yes. The cost for any other personnel may be provided within Appendix A.

Q8: Does Insurance Certificate need to be included in the Proposal or at time of Contracting?

A8: It may be provided within the proposal but will have to be provided before the time of contracting.

Q9: Under section 6.3, there is a statement that "The qualifications of the prime contracting firm must include, at minimum, the following:" We want to confirm that these qualifications can be supported as the whole prime team, including subs.

A9: Yes

Q10: What systems does the County currently use for financial systems? Are you currently able to track employee straight time and overtime accurately?

A10: The County utilizes Munis (Tyler Technologies) as their ERP System and UKG (Kronos) as their time keeping system. Yes, the County is able to track employee straight time and overtime accurately.

Q11: Are you currently able to track usage of Force Account equipment and materials being used for response and recovery operations?

A11: Yes, to a reasonable extent under the conditions of the emergency.

Q12: Can the staff provided in response to the RFP be modified after the contract award?

A12: Yes.

Q13: How many copies of the proposal are required?

A13: 5 copies of the proposal will be required.

Q14: Pursuant to the non-appropriation clause on RFP page 12, please confirm that the County will not issue any work orders to Contractor without adequate funding and confirmation of the same. The county shall issue work orders up to and not exceeding the funding secured. Please confirm, that Contractor will be paid for all work ordered by County and performed prior to the County's notice of termination due to the lack of funding.

A14: Yes

Q15: Will County issue a single award or multiple awards?

A15: The County will issue a single award. However, activating entities can award at their discretion.

Q16: May the awarded firm refuse to accept NTP on tasks from Activating Entities outside of the core area services outlined in this RFP?

A16: No.

Q17: Services listed for FEMA PA Advisory include regulatory, first and second appeals to FEMA, advising on FEMA's policies and regulations, etc. Please confirm County's and Activating Entities understanding that professional services procured are strictly technical in nature and will not include, or be construed to include, legal advice.

A17: Yes.

Q18: RFP pg. 9 states that Respondents shall be required to sign a contract for services as approved by the Activating Entity." Please confirm that such contract's terms shall be negotiable.

A18: Yes.

Q19: Can the County of Henderson provide the period of performance

A19: The period of performance will be until completion of the FEMA appeals process.

Q20: Should we include a copy on a USB
A20: Yes

Signature: _____

Date: 10-21-2024 _____



JEFF STEVENS, CEM, MEP

PROJECT EXECUTIVE

Jeff Stevens is the Executive Vice President of iParametrics, where he collaborates with local governments and organizations to strengthen community resilience and support recovery efforts. Jeff is a hands-on leader with a reputation for advocating for the communities he serves. His strategic focus lies in helping municipalities leverage every available resource to enhance disaster preparedness and facilitate efficient recovery, ensuring they build back stronger after emergencies.

EDUCATION

- MA, International Relations, Salve Regina University
- BA, Administration of Justice, Salve Regina University

CERTIFICATIONS

- Certified Emergency Manager
- Master Exercise Practitioner
- FEMA Type III All-Hazard IMT
- Type III Logistics Section Chief
- Type III Operations Section Chief
- Type III Planning Section Chief

With more than 15 years of experience, Jeff's diverse background includes higher education at New York University and healthcare leadership, where he played a key role on Rhode Island's HINI pandemic response team. A Certified Emergency Manager and FEMA Master Exercise Practitioner, Jeff also holds multiple Incident Management Team certifications and serves as a volunteer firefighter. His extensive expertise in emergency management makes him a valuable asset to North Carolina's local government sector, particularly in planning, preparedness, and disaster recovery.

EXPERIENCE

- **Hurricane Michael Recovery, Town of Sneads, Florida.** Project Manager. Responsible for leading reviews of the Town's critical infrastructure, coordinating FEMA Public Assistance Grant responsibilities, and identifying CDBG-DR and HMGP funding.
- **Finney County, Kansas, Disaster Recovery Response.** Lead a team of disaster response specialists to apply for \$1.8 million in new state grants and launching four grant programs for the County.
- **COVID-19 Pandemic Response, City of Lowell, Massachusetts.** Leads a team of disaster response specialists to assist the City with COVID-19 recovery, including applying for CARES Act funding reimbursements and planning for vaccine distribution.
- **Bristol, Rhode Island - CDBG-DR and EDA Grant Management | (Project Manager)** Administered two grants to support reducing significant flooding issues along the Tanyard Brook Watershed. Oversaw the administration of a multi-

million-dollar CDBG-DR Grant that was matched with an EDA grant in response to historic flooding throughout Rhode Island. Ensured that all grant items were closed out successfully.

- **Crisis Management Plan and COVID-19 Pandemic Response, Mecklenburg County, North Carolina.** Leading a team assisting Mecklenburg County with documenting and applying for FEMA reimbursements related to the COVID-19 pandemic. Previously, Jeff and his team created a Crisis Management Plan for the County and provided training to almost 6,000 employees, both online and in person.
- **DR-4214 Massachusetts Winter Storms.** Program Manager. Supported 600+ applicants, 1200+ project worksheets and \$100M in funds.
- **Providence, Rhode Island, Disaster Recovery.** Supporting the City of Providence in applying for recovery funding after COVID-19, including FEMA, CARES Act, and ARPA.





SHANTI SMITH-COPELAND, ED.D, CEM, FPEM

SENIOR PROJECT MANAGER

With over two decades of experience in crisis and emergency management, Dr. Smith-Copeland has become a recognized leader in the field, particularly in navigating the complex intersection of disaster response and political dynamics. Dr. Smith-Copeland has been at the forefront of some of the most challenging disaster response operations, primarily in Florida. Her leadership has been crucial in navigating such situations' operational and political complexities.

EDUCATION

- EdD, Leadership and Organization Innovation, Marymount University
- Graduate Certificate, Emergency Management; Florida State University
- MS, Sports Administration; Florida State University
- BS, Marine Science; Jacksonville University

CERTIFICATIONS

- Cohort 7, FEMA National Emergency Management Executive Academy
- MPM, Masters Program Managers Certificate, AAPM
- CIPM, International Program Managers Certificate, AAPM
- Certified Emergency Manager (CEM), International Association of Emergency Managers
- Florida Professional Emergency Manager (FPEM)
- GS 449, Incident Command Train-the Trainer Certificate
- Homeland Security Exercise and Evaluation Program Certified
- Continuity of Operations, Train the Trainer, FEMA

She has played pivotal roles in some of the most challenging disaster scenarios. This experience was gained by providing operational support and subject matter expertise to EOCs and field operations for Disaster Preparedness, Response and Recovery, Pandemic Response, Debris Management, Mass Care Coordination, and IMT support across 34 Federally Declared Disasters, including every declared natural disaster in Florida since 2005 including Deepwater Horizon and the 2010 Haitian repatriation and across FEMA Regions 1, 2, 4, 6, and 7.

EXPERIENCE

Hurricane Helene Recovery

- Managed the deployment of multiple IMTs and individual members across three states for Hurricane Helene supporting local EOCs during landfall, Logistics post landfall and Individual Assistance support for Housing missions.

Hurricane Idalia Recovery

- **AdventHealth North Pinellas** - Assisted with stakeholder coordination, and project proposal development for \$88.5M in HMGP funds to install a multi-stage generator capable of powering the entire hospital. We provided technical guidance and subject matter expertise, assisted with FDEM communications, and client support during the application and pre-award process. The application was submitted to the Pinellas County Local Mitigation Strategy (LMS) and approved as the County's top priority following Hurricane Idalia and sent to the State for funding.

Hurricane Ian Recovery

- **Johns Hopkins All Children's Hospital and Outpatient facilities** across Pinellas, Pasco, Polk, Hillsborough, and Lee Counties for \$800,000 Public Assistance and \$18M in HMGP applications
- **Greater Naples Fire Rescue District Firehouse** - Hardening and residential Home Elevation; \$4.5M in HMGP Grant Applications
- **Lee County School District** - \$25M in HMGP applications and \$50.5M in CDBG-DR Infrastructure applications

Hurricane Michael Recovery

- **State of Florida SEOC Support** – Hurricane Michael ESF 6 Mass Care Support, providing SME support to the EDF 6 ECO for two weeks following Hurricane Michael. Supported assessment of feeding and access needs for communities impacted by the hurricane and developing new and innovative in coordination with Feeding Florida to support the rural communities in need.



SHANTI SMITH-COPELAND, ED.D, CEM, FPEM

SENIOR PROJECT MANAGER

EXPERIENCE CONT.

COVID-19 Pandemic

- **Florida State Emergency Response Team Support** – COVID-19 Response. Supported Mass Care Coordination for the first 90 days of activation for the COVID-19 response. Developed multiple models depicting the anticipated need for increased food across the state due to shut down

COVID-19 Continued

induced unemployment. Developed Guidance for Post Disaster Non-Congregate Shelter in the COVID Environment. Guidance for Managing of an Impact Shelter in the COVID environment, and more.

Hurricane Irma Recovery

- **Rebuild Florida Voluntary Home Buy Out**
 - Project Manager: Supported the City of Bonita Springs through the CDBG-DR Grant Applications and recipient qualifications. Qualified 42 homeowners, and the City received the full \$5M grant award and over \$15M in HMGP funds.
- **Clay County, FL** - Project Manager: Oversaw the Grant Application process for the Florida CDBG-DR Voluntary Home Buy Out program and for recipient qualifications for Clay County. \$5M in CDBG-DR Home Buy Out.

Other Disaster Related Work

- **Volusia County, FL, Emergency Management – Logistics and Resource Management Plan.** - Project Manager: The iParametrics team created a current Resource Management and Logistics Plan. The plan provides a framework and operational plan for managing the resources necessary to effectively respond to several high-risk scenarios identified in their hazard mitigation plan.



FALON ALO, MSW

SUBJECT MATTER EXPERT

Falon Alo is the Director of Humanitarian Services for iParametrics, with over 13 years of experience in disaster response and recovery operations. She has worked on domestic and international disaster deployments, responding to floods and hurricanes in various states in the US, as well as supporting communities in Bangladesh and Poland.

An expert in Mass Care (ESF 6) operations and Long-term Community Recovery and Mitigation (ESF 14), Falon has recently expanded her expertise to include program management and is pursuing her PMP certification. Her hands-on experience in large-scale disaster recovery and commitment to community resilience make her a valuable asset for local government efforts in North Carolina, particularly in enhancing disaster preparedness and long-term recovery planning.

EDUCATION

- MSW – International and Community Development, Monmouth University
- BS – Social Work, Monmouth University

AFFILIATIONS

- Council on Social Work Education (CSWE)
- National Association for Social Workers (NASW)
- Florida Emergency Preparedness Association (FEPA)

EXPERIENCE

- **iParametrics – Director, Humanitarian Services** | Responsible for leading and coordinating global crisis and emergency response programs, encompassing strategic planning, program development, resource mobilization, capacity building, collaboration, monitoring, evaluation, compliance, and reporting. Ensures effective leadership, innovation, and excellence in humanitarian aid and case management programs designed and implemented by iParametrics and its partners or clients.
- **CORE - Community Organized Relief Effort (Director of Domestic Humanitarian Response)** |
 - DR-4711 Established and managed a POD I in Eastern Kentucky for 14 days serving 3,000 households daily.
 - DR-4673 Established and managed a POD II in Fort Myers, FL for 14 days serving 1,000 households daily.
 - DR-4683 Disaster Recovery Center participation.
- **Hearts & Hands Disaster Recovery (Executive Director)** | Served as a Disaster Case Management Program provider for flood recovery, supporting approximately 5,000 survivor households across 23 counties in South Carolina. Responsible for recruiting, training, and managing 70 full-time disaster case management staff across three locations.
- Participated in action planning with the State for the CDBG-DR program, enabling effective participation and implementation of disaster recovery initiatives.
- Conducted intake and eligibility for the Lexington County CDBG-DR program to provide housing buyouts to qualifying survivors.
- **American Red Cross, NHQ (Community Recovery Specialist)** | Served as the ARC liaison to the Monmouth County Long-Term Recovery Group.
- Served as an ARC Grant Review Team member, contributing to strategic decision-making processes to distribute donor funds for LTR.
- Contributed expertise in hazard mitigation and resiliency planning, floodplain management, and sustainable land use policies.
- **CSWE, Council on Social Work Education (Policy Advisor)** | Served on the task force creation of the *2022 EPAS Disaster Relief Curricular Guide*. This curricular guide is a partnership between the Administration for Children and Families, Office of Human Services Emergency Preparedness and Response and the Council on Social Work Education.





Mark Van Auken, PE, ENV SP

Senior Subject Matter Expert

Mr. Van Auken has 34 years of experience in stormwater management, spanning analysis, design, and construction phases across a variety of municipal stormwater projects. His expertise includes flow monitoring, sampling, modeling, permitting, design, green infrastructure, and program management. He has led FEMA grant development and secured funding from various federal and state sources, including spearheading funding support services in North Carolina, where he maintains strong relationships with the state's Emergency Management division staff. As an Envision Sustainability Professional and Certified Professional in Municipal Stormwater Management, he oversees sustainability options for projects and frequently speaks at national conferences, having delivered over 70 presentations. He also chairs WEF's Stormwater Innovation & Technology focus group and serves on Water Online's Water Intelligence Panel.

Education/Qualifications

- BS Civil Engineering Michigan State University 1989

Years of Experience

Total – 34

With Arcadis – 10

Professional Registration/Certifications

- Professional Engineer – NC, MI, OH, VA (pending)
- Certified Professional in Municipal Stormwater Management
- Envision Sustainability Professional Credential

Stormwater Systems Damage Assessment Program

RAND Corporation, PR

Technical Leader responsible for managing an international team with development of an island-wide damage assessment investigation and infrastructure reinvestment report following the devastation of Hurricane Maria.

Federal Grant Program Funding Assistance

City of Fayetteville, Fayetteville, NC

Program Manager from 2019 - current for annual services contract that identifies federal funding sources and develops preliminary and detailed applications for federal funding through FEMA's BRIC and FMA programs, USDOT's RAISE and PROTECT programs, and HUD's CDBG-MIT program; and state funding through the American Rescue Plan Act (ARPA) LASII

Relevant Experience

and Golden LEAF's Flood Mitigation programs.

Hazard Mitigation Grant Program Funding Assistance

City of Fayetteville, Fayetteville, NC

Project Manager for the development of Letters of Interest, full applications and associated documents required to apply for project funding through the Hurricane Florence HMGP (DR 4393) administered by the North Carolina Department of Public Service. Three projects, one for Neville Street drainage improvements, one for an early warning system, and one for emergency generators were pursued in the Infrastructure Flood Mitigation and Hazard Mitigation Planning categories respectively.

Major Drainage CIP Program Management Services

City of Fayetteville, Fayetteville, NC

Program Manager for the City's Major Drainage CIP Program including management of planning, design and construction of nine major drainage improvement projects to alleviate flooding in residential/semi-urban areas throughout the city.

Stormwater Funding Advisory Services

City of Raleigh, Raleigh, NC

Project Manager for aligning current CIP budget of \$10.5M and project backlog of \$750M with a variety of funding sources including the City's existing stormwater utility; federal funding programs such as FEMA, HUD, EPA, USACE, and USDOT; State funding including Clean Water State Revolving Fund; and local/national foundations and congressional earmarks. Specific funding goals include improving voluntary buyout program, obtaining funding to support more green infrastructure for resiliency, and integrating equity into funding.

Blounts Creek Watershed Master Plan

City of Fayetteville, Fayetteville, NC

Technical Advisor/Planning Lead for a detailed hydrologic and hydraulic analysis, stream inspection, problem area identification, flood risk reduction assessment, and development of holistic solutions that provide resiliency, mitigate flooding and improve liveability.



Sarah Moore, CEM

Senior Subject Matter Expert

Ms. Moore is the Principal Emergency Management Consultant for Arcadis and is a Certified Emergency Manager. She is a subject matter expert for the Arcadis North America's Resilience Sector and is responsible for emergency management and preparedness projects. With more than 20 years in the field, Ms. Moore has extensive experience in planning, operations, response, and recovery working at the federal, state, regional, and local levels across the United States. She supported response efforts to numerous natural disasters including Hurricanes Katrina and Sandy. Her experience also includes security, emergency power, communications, catastrophic planning, and exercises for all levels of government and exercise complexities.

Education/Qualifications

- MS, Emergency Management, University of New Haven, Connecticut, est. completion 2023
- BS, Emergency Administration and Planning, University of North Texas, 2006

Years of Experience

Total – 20
With Arcadis – 6

Professional Registration/Certifications

- Certified Emergency Manager, International Association of Emergency Managers

Risk & Resilience Assessments, Emergency Response & Contingency Plans Various Water and Wastewater Utilities, US

National Team Leader. Ensured quality plans, meeting facilitation, project management, and consulting services for over 150 small, medium, and large water systems. Conducted Risk and Resilience Assessments following J100-10 standards. Evaluated emergency plan content to state and federal regulations, made recommendations for plan updates, improvements in gaps, restructuring, building capabilities and standard operating procedures. America's Water Infrastructure Act of 2018 (AWIA) projects include: Los Angeles Department of Power & Water, California; Atlanta Department of Watershed, Georgia; Puerto Rico Aqueduct and Sewer Authority;

Relevant Experience

San Antonio Water System, Texas; Tarrant Regional Water District, Fort Worth, Texas; Birmingham Water Works Board, Alabama; East Valley Water District, California; Chesterfield Department of Public Utilities, Virginia; and Virginia Beach Department of Public Utilities, Virginia.

East Side Coastal Resiliency (ESCR) Emergency Response Plan NYC Department of Design and Construction (DDC), New York City, NY

Led a large team in developing the Emergency Response Plan (ERP) for the ESCR Flood Protection System (FPS) for NYC Department of Transportation and NYC Department of Environmental Protection. Organized and facilitated workshops with over 20 NYC agencies and private sector partners to determine emergency operations required to protect 2.4 miles of Manhattan's shoreline from flooding and storm surges during hurricanes and nor'easters. Coordinated project timelines, advised on critical response functions like flood gate and road closures, and developed crew schedules. The ERP was integrated into the FPS Operations & Maintenance Manual to meet FEMA requirements for project approval and ongoing compliance.

Upper & Lower Occoquan Dam Emergency Action Plan & Exercise Fairfax Water, Fairfax, VA

Provided technical expertise and led the team to rewrite and update the Dam Emergency Action Plan to comply with Virginia Department of Conservation and Recreation (DCR) state regulations for high-risk dams. Helped utility transition to a new hybrid plan that still utilizes information from the old FERC requirements. Conducted workshops to update the plan, annexes, and maps. Designed a table-top exercise and briefing for staff and contracted responders.

Manhattan Pump Station Resiliency Plan

New York City DEP, New York City, NY

Worked on a team to develop a Resiliency Plan for the Manhattan Pump Station (MPS) in conjunction with the East Side Coastal Resiliency (ESCR) Flood Protection System (FPS). The assessment focused on identifying vulnerabilities during flood, hurricane, and power outage scenarios. Additionally, emergency roles, responsibilities, and operational timelines were established to ensure MPS could operate at peak flow during ESCR activation.



Danica Adams

Senior Subject Matter Expert

Ms. Adams has extensive experience translating water management needs into policy initiatives and planning objectives, and evaluating the efficacy of regional stormwater management, low impact development and green infrastructure programs. She also specializes in community engagement, regional and environmental planning, and start-to-finish program concept, design, administration and close-out for disaster mitigation and recovery.

She worked in the public sector for over a decade before moving into the private sector and brings with her a deep understanding of state and local government processes. Danica is a member of the Arcadis Urban and Coastal Resilience Planning, Policy, and Funding team.

Education/Qualifications

- MS, Sustainable Design (MSSD), University of Texas at Austin, 2013
- MS, Community and Regional Planning (MSCRP), University of Texas at Austin, 2013
- BS, Environmental and Sustainable Resources, University of Louisiana at Lafayette, 2006

Years of Experience

Total – 16

With Arcadis – 2

Louisiana Watershed Initiative

Louisiana Office of Community Development, Baton Rouge, LA

Program Manager to transition Louisiana to watershed-based planning and floodplain management. Planned and implemented high-profile state-wide and unified vision, goals, and new program framework in coordination with program partners. Led extensive stakeholder engagement, coordination, and consensus building across multiple disciplines, and with state, federal, local, private, and not-for-profit groups, including the office of the Governor. Managed multiple contracts and consultants and developed scopes of services to achieve program goals. Established working groups and technical advisory committees to help solve key problems. Supervised Local Disaster Recovery Managers in five Planning Districts.

Relevant Experience

Data Planning and Implementation

Various Locations

Conceptualized, researched and drafted the Puerto Rico GeoSpatial Framework (GeoFrame), a soup-to-nuts, comprehensive program, funded through leveraged CDBG-DR and CDBG-MIT funds, to create a complete cadastral database for the Island of Puerto Rico. Her team drafted detailed program guidelines and implementation roadmap for the GeoFrame Program to include new data collection efforts for property boundaries, property ownership and tenure, occupancy, use, addressing, permitting, and road and structure mapping. Focused on forecasting state entity cadastral data needs and utilizing best available technology to collect new datasets, the cadastral database is aimed at disaster risk reduction, including floodplain management. The GeoFrame effort centered on extensive state agency collaboration and the development of new or revised data collection protocols to maintain the GeoFrame database as a “centralized, living database.”

Puerto Rico GeoSpatial Framework Implementation

Commonwealth of Puerto Rico, San Juan, PR

Conceptualized, researched and drafted the Puerto Rico GeoSpatial Framework (GeoFrame), a soup-to-nuts, comprehensive program, funded through leveraged CDBG-DR and CDBG-MIT funds, to create a complete cadastral database for the Island of Puerto Rico. Drafted detailed program guidelines and implementation roadmap for the GeoFrame Program to include new data collection efforts for property boundaries, property ownership and tenure, occupancy, use, addressing, permitting, and road and structure mapping. Focused on forecasting state entity cadastral data needs and utilizing best available technology to collect new datasets, the cadastral database is aimed at disaster risk reduction, including floodplain management. Developed a participation and engagement plan that incorporated more than 50 Puerto Rican state agencies and municipalities.



Roni Deitz, PE

Subject Matter Expert

Based in western North Carolina, Ms. Deitz is the Global Director of Climate Adaptation at Arcadis, where she leads a diverse team specializing in climate risk assessments, strategic planning, design and engineering, and infrastructure operations. A key focus of her practice is supporting clients in securing and implementing federal funding for climate adaptation and resilience projects. With extensive expertise in navigating complex funding landscapes, Ms. Deitz has a proven track record of aligning project goals with federal programs and ensuring compliance with funding requirements.

Over the past decade, Ms. Deitz has managed and supported numerous large-scale projects across the nation, including initiatives funded by federal grants. During a year-long embedment at the NYC Department of Design and Construction, she collaborated with the First Deputy Commissioner to secure critical stakeholder approvals for the \$1.4 billion East Side Coastal Resiliency project, which included \$335 million from HUD CDBG-DR funds post Hurricane Sandy. Additionally, she has supported New York City and Wilmington, Delaware in securing over \$100 million through FEMA's BRIC, FMA, and HMGP programs, driving innovative solutions while ensuring adherence to federal funding standards.

Relevant Experience

Education/Qualifications

- MS, Environmental Engineering, Rice University
- BS, Civil and Environmental Engineering Rice University

Years of Experience

Total – 12
With Arcadis – 11

Professional Registration/ Certifications

- Professional Engineer – NY

Financial District and Seaport Climate Resilience Master Plan

**New York City Economic
Development Corporation
(NYCEDC) New York, NY**

As Project Director, Ms. Deitz leads the preliminary design of coastal resilience infrastructure while supporting NYCEDC with funding and financing strategies, including evaluating federal funding options. She led the development of a successful \$50M FEMA BRIC grant for Seaport Coastal Resiliency and secured an \$800k FEMA FMA scoping grant for stormwater improvements.

Coney Island Creek Resiliency Improvements

NYCEDC, Brooklyn, NY

As Project Director for Arcadis, Ms. Deitz leads design and consulting services for the bulkhead reconstruction on Coney Island Creek's southern shoreline.

She developed successful FEMA HMGP and BRIC grant applications, including project scoping and benefit-cost analysis, resulting in over \$50M in grant funding. Previously, she served as Assistant Project Manager for a \$1.3 million resiliency feasibility study.

East Side Coastal Resiliency

**New York City Department of Design
and Construction (NYCDDC), New
York City, NY**

While embedded at NYCDDC, Ms. Deitz led stakeholder engagement for the \$1.45B East Side Coastal Resiliency Project, which included \$335 million from HUD CDBG-DR funds post Hurricane Sandy. She coordinated design decisions between NYCDDC, agency partners, and City Hall, developed and executed outreach with community boards, and assisted with the Environmental Impact Statement and Uniform Land Use Review Procedure, managing content and materials for the process.

Resilient Wilmington

City of Wilmington, Wilmington, DE

As Project Director and Resiliency Lead, Ms. Deitz directs Wilmington, Delaware's resilience plan, assessing climate risks like sea level rise and extreme heat. Her work has secured a FEMA Advanced Assistance Grant and a BRIC Grant to address tidal and riverine flooding.

Breezy Point Coastal Resiliency

NYCDDC, Queens, NY

Assistant Project Manager and Technical Resiliency Design Lead for a \$58M Federal Emergency Management Agency Hazard Mitigation Grant Program (HMGP) grant to reduce coastal risk and erosion for the Breezy Point Cooperative. Additional efforts include outreach and meetings with the Breezy Point Cooperative and hosting design charrettes to develop adaptable solutions that provide recreational benefits.



Carly Foster, AICP, CFM

Project Manager

Ms. Foster serves as the Principal Resilience Planner for Arcadis North America's Water Management region, where she ensures that the organization effectively addresses and proactively solves resilience challenges for cities, states, infrastructure, and the private sector. With a track record of securing over \$4 billion in funding for resilience-related projects through FEMA, HUD, and various federal and state programs, she has been pivotal in developing resilience initiatives across multiple scales—from individual facilities to neighborhoods, cities, regions, and states. Her expertise encompasses problem identification, risk quantification, stakeholder engagement, solution development (policy, programmatic, or physical), implementation planning, benefit-cost analysis, program and grant management, training, and post-disaster loss avoidance assessments. She expertly guides projects from initial goal setting through implementation and grant management to project close-out and evaluation.

Education/Qualifications

- MSP, Urban Planning, Florida State University (Growth Management Specialization), 2010
- BS, Political Sciences, Florida State University, 2005

Years of Experience

Total – 20

With Arcadis – 15

Professional Registration/Certifications

- Certified Planner (AICP)
- Certified Floodplain Manager (CFM)
- FEMA Hazus Practitioner
- FEMA Hazus Professional

Long Term Recovery and Hazard Mitigation Planning, 428, 406 and 404 Mitigation Funding

New York Health and Hospitals Corporation, New York, NY

As the Lead Planner and Technical Lead for the mitigation of four public hospitals after Hurricane Sandy, Carly devised a FEMA funding strategy that secured \$1.7 billion in approved funding, with additional funding currently in progress. She provided strategic guidance on damage assessments, reimbursement maximization, and innovative mitigation measures, while also leading benefit-cost analyses, developing grant applications, representing clients to federal and state agencies.

Relevant Experience

Nassau Country Wastewater Treatment Plants – FEMA & HUD Funding Strategy Development Nassau County, NY

Helped secure \$830 million in FEMA and HUD obligations for flood mitigation of several Nassau County wastewater treatment plants, including Bay Park STP and Cedar Creek WPCP, along with 37 pump stations. I provide strategic guidance on damage assessments, reimbursement maximization, and eligible mitigation measures, while leading benefit-cost analyses and developing FEMA 406 and 404 grant applications, ultimately achieving over \$1 billion in funding to date.

FEMA Public Assistance for Wastewater Treatment Facility and Marina City of Kingston, NY

Project Lead providing hazard mitigation guidance for flood-prone facilities, securing approximately \$5 million in obligations.

FEMA Public Assistance Support Calhoun County, Liberty County, and Columbia Florida

Executed enhanced risk assessments and refined project scopes in accordance with 44 C.F.R. §201.6(c)(2)(ii)(A), (B), and (C). Key deliverables included: 1) A ranked inventory of structures and critical infrastructure vulnerable to wind-related hazards; 2) Calculations of potential financial losses using HAZUS-MH; 3) A land use map with recommendations to minimize damages; and 4) Preliminary project scopes addressing vulnerabilities and fund source identification, all of which received full approval.

Florida Division of Emergency Management Public Facilities Flood Mitigation Initiative

Project Lead to develop training materials, State Hazard Mitigation Plan update, and proposed siting and prioritization criteria to mitigate public facilities against flood hazard. Specific coordination is taking place at the state level to fund and implement mitigation projects for state-owned facilities. Conducted four workshops with more than 150 participants.

KAMBRE SCOTT

PUBLIC ASSISTANCE GRANTS SPECIALIST

EDUCATION

- MBA, Business Administration
- BA, Psychology

Kambre is a leader in Disaster Preparedness, Response, and Recovery with over 15 years of FEMA Public Assistance experience. She has significant experience in grants management and Public Assistance with emphasis on critical and non-critical PNP eligibility and reimbursements, problem-solving, project management, finance, auditing, and implementing policies and procedures. She served as a subject matter expert in FEMA Public Assistance, and demonstrated extensive knowledge and experience in 44 CFR, 2 CFR, SRIA Legislation, Public Assistance Program Policy Guide and Stafford Act. In conjunction with state's legal counsel, she conducted fact findings for PIO requests, legal responsibility determinations and drafts for first and second appeals. Kambre was also a Policy Advisor in the management, compliance, and closeout of Federal and State Policies and Regulations for over 10 federal declarations, including Hurricane Katrina, Sandy and Gustav.

EXPERIENCE

- **iParametrics, LLC, City of Providence**
FEMA Public Assistance and Grants Support. Serving as PA Grants Specialist for the City's FEMA reimbursements following the COVID-19 pandemic and other recent disasters. Kambre is the City's liaison for this work, completing project worksheets and recovery efforts for a variety of disasters.
- **Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP).** Served as a Senior Problem Resolution Officer, working closely with FEMA and contractors to establish processes, policies, and procedures pertaining to recovery programs. Provided a wide range of technical assistance to applicants, management and multiple disaster recovery sections including closeout for the state of Louisiana. Ensured all projects across multiple disasters were reconciled completely in accordance with FEMA and State guidelines.
- **Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP).** Managed the grant reimbursement process for approximately 450 project worksheets totaling \$135 million, and oversaw transactions related to invoices, purchase orders, expense reports, and financial adjustments for federally funded projects essential to the rebuilding of critical and non-critical PNP infrastructure in the state of Louisiana. Managed assigned applicants' project worksheets for all sub-grantees, and reviewed projects for newly obligated scope adjustments and obtain required documentation to process applicant's grants. Researched and created cost analysis for auditing purposes by gathering comparable costs from multiple vendors and sources including FEMA rates and cost curves to determine if cost incurred by the applicant was effective.
- **ICF International.** Audit Monitoring Analyst, served as an auditor for the Louisiana Road Home Program. Responsible for auditing files to ensure compliance with all HUD and OCD homeowner regulations with regards to the HMGP ACG elevation programs.





Nancy Freeman

Project Manager

Ms. Freeman is a retired Nassau County (FL) Emergency Management Director, with extensive experience serving three Florida counties for all-hazards preparedness, planning, response, recovery, and mitigation. Responsibilities included directing all administration, operations, services, and programs for multiple disasters involving natural, technological, and human-caused threats and hazards. She was deployed by the Florida Division of Emergency Management for multiple hurricane response operations, serving on Incident Management Teams. Ms. Freeman also served as Project Coordinator for a university-based Center providing administrative capacity-building, strategic planning, research, training, and technical assistance services to multiple counties in Northeast Florida. In addition, she has more than 18 years of experience in the application of Emergency Management Accreditation Program (EMAP) Standards to state, local, and federal agencies and international Programs. Ms. Freeman is also an experienced trainer and educator, having served on the Adjunct Faculty of Florida State College at Jacksonville (FL) for more than 15 years. Mrs. Freeman is a highly regarded subject matter expert in the interpretation of regulatory requirements and integrating regulatory, statutory, and other mandates into planning and operational processes.

RELEVANT PROJECT EXPERIENCE

Northern Virginia Multi-Jurisdictional Hazard Mitigation Plan

Project Lead

2021-2022

Coordinated multi-jurisdictional plan update for nineteen jurisdictions for hazard risk and vulnerability analysis to include potential impacts from increased development and climate change.

State of Nebraska Hazard Mitigation Plan

Project Lead

2020-2021

Led hazard mitigation plan update work plan and schedule to ensure the 2021 plan met all criteria for FEMA 44 CFR, Part 201.4; addressed EMAP Standard for reaccreditation.

Mississippi District 3 Multi-Jurisdictional Hazard Plan

Senior Planner

2020

Coordinated hazard research and statistical data updates. Conducted hazard risk and vulnerability analysis with a nine-county region. Wrote hazard mitigation plan updates for 63 local jurisdictions with the planning team.

Emergency Operations Center Activations

Incident Management

1999 - 2012

Duval County, FL - Hazardous Material Spill, Wildfire.

Clay County, FL - Hurricane Floyd, Freight Train Derailment, Floods, Tornado, Hazardous Material Spill, Wildfire, Tropical Storm Beryl, Tropical Storm Debby.

Nassau County FL - Hurricane Charley, Hurricane Frances, Hurricane Jeanne, flood, wildfire, tornado, hazardous material, Tropical Storm Fay, H1N1 Pandemic.

Florida Disaster Response Deployments

Florida State Emergency Response Team (SERT)

2004 - 2005

Hurricane Charley: Incident Command Team assigned to county Emergency Operations Center (EOC) in key impact area. Mass Care Unit - managed emergency evacuation of Special Needs Shelter; Operations Section Chief, EOC.

CONTACT



Tallahassee, FL 32301



(850) 320-6108



nancy.freeman@ebsleaders.com

EDUCATION

- Post-Graduate Program, University of North Florida
- B.S., Humanities/Education Kansas State University
- A.S., Design, & Technical Certificate, Historic Preservation; Florida State College at Jacksonville

HIGHLIGHTS

- State and Local Hazard Mitigation
- Director of Local Public Safety Agency
- Emergency Management Accreditation Program (EMAP) National Industry Standards applied to State, Local, Federal Agency, and International Programs
- L449 Incident Command System Train-The-Trainer
- Homeland Security Exercise and Evaluation Program Train-The-Trainer
- Planning Workshop for Local Governments
- National Assessor and Team Lead

**Charles Hill**

Supervisor, Risk Consulting
charles.hill@rsmus.com

Summary of experience

Charles is a project manager who has worked with an array of private and public sector clients in the areas of economic development, housing, and grants administration. He has over 10 years combined experience in management consulting and as a federal employee with the Department of Defense, Department of Labor, and Department of Housing and Urban Development.

During his tenure working with HUD as a CPD representative, he performed administration, management, and monitoring of grants in areas such as Job Corps, CDBG, CDBG-DR, Neighborhood Stabilization Programs and Emergency Solutions Grants (ESG). Specifically, Charles managed and supported CPD programs & initiatives, provided consultative technical assistance in support of grant portfolio management and contributed towards meeting community development needs in the areas of Continuum of Care (CoC), Emergency Solutions Grants (ESG), HOME Investment Partnerships Program, HOME-ARP Program, Housing Opportunities for Persons With AIDS Program (HOPWA), Community Development Block Grant (CDBG), CDBG Disaster Recovery (CDBG-DR) and Neighborhood Stabilization Programs. Charles has also supported CDBG-DR initiatives related to multiple Missouri flooding events.

Charles possesses direct experience in evaluating grantee and subrecipient performance, managing internal controls of multiple grant portfolios, and building organizational capacity. Additionally, he works effectively in interfacing with community organizations, elected officials, and citizens to help ensure effective expenditure of federal funds.

Professional affiliations and credentials

- Project management professional
- Certified ScrumMaster

Education

- Master of Business Administration, finance, University of Memphis
- Master of Science, engineering technology, University of Memphis
- Bachelor of Science, mass communications, Middle Tennessee State University



Ryan Ecker

Manager, Risk Consulting
ryan.ecker@rsmus.com



Summary of experience

Ryan has over ten years of public accounting experience, providing audit services to a wide range of privately held and publicly traded companies in the consumer products, construction, manufacturing & distribution, and energy industries. She has substantial experience providing co-sourced and out-sourced internal audit services, which includes exposure to identification and evaluation of key risks and controls across multiple industries, including compliance with regulatory guidelines.

Ryan currently serves as the Lead project manager for FEMA Public Assistance (PA) Grants Management services provided to the Florida Division of Emergency Management. Ryan provides grant management services as well as monitors for compliance with FEMA's Public Assistance Program for Subrecipients from major disasters including Hurricanes Irma, Michael and Idalia. Ryan oversees a team of over 15+ disaster recovery consultants.

In this role, Ryan coordinates work assignments and reviews the work of staff; communicates with program Subrecipients to provide policy and technical support. This includes managing and training analysts with regard to FEMA eligibility determinations for program benefits, program requirements, confirming projects are supported by necessary source documentation, as well as providing direct support to Applicants and resolve any pending issues. Further tasks include cultivating a direct relationship with FDEM leadership, providing ongoing feedback, and ensuring ongoing performance objectives are met by analysts; preparing weekly, monthly and ad hoc status reports.

Professional Affiliations and Credentials

- Certified Fraud Examiner (CFE)
- Member of the Association of Certified Fraud Examiners
- Member of the American Institute of Certified Public Accountants
- Member of the Florida Institute of Certified Public Accountants

Education

- Bachelor of Science, accounting, Kutztown University of PA

BRENDA MATHEWS

PREPAREDNESS/RESPONSE/RECOVERY CONSULTANT IV

EDUCATION

- University of Louisiana-Lafayette

CERTIFICATIONS & LICENSES

- FEMA Badge
76080114349; Expires
1/22/25
- FEMA PDMG, 2019
- Certified Paralegal

TRAINING

- FEMA Emergency Management Institute, Course E0381: Project Specialist
- IS-100.c: Intro to Incident Command System
- IS-547.a: Intro to Continuity of Operations
- IS-1000: Public Assistance Program and Eligibility
- IS-1001: PA Delivery and Model Orientation
- IS-1003: The EC, DI and RSM
- IS-1007: Detailed DDD
- IS-1010: Emergency Protective Measures
- IS-1012: Direct Administrative Costs
- IS-1015: Insurance Considerations, Compliance and Requirements
- IS-1018: Determination Memorandums and Appeals
- IS-1019: Codes and Standards
- IS-1020: PA Donated Resources
- IS-1022: Substantiating Disaster-Related Damages

Brenda Mathews is an experienced disaster grant management professional with over 14 years of expertise, specializing in FEMA Public Assistance (PA), Hazard Mitigation Assistance (HMA), and CDBG-DR programs. She has a proven track record in leading recovery efforts, including serving as a FEMA PA Recovery Specialist, where she played a pivotal role in securing funding for COVID-19 costs and managing disaster recovery projects across multiple states. Brenda's deep understanding of FEMA policies, including the Stafford Act and 44 CFR, allows her to guide applicants through complex processes, ensuring compliance and maximizing reimbursements. Her leadership in disaster recovery includes managing projects from initial formulation to closeout, with a focus on efficiency and adherence to federal guidelines.

EXPERIENCE

FEMA PA Recovery Specialist (Stateside)

2020 - Present

iParametrics, LLC., Alpharetta, GA

- Supported local government applicants in North Carolina (DR-4487), Massachusetts (DR-4496), Rhode Island (DR-4505), and New Jersey (DR-4488) by formulating 178 projects for 14 Applicants in Grants Portal, securing maximum funding for COVID-related costs (\$24.8M obligated) under Category B and Z.
- Supported local government and private non-profit (PNP) applicants in New Jersey (DR-4574, 4597), Missouri (DR-4665), Florida (DR-4673, 4734), Georgia (DR-4738), and Rhode Island (DR-4766) by formulating projects for 7 Applicants in Grants Portal, securing maximum funding related to costs under Category A, B, C, E, F, and G.
- Developed detailed Scopes of Work to ensure comprehensive project planning and execution.
- Successfully interpreted FEMA policy and disaster-specific guidance to write detailed justifications, ensuring compliance and maximization of eligible reimbursements.
- Researched, wrote, and submitted more than 20 appeals to FEMA, achieving successful outcomes in disputed cases. One appeal resulted in a favorable interpretation of FEMA policy regarding force account equipment resulting in obligation for \$400K projects for 5 Applicants.
- Managed projects from formulation through closeout, ensuring adherence to timelines, budgets, and regulatory requirements for efficient completion.
- In response to Hurricane Idalia, worked onsite at Emergency Operations Center (EOC) for the Suwannee County Sheriff's Office in Florida as a Financial Administration Liaison.

FEMA PA Program Delivery Manager (PDMG) DR-4339

01/2019 – 10/2019

iParametrics, LLC., Alpharetta, GA (Puerto Rico)

- Deployed to Puerto Rico following Hurricane Maria to oversee projects under Categories A, B, E, and G, ensuring efficient disaster response and recovery efforts.
- Managed 7 private, Private Non-Profit (PNP) Applicants within the Health and Social Services Sector, providing guidance and support throughout the Public Assistance process.

- IS-1026: Eligibility of PNP Organizations
- IS-2905: Coordinating Health and Social Services Recovery
- New Public Assistance Delivery Model, FEMA, 2019
- 428 Project Specialist, FEMA, February 2019
- Authored comprehensive Project Worksheets (PWs), analyzing expense eligibility and formulating projects in Grant Manager to align with FEMA guidelines and the Public Assistance Program and Policy Guide (PAPPG).
- Conducted thorough site inspections, documented damages, and generated detailed site inspection reports to support project assessments and eligibility determinations.
- Developed Damage Description and Dimensions (DDD) and formulated detailed Scopes of Work (SOW) to outline project scope, objectives, and requirements.
- Conducted audits of projects initiated by other sectors, identified and corrected issues, and resubmitted for funding obligation to ensure compliance and maximize eligible reimbursements.
- Managed projects from initial exploratory call through to funding obligation, ensuring adherence to timelines, budgets, and regulatory requirements for successful project completion.

Hazard Mitigation Assistance 404 Grant Manager

01/2015 – 04/2018

Hunt, Guillot & Associates, Inc., Louisiana

- Managed all phases of the elevation, reconstruction, and acquisition program from initial application through to project closeout. Coordinated extensively with homeowners, contractors, and local, state, and federal staff to ensure seamless execution of individual mitigation projects.
- Conducted thorough on-site inspections to verify compliance with grant requirements and regulatory standards, ensuring quality assurance and adherence to project specifications.
- Conducted comprehensive audits of Hazard Mitigation Grant Program (HMGP) projects for St. Tammany Parish, reviewing financial records and documentation to prepare for project closeout and ensure accuracy and compliance with federal guidelines.

CDBG-DR/HMA Grant & Labor Compliance Specialist

05/2011 – 01/2015

Hunt, Guillot & Associates, Inc., Louisiana

- Tracked, validated, and ensured compliance of projects with current federal and state regulations throughout the CDBG-DR/HMA program.
- Verified and monitored certified payrolls for housing and infrastructure projects, ensuring strict adherence to Davis-Bacon Act labor standards and other applicable regulations

DISASTERS

- DR-4766-RI – Severe Storms and Flooding
- DR-4738-GA – Hurricane Idalia
- DR-4734-FL – Hurricane Idalia
- DR-4673-FL – Hurricane Ian
- DR-4665-MO – Severe Storm
- DR-4597-NJ – Winter Storm Orlena
- DR-4574-NJ – Tropical Storm Isaias
- DR-4505-RI – COVID-19 Pandemic
- DR-4496-MA – COVID-19 Pandemic
- DR-4488-NJ – COVID-19 Pandemic
- DR-4487-NC – COVID-19 Pandemic
- DR-4339-PR – Hurricane Maria
- DR-1786-LA – Hurricane Gustav
- DR-1603-LA – Hurricane Katrina



Trevor Johnson, AICP

Preparedness / Response / Recovery Consultant IV

Mr. Johnson is an urban and environmental planner with over 12 years of professional experience across a wide range of projects, from managing district- and neighborhood-level resilience and land-use plans to leading city-wide climate adaptation programs. Currently, he serves as the National Practice Lead for Climate Adaptation and Resilience Planning at Arcadis U.S., where he focuses on climate adaptation, land use, community engagement, and project implementation. Trevor has successfully overseen numerous projects that have received state and/or federal funding, ensuring compliance with federal requirements and advancing local resilience efforts. He also co-leads Arcadis' National Climate Adaptation Community of Practice, which spans the urban, utility, and industrial resilience sectors.

Education/Qualifications

- MUP, Urban Planning, Harvard University Graduate School of Design, 2014
- MA, Historical Archaeology, University of Massachusetts – Boston, 2010
- BA, Anthropology, Bard College, 2007

Years of Experience

Total – 12
With Arcadis – 5

Professional Registration/ Certifications

- American Institute of Certified Planners

Professional Associations

- American Planning Association
- American Planning Association - PA Chapter

Lower Brandywine Flood Mitigation Study (FEMA BRIC Funded)

City of Wilmington, Wilmington, DE

Project Director for development of flood risk mitigation infrastructure and public realm improvements to increase resilience in Northeast Wilmington, a community devastated by the remnants of Hurricane Ida in 2022.

Philadelphia Property Level Flood Mitigation Program Design

Philadelphia Office of Sustainability, Philadelphia, PA

Project Manager for the development of a program design to advance property level flood

Relevant Experience

mitigation in Philadelphia. The program, potentially funded through HUD CDBG-DR/MIT, is intended to address the needs of existing properties located within the city's floodplain.

Resilient Wilmington

City of Wilmington, Delaware,
Department of Public Works,
Wilmington, DE

Project Director for citywide and neighborhood studies and implementation planning to address flood risks and resilience opportunities. Working closely with City leadership, directed a multidisciplinary team of engineering and resilience experts in assessing flood and other climate risks to the City. 100% success rate on FEMA FMA and BRIC Grants to support long-term resilience planning efforts for the City.

South Boston Resilience Implementation Plan

Innovation Network for Communities,
South Boston, MA

Served as Project Planner for the development and analysis of implementation strategies for a district level plan to address sea level rise and recurrent flooding in the Seaport District of Boston. Worked directly with the client and stakeholders, including property owners and the City of

Boston, to frame and refine financial, regulatory, and governance approaches for funding and constructing shoreline infrastructure to reduce coastal flood risk.

East Shore of Staten Island Special Coastal Risk District

NYC Department of City
Planning, New York City, NY

Served as Project Manager for adoption of zoning special districts in three neighborhoods in Staten Island to limit future residential density in areas vulnerable to future sea level rise and frequent inland flooding. Responsible for managing cross-divisional teams focused on land use change application and environmental review, interagency coordination, outreach to community groups and elected officials.

NYC Flood Hazard Mapper

NYC Department of City
Planning, New York City, NY

Served as Project Manager for development and roll-out of GIS-based online mapping tool combining new data with existing data on flood risk from various sources to serve as a public-facing comprehensive resource on flood hazards in New York City.

MARY SUSAN PRYOR

PREPAREDNESS/RESPONSE/RECOVERY CONSULTANT IV

EDUCATION

- BA, Journalism, University of Missouri

CERTIFICATIONS & LICENSES

- TN & NY State Certified Real Estate Appraiser
- HUD Approved Real Estate Appraiser

TRAINING

- IS-00100.c Introduction to Incident Command System
- IS-01000 Public Assistance Program and Eligibility
- IS-01001 The Public Assistance Delivery Model Orientation
- IS-01006 Disaster Damage and Developing Project Files
- IS-01007 Detailed Damage Description and Dimensions
- IS-01018 Determination Memorandums and Appeals
- Cyber Awareness Challenge 2002, DoD Cyber Exchange & DoD Cyber Training Portfolio, Online, 03/23/2022
- Privacy at DHS, US Department of Homeland Security, Online, 03/23/2022

Mary Susan Pryor is a seasoned emergency management professional with 18 years of experience as a FEMA Disaster Housing Inspector and over 30 years in residential appraisal and review. She has conducted more than 4,100 disaster housing inspections nationwide, including work in response to events such as Hurricane Ida, severe storms, and wildfires. Susan holds a favorable eQIP MBI from DHS and a current FEMA contractor badge. With expertise in assessing structural damages, safety, and sanitation, she has played a vital role in determining eligibility and aid amounts for disaster-affected individuals.

EXPERIENCE

Disaster Housing Inspector, WSP USA Inspection Services

2005-2023

- Assessed damages to residences and structures of applicants to FEMA's Individuals and Households program due to federally declared disasters throughout the United States
- Conducted over 4100 disaster housing inspections, including initial inspections, special project inspections, and quality control inspections
- Utilized federal cost estimating ACE software. Contacted and located applicants, assessed structural functionality, and assessed safety and sanitation levels of the applicants' residences utilizing FEMA inspection guidelines and policies
- Completed inspections allowed FEMA to determine eligibility and award amounts for FEMA applicants

Field Inspection Supervisor (FIS), WSP USA Inspection Services

2021-2021

- Responded to Hurricane Ida and NY (DR-4615) in 2021 and MI (DR-4607) Flooding and Storms
- Reported to designated field inspection supervisor point of contact (POC), contacted assigned inspectors, and worked with each assigned inspector to verify communication dates, hours charged versus production, and completed ride-along inspections with assigned inspectors
- Conducted inspections, and timesheet and expense report reviews in the designated WSP Inspection Services
- Reserved conference room, meeting room, or field office
- Followed the Code of Conduct and Ethics reviewed inspections and documented inspector reviews utilizing the appropriate WSP Inspection Services forms
- Recommended releasing an inspector from FIS review to QC
- Recommended the need for additional training

Sole principal, M. S. Pryor Appraisals

2007 - 2022

- Worked as an independent contractor with AMCs and other clients
- Performed full and hybrid appraisals and reviewed/reconciled appraisals and BPOs from a desk position on a national basis

- InsiderThreat Awareness, Defense Counterintelligence and Security Agency, Online, 02/06/2022
- OPSEC Awareness for Military Members, DoD Employees and Contractors, Defense Counterintelligence and Security Agency, Online, 02/06/2022
- Unauthorized Disclosure (UD) of Classified Information and CUI, Defense Counterintelligence and Security Agency, Online, 02/06/2022
- Training of Trainers Workshop, WSP USA Inspection Services, Winchester, VA, 6/24/2019
- Attended various briefing and debriefing workshops/seminars pre and post deployments, online and in-person, 2005 to 2022

Review Appraiser, LSI, Coraopolis, PA

2010 - 2011

- Performed FNMA retro reviews, audited MLS market data reports
- Performed quality assurance reviews on origination and default appraisal assignments
- Resolved escalated appraisal issues for the Origination and Default Divisions of the company

Review Appraiser, Pro-Teck Services, Waltham, MA

2008 - 2009

- Reviewed/reconciled appraisals (secondary market and FHA), BPOs, and other products offered by the company to their clients

Appraisal Specialist (Residential Appraiser IV, First American/eAppraiseIT 2007 - 2007

- Assisted the Southeast and Midwest Appraisal Business Managers
- Worked with clients, appraisers, and FirstAmerican/eAppraiseIT's management and customer service representatives through email and by phone on various appraisal issues using access to SourceNet

Residential Appraiser III, First American/eAppraiseIT

2001 - 2007

- Appraised residential real estate as a staff appraiser in the TN metro area, CT, and NY
- Performed and reviewed appraisals of one-to-four-family residential properties, as assigned by the company
- Supervised five trainee appraisers from 2003 to 2006.

DISASTERS

Served as Disaster Housing Inspector (DHI) and/or QC Inspector (QC)

- DR-4701, TN - Severe Storms, Stright-line winds, and Tornados, Housing & QC Inspector, 2023
- DR-4697, MS - Severe Storms, Strigh-line Winds, and Tornadoes, Housing & QC Inspector, 2023
- DR-4665, MO - Severe Storms and Flooding, DHI, 2022
- DR-4618, PA - Remnants of Hurricane Ida, DHI, 2021-2022
- DR-4614 NJ - Remnants of Hurricane Ida, DHI, 2021
- DR-4604 MS - Hurricane Ida Pre-deployment, DHI, 2021
- DR-4607 MI - Severe Storms and Flooding, DHI, 2021
- DR-4601, TN - Severe Storms and Flooding, DHI, 2021
- DR-4586 TX - Snow and Ice, Remote DHI, 2021
- DR-4562 OR - Wildfires, Remote DHI, 2020 - 2021
- DR-4559 LA - Hurricane Laura, DHI, 2020
- DR-4473 PR - Earthquakes, DHI, 2020
- DR-4407 CA - Wildfires, DHI, 2018
- DR-4393 NC - Hurricane Florence, DHI, 2018
- DR-4337 FL - Hurricane Irma, DHI, 2017
- DR-4332 TX - Hurricane Harvey, DHI, 2017
- DR-4285 NC - Hurricane Matthew, DHI, 2016
- DR-4415 SC - Severe Storms and Flooding, DHI, 2015
- DR-4116 IL - Severe Storms and Flooding, DHI, 2013
- DR-4085 NY - Superstorm Sandy, DHI, 2012-2013
- DR-4080 LA - Hurricane Isaac, DHI, 2012
- DR-4030 PA - Tropical Storm Lee, DHI, 2011
- DR-4031 NY - Tropical Storm Lee, DHI, 2011
- DR-1909 TN, Severe Storms and Flooding, DHI, 2010
- DR-1791 TX, Hurricane Ike, DHI, 2008
- DR-1786 LA, Hurricane Gustav, DHI, 2008
- DR-1609 FL, Hurricane Wilma, DHI, 2005
- DR-1607 TX, Hurricane Rita, DHI, 2005

JOHNNY G. DELOACH

PREPAREDNESS/RESPONSE/RECOVERY CONSULTANT IV

EDUCATION

- MA, International Affairs
- MA, Human Resource Management
- BS, Engineering Sciences

TRAINING

- Assisted FEMA National Office and EMI staff in developing the first PA training courses and made trial presentations

Johnny G. DeLoach has over 30 years of experience in disaster recovery, working extensively with FEMA, state, and local governments. He has managed large-scale debris removal and disposal operations, overseeing teams of more than 300 field monitors. Johnny has served as a FEMA Public Assistance Officer for over 20 disasters, including significant events like Hurricanes Hugo, Andrew, and Katrina. His expertise spans recovery planning, facility relocations, combining Hazard Mitigation Grant Program (HMGP) and Public Assistance (PA) funds, and managing projects post-disaster, such as school relocations and environmental assessments. A retired Air Force Officer, he is a recognized leader in emergency management and disaster recovery.

EXPERIENCE

Project Manager

2009 - 2013

H2O Partners

- Supervised staff of 30 administering a five billion dollar HUD grant to the State of New York to cover the unreimbursed Public Assistance costs of damage repairs from Super Storm Sandy (DR-4085 NY)
- Managed the relocation of the Webster County high school and middle school in the aftermath of the major tornado outbreaks in Mississippi and Alabama
- Identified and repaired a temporary facility for students
- Combined PA and HMGP funds for the new school which included safe room space for students and local residents

Program / Division Manager

1998 - 2008

PBS & J

- Managed a staff of fifty-plus for the Mississippi Alternative Housing Pilot Program
- Tested the construction, staging, and installation of 3,000 - 1, 2, and 3 bedroom units that met category 4 wind and flood standards for post-Hurricane Katrina
- Coordinated with FEMA and BIA with a staff of 50, as the state PA Officer for New Mexico in the aftermath of floods that impacted 75% of the counties in the area
- Acted as deputy State PA Officer post Hurricane Katrina and mobilized staff of over fifty
- Monitored debris operations
- Prepared draft PWs to relocate four destroyed schools out of the coastal high hazard zones
- Developed FEMA/State teams to produce PWs
- Assisted FEMA with QC reviews of resulting products
- Program Manager (debris managers) for Orange, Palm Beach, Broward, and Santa Rosa Counties and Florida Department of Transportation after Hurricanes Charley, Frances, Jeanne, Ivan and Wilma with a Staff of over 300
- Debris Managers for San Diego and San Bernardino counties after devastating fires
- Developed plans for collecting and disposing of contaminated ash before onset of winter rains

- Manager for the cleanup of Pensacola Bay post-Hurricane Ivan on behalf of Florida Department of Environmental Protection
- Manager for Florida Beaches and Coastal Systems post-Hurricane Opal to restore all dune structures from Panama City to Pensacola

Public Assistance Officer

1998 - 1998

FEMA Region IV

- Oversaw multiple disaster recoveries, including Hurricanes Hugo (North Carolina), Andrew, Tropical Storm Alberto (Georgia), and the Northridge Earthquake
- Implemented the first long-term recovery unit after Andrew
- Developed an organization, wrote job descriptions, interviewed and hired a staff of 100 employees
- Assisted in developing a long-term recovery effort for the Northridge Earthquake

Firefighter/EMT-Paramedic

08/1996 - 01/1998

Nags Head Fire and Rescue, North Carolina

- Performed all duties within the scope of practice of a North Carolina Emergency Medical Technician and an NFPA certified firefighter.

DISASTERS

- DR-4673 FL - Hurricane Ian
- DR-4611 LA - Hurricane Ida

TIMOTHY CRAWFORD

PREPAREDNESS/RESPONSE/RECOVERY CONSULTANT IV

CERTIFICATIONS

- FEMA Badge
2B5F0D3A24; Expired
3/7/2024
- FEMA PA PDMG, 2016
- FEMA PA Site Inspector,
2016
- FEMA PA CEF Estimator,
2016
- USACE Construction
Quantity Management
(CQM), 2024
- OSHA 30-Hour -
Construction

TRAINING

- IS-1004: The FEMA Site
Inspection Process
- IS-1013: Costing -
Estimates and the Cost
Estimating Format

Timothy Crawford is an experienced project and construction manager with over 18 years in the industry, including five years specializing in FEMA Public Assistance (PA). His expertise spans disaster recovery projects, covering Categories A-G, and roles such as PDMG, Costing Specialist, Site Inspector, and CEF Estimator. Tim has a proven track record in developing Scopes of Work (SOWs), Project Worksheets (PWs), Damage Description and Dimension (DDD) reports, and conducting thorough site inspections. His work has been integral to disaster recovery efforts following events like Hurricane Harvey, Hurricane Matthew, and the COVID-19 pandemic.

EXPERIENCE

Project Manager

04/2024 - Present

Impyrion, LLC, Fulton, MD

- Oversees daily operations and provided comprehensive project management for government, military, and private sector projects, ensuring all objectives were met efficiently.
- Manages and coordinates subcontractors, facilitating seamless execution of technical solutions, and implementing key project decisions.
- Conducts regular project meetings to set standards, track progress, and coordinate events, ensuring alignment with project goals and timelines.
- Delivers exceptional customer support by addressing individual issues with personal attention, ensuring client satisfaction, and maintaining strong relationships.
- Guides and directs construction teams, providing clear instructions and support to keep projects on track and within budget.
- Ensures all projects adhered to quality control standards, meeting all relevant building codes and regulations.
- Monitors project schedules and budgets closely, implementing corrective actions as needed to maintain project timelines and financial goals.

Project Management Consultant

01/2022 - 04/2024

Hughes Masonry/ICE Electric, Durham, NC

- Prepared and submitted detailed bid estimates, ensuring accuracy and competitiveness to secure new projects.
- Managed and scheduled multiple projects simultaneously, ensuring efficient allocation of resources and adherence to timelines.
- Prepared and submitted invoices and pay applications, ensuring timely and accurate financials.
- Drafted and reviewed change orders, ensuring all modifications were documented, justified, and approved to maintain project scope and budget integrity.
- Coordinated with stakeholders to align project schedules and deliverables with client expectations and contractual obligations.
- Implemented project management strategies to streamline processes and enhance productivity.
- Maintained records of all project documentation, including estimates, invoices, and change orders, for transparency and accountability.

DISASTERS

- DR-4485 TX - COVID-19 Pandemic
- DR-4344 CA – California Wildfires
- DR-4332 TX – Hurricane Harvey
- DR-4286 SC – Hurricane Matthew

- Facilitated clear communication between clients, subcontractors, and project teams to resolve issues promptly and keep projects on track.
- Conducted thorough reviews of project plans and specifications to anticipate and mitigate potential challenges.
- Provided consultancy services to optimize project workflows and improve overall project outcomes

FEMA PA CRC Costing Specialist

02/2018 - 12/2021

(DR-4332, DR-4344, DR-4485 & other COVID-19)

CDM Smith, Denton, TX & Remote

- Wrote Scopes of Work (SOWs) for Categories B, C, and E disaster projects, ensuring alignment with FEMA guidelines and regulations.
- Conducted thorough reviews of Cost Estimates for FEMA Public Assistance PWs, verifying accuracy and completeness to facilitate timely reimbursement of eligible project costs.
- Authored comprehensive DDD reports for Applicant projects, documenting the extent and impact of disaster-related damages.
- Addressed challenges posed by the COVID-19 pandemic by writing projects, including DDDs, SOWs, and Determination Memos, to support disaster recovery efforts.
- Adapted to evolving circumstances and regulations while maintaining high standards of accuracy and professionalism.

FEMA PA PDMG, Site Inspector, Estimator (DR-4286)

09/2016 - 12/2017

Federal Emergency Management Agency (FEMA), Columbia, SC

- Reviewed FEMA Public Assistance PWs across multiple categories, including A, C, D, E, F, & G, ensuring accuracy and thoroughness in documentation.
- Conducted comprehensive reviews of DDD reports, Engineering Field Reports, and other relevant documentation to assess project eligibility and scope.
- Utilized strong investigative skills to conduct field investigations in collaboration with FEMA Project Specialists, gathering essential data and evidence to support project assessments and determinations.
- Developed clear and concise Determination Memorandums and statements of professional opinion, providing well-supported recommendations and conclusions based on thorough analysis and evaluation.
- Conducted thorough site inspections to collect accurate data, photographs, and dimensions necessary for developing Damage Descriptions and Dimensions (DDD) in the Grants Manager system.
- Oversaw the claims process by collaborating with applicants to review and validate damage details, Scopes of Work (SOWs), and costs, ensuring alignment with FEMA guidelines and regulations and fostering transparency and accountability in the allocation of disaster recovery funds.
- Demonstrated proficiency in data entry and management by accurately inputting all relevant information into the Grants Manager system, maintaining comprehensive and up-to-date project records.

Steven J. Rice

Preparedness / Response / Recovery Consultant IV

RELEVANT PROJECT EXPERIENCE

SJR Disaster Recovery Consulting, LLC - Apalachin, NY

January 2019 - Current

Simmons Recovery Consulting - Bolton Landing, NY

September 2017 - January 2019

Senior Disaster Recovery Consultant

DR-4332-TX "Hurricane Harvey"

Port of Beaumont, Texas and Jefferson County Drainage District #6

- Write and manage Public Assistance Grant Requests through approval and funding, resolve policy and procedure issues to the client's advantage, perform Large Project Closeout
- Perform initial site inspections and damage assessment, assemble FEMA compliant Project documentation for upload to Grants Portal
- Advise Client regarding Public Assistance eligibility issues and Hazard Mitigation opportunities
- Work with Design and Construction Engineers to develop Scope of Work, Cost Estimate and write Hazard Mitigation Plan for large, complex Projects
- Write and submit appeal of FEMA eligibility Determination Memo (FEMA response pending)
- Write and submit Hazard Mitigation Grant Program Application with Benefit-Cost Analysis

DR-4485-TX "Texas COVID-19 Pandemic"

April 2020 - Feb 2022

Port of Beaumont Navigation District

- Compile, organize, review and aggregate equipment and material purchase cost and contract cost support documentation, produce and submit FEMA Category B Project
- Write and submit successful appeal of FEMA eligibility Determination Memo
- Perform Large Project Closeout

Hagerty Consulting, Inc. - Evanston, IL

Mitigation/Recovery Senior Grant Manager

DR-4586-TX "Texas Severe Winter Storms"

June 2021 - Feb 2022

City of Austin, TX

- Compile, organize, review and aggregate equipment and material purchase cost, contract cost and Force Account cost support documentation for producing FEMA Category B Project Streamlined Application
- Write "Lessons Learned and Path Forward" for Client to follow in future declared events
- Write and submit successful Project performance time extension requests

Response and Recovery Consultant

DR-4485-TX "Texas COVID-19 Pandemic"

April 2021 - June 2021

Harris County, TX

DR-4481-WA "Washington COVID-19 Pandemic"

CONTACT



Apalachin, NY



(607) 341-8382

EDUCATION

- William Paterson University, Wayne, NJ, B.A. Communications
- Sussex County Community College, Sparta, NJ, Business Management
- Cost Engineering, Lockheed Martin, 80 Classroom Hours
- Program Financial Control, Lockheed Martin, 25 Classroom Hours
- Effective Communications & Human Relations, Dale Carnegie, 40 Classroom Hours

CERTIFIED COST ENGINEER AND PROGRAM FINANCIAL CONTROL ANALYST

- Project Management, Planning, Coordination, Execution, Reporting and Close-Out
- Project Cost and Schedule estimating, surveillance and reporting
- Earned Value Management and Cost/Schedule Integration, D.O.D. reporting compliance; - Budget / Staff planning and cost control
- Develop and implement

Steven J. Rice

Preparedness / Response / Recovery Consultant IV

Jan 2021 – Apr 2021

EvergreenHealth - Kirkland, WA

- Compile, organize, review and aggregate equipment and material purchase cost and contract cost support documentation for producing FEMA Category B Project Streamlined Application

Hagerty Consulting, Inc. – Evanston, IL

Closeout Specialist

DR-4420-NE “Nebraska Severe Winter Storm and Flooding”

Jan, 2020 – Jan 2021

Nebraska Emergency Management Agency

- Perform Large Project Closeout for Category B, C and F
- Review PDMG and CRC Project Cost Validation against labor, equipment, material, contract and force account cost documentation provided by Applicant, validate labor and equipment hours, material costs, contracts and Procurement compliance, ensure Project is fully documented to FEMA policy standards, work with Applicant and FEMA personnel to rectify cost anomalies and documentation deficiencies prior to delivering the Project to FEMA for final closeout and payment

Senior Grants Manager

DR-4399-FL “Hurricane Michael”

Feb, 2019 – Jan 2020

City of Panama City Beach, Bay District Schools

- Collected, assembled and organized required documentation to write Force Account projects for City of Panama City Beach
- Site inspector for 17 school campuses, inspect for damage, create photographic documentation, record dimensions and description of damages, assemble FEMA compliant Project documentation for upload to Grants Manager, and lead FEMA damage validation inspection teams

Simmons Recovery Consulting - Bolton Landing, NY

Senior Disaster Recovery Consultant

DR-4020-NY “Hurricane Irene”

April 2016 – Sep 2017

Niagara Engine Co. #6

- “Clerk of the Works” - Owner’s representative and liaison to Architect and General Contractor during construction of a \$5.8MM FEMA PA funded fire station
- Performed site surveillance and submitted daily progress reports to Architect and Client
- Conducted Ad-Hoc inspections and reported design-build variances to Architect and Client

DR-4180-NY – Severe Flooding Western New York State

Aug 2014 – April 2016

Multiple Municipalities in Cattaraugus County

- Performed site inspections and damage assessment, estimated recovery costs, wrote and submitted Public Assistance Grant Requests, Hazard Mitigation Proposals and Scope of Work Change notifications
- Reviewed and corrected rejected Public Assistance Grant Requests
- Assisted clients in Request for Proposal bid and selection process, advised on

CONTACT



Apalachin, NY



(607) 341-8382

EDUCATION

projects in Team Environment

- Understand and analyze complex procurement and production schedules

Steven J. Rice

Preparedness / Response / Recovery Consultant IV

FEMA Procurement compliance

- Produced and submitted Progress Payments and Close-Out for over \$20MM of Public Assistance Projects

Adjusters International, Inc. – Utica, NY

Disaster Recovery Project Specialist

DR-4085-NY “Superstorm Sandy”

Nov. 2012 – Nov. 2013

April 2014 – June 2014

NYC Board of Education

- Project Management leadership for \$5.1MM Public Assistance Grant Request involving 155 Public School sites
- Planned, coordinated and tracked work of 16-member team, provided progress reports to State and FEMA Management
- Reviewed supporting documentation, noted and reported deficiencies and partnered with consultants to ensure effective flow of the Grant Request through to Funding

NYU Langone Medical Center

- Liaison and Arbiter between, State, FEMA and Consultants on the \$1.4 Billion “Superblock” Project (20 Buildings & Mitigation proposals)
- Consulted with FEMA counterparts on Cost and Policy issues
- Reviewed Project Worksheets for accuracy, completeness and fairness – recommended edits to ensure the greatest likelihood of approval and funding.

Multiple Municipalities in Orange and Putnam Counties

- Attended FEMA Kick-Off meetings with Applicants and State Representatives, developed advocate relationship with Client and explained complex Hurricane Sandy Public Assistance Program
- Performed site inspections and damage assessments, produced cost estimates, wrote and submitted Public Assistance Grant Requests and Hazard Mitigation Proposals

DR-4122-AK Spring Flood

Nov. 2013 – March 2014

AK12-S-001 Prince William Sound Winter Storm

DR-1865-AK Severe Storms

State of Alaska Division of Homeland Security and Emergency Services

- Reviewed Project Worksheets for accuracy and completeness, consulted with State Emergency Management personnel on policy issues and made recommendations on supporting documentation requirements
- Audited, researched, repaired and re-submitted rejected Public Assistance Grant Requests

Endicott Interconnect Technologies – Endicott, NY

Manufacturing Cost Analyst

2010 – 2012

- Developed and executed business process disciplines for Manufacturing Programs which resulted in compliance with contractual requirements and improved accuracy in collection and analysis of Cost and Schedule data

CONTACT



Apalachin, NY



(607) 341-8382

Steven J. Rice

Preparedness / Response / Recovery Consultant IV

- Prepared and presented analysis of cost and schedule data for R&D and Manufacturing Programs, created Program Work Breakdown Structures, constructed Budget Baselines and produced Estimate To Complete / Estimate At Complete reporting

Lockheed Martin Systems Integration - Owego, NY

Cost Engineer

2007 - 2010

- Collected and analyzed data to produce and present quarterly reports on excess inventory, procurement and labor cost, and schedule variances
- Determined time-phased procurement and labor budgets based on Production Control schedules and customer need dates
- Produced, analyzed and presented monthly cost metrics to ensure production cost control and early warning of potential variances to plan
- Used Work in Process data to provide real-time estimate to complete, and estimate at complete for comparison to program funding.

Program Financial Control Analyst

2004 - 2007

- Developed and maintained budget baselines, time-phased cost estimates and work breakdown structures
- Collected and analyzed data, then prepared weekly presentations on program schedule and cost variance to plan, current and future staffing requirements, and funding availability. Coached Program Team on Earned Value management and reporting
- Developed estimate at complete reports to provide advance warning and risk mitigation for potential cost and schedule variances.

CONTACT



Apalachin, NY



(607) 341-8382



Steven Clark

Preparedness / Response / Recovery Consultant IV

Steve is an astute, results-focused disaster recovery professional with successful experience in all facets of emergency and disaster preparedness program planning, administration, and response on local, state, and federal levels.

RELEVANT PROJECT EXPERIENCE

Hagerty Consulting - PA Project Mgr

Lee County

November 2022 - July 2023

- Managed Public Assistance Application process for the Lee County transit damages for FEMA PA program application.
- Assisted with the formulation and submittal of the FTA emergency grant application and supporting documentation.
- Worked closely with both FEMA Public Assistance and FTA regional support to prepare project worksheets, assess damages, identify mitigation opportunities, monitor repairs and structural improvements for post hurricane work.
- Assisted applicant with both program's project scopes, formulation, cost estimating, funding, and other programmatic and special considerations.

NYS Office of Emergency Management (DHSES)

Dack Consulting-Disaster Assistance Representative (DAR)

November 2021 - November 2022

- Represented New York State agencies seeking reimbursement for CO VID Disaster Declaration (DR-NY-4480): Department of Health, Office of Mental Health, Office of People with Temporary Disabilities, and others.
- Closed out projects for Hurricane Sandy (DR-N Y -4085) and Hurricane Irene (DR-NY-4020) duties included reviewing documentation, auditing paperwork, and verifying final reimbursement accuracy for over 25 government/public agency applicants.
- Attained paperwork from applicants required for Small Projects related to Hurricanes Sandy (DR-NY-4085) and Irene (DR-NY-4020).

Dack Consulting-COVID-19 Emergency Management: Hospital Projects, St. Louis MS/ Washington D.C

2020 - February 2023

- Managed Public Assistance Application process for Co Vid-19 for FEM A and regional funding for cost related emergency protective measures conducted for hospitals.
- Liaised between applicant and the FEMA & Regional Representatives.
- Reviewed applications and back-up documents prior to submission on to the Grants Portal.

PDMG, DR#4428 Flooding, Somerset, KY

FEMA- Program Delivery Manager

2018 - 2019

- Assisted the applicant through the entire delivery process, including the Exploratory Call (EC), Recovery Scoping Meeting, and the Recovery Transition Meeting.
- Reviewed projects and wrote project descriptions for completed lane small and large projects before submitting to the CRC.

CONTACT



Charlotte, NC



(850) 320-6108

EDUCATION

- BA, Florida A&M University, Tallahassee, FL
- IS-30. A: Mitigation eGrants for the Subgrant Applicant
- IS-100 Introduction to Incident Management System
- IS-200 Basic Incident Command System
- IS-212: Introduction to Unified Hazard Mitigation Assistance
- IS-230 Principles of Emergency Management,
- IS-235 Emergency Planning
- IS-253 Coordinating Environmental & Historic Preservation Compliance
- IS-292 Disaster Basics
- IS-322: Flood Mitigation Basics for Mitigation Staff
- IS-393.a Introduction to Hazard Mitigation
- IS-547 Introduction to Continuity of Operations
- IS-631 Public Assistance Operations I
- IS-632.a Introduction to Debris Operations
- IS-634: Introduction to FEMA's Public Assistance Program



Steven Clark

Preparedness / Response / Recovery Consultant IV

RELEVANT PROJECT EXPERIENCE

DR#4393 Hurricane Florence, Pender County, NC

Tidal Basin-PA Recovery Project Manager

2018 - 2019

- Managed Projects for Pender County, Pender County School District, Pender County EMS and Fire, Jones County and City of Kinston, NC.
- Worked closely with FEMA Public Assistance specialist, formulated project worksheets, assessed damages, and identified mitigation opportunities.
- Reviewed contract documents for accuracy, completeness, and content and for compliance with governing laws, rules, regulation, and policies to ensure the inclusion of required information.
- Managed a data collection team and provided onsite FEMA Public Assistance policy training.

DR# 4339 Hurricane Maria, San Juan, PR

FEMA-TFL Communications/IT Sector

2018

- Conducted meetings with applicants to answer questions about the P A program and find what the applicant's significant needs were.
- Worked with Communications/I T sector staff and the applicant to develop PAAP/428 projects.
- Provided technical assistance if required for the project.
- Reviewed PAAP/428 projects for compliance with laws, regulations, and FEMA policies.
- Discussed special considerations such as insurance, and floodplain management issues.
- Ensured that the applicant's case management file is maintained.

DR#4337 Hurricane Irma, Orlando, FL

FEMA-Program Delivery Manager

2018

- Point of contract for several Applicants that provided customer service and guidance throughout the grant process.
- Guided applicants through the entire delivery process, including the Exploratory Call (EC), Recovery Scoping Meeting, and the Recovery Transition Meeting.
- Reviewed and evaluated projects data that needed to be completed from prior disasters before submittal to the Consolidated Recovery Center (CRC).
- Developed project descriptions for projects that were being submitted to the CRC.

DR#4305/4308 California Floods, Pasadena, CA

FEMA-Site Inspector Team Lead

2017

- Provided customer service and guidance throughout the grant process for applicants.
- Assisted the Applicant through the entire delivery process, including the Exploratory Call (EC), Recovery Scoping Meeting, and the Recovery Transition Meeting.

CONTACT



Charlotte, NC



(850) 320-6108

EDUCATION

- IS-700 National Incident Management System (NIMS), An Introduction



Steven Clark

Preparedness / Response / Recovery Consultant IV

- Reviewed and corrected remaining project sheets from prior disasters that needed to be completed before submittal to the Consolidated Recovery Center (CRC).
- Wrote project descriptions for completed lane small and large projects before submitting to the CRC.

DR#4286 Hurricane Mathew, Jasper County, SC

Tidal Basin-PA Project Manager

2016 - 2017

- Worked closely with FEMA Public Assistance Specialist to prepare project worksheets, assess damages, identify mitigation opportunities, monitor repairs and structural improvements for post hurricane work.
- Assisted applicants with project scope, formulation, cost estimating, funding, and other programmatic and special considerations.
- Reviewed contract documents for accuracy, completeness, and content and for compliance with governing laws, rules, regulation, and policies.

DR#2124, Harris, IA

ER Assist-Technical Coordinator/Field Supervisor

2016

- Supervised all the onsite USDA contractors and subcontractors.
- Conducted the QA/QC process of contractor provided documentation for submission prior to invoicing.

DR#4241 Floods, South Carolina (DOT)

Thompson-PA Project Manager

2015 - 2016

- Masterfully supported communities in recovering from devastating effects of disaster in providing technical assistance and financial grants in an efficient, effective, consistent and customer friendly manner.
- Played a key role in facilitating the implementation of federally funded Public Assistance grant programs.
- Assisted applicant with project scope, formulation, cost estimating, funding, and other programmatic and special considerations.
- Coordinated with Public Assistance (PA) management in administering and overseeing PA projects and activities.

DR#4166 Ice Storm, South Carolina (DOT)

Thompson-PA Lead Consultant

2014 - 2015

- Established partnerships with FEMA, State and applicant and assisted in the advisory capacity for eligibility review and determination on debris issues.
- Served as a liaison in state applicant briefings with county administrators.
- Reviewed category A debris project worksheets and contracts between municipalities and construction companies.
- Coordinated with PA in administering and overseeing projects and activities.

Adjusters International

PA Audit Closeout Team Lead

2013 - 2014

- Conducted direct interface with public officials, including local government, state, public non-profits, health, education, and other officials representing

CONTACT



Charlotte, NC



(850) 320-6108



Steven Clark

Preparedness / Response / Recovery Consultant IV

public institutions.

- Served as a liaison between the N Y State/DHSES D AOs and the D ARs.
- Maintained disaster financial status, quarterly and state reports.
- Reconciled and balanced funds in response to discrepancies.

DR#4085 Hurricane Sandy, New York, NY

Adjusters International-Team Lead

2012 - 2013

- Authored and reviewed Project Worksheets of all Categories worth over \$200M.
- Provided effective leadership, supervision, and guidance to six project specialists in administering PA projects and activities.
- Provide support between municipalities in Suffolk & Nassau County to review eligibility.
- Conduct visits to all temporary debris storage and reduction sites/landfills.

Division of Emergency Management, South Florida

Scion-PA Coordinator/Technical Writer Contractor

2008 - 2012

- Reviewed grant applications for the following Hurricanes: Wilma and Rita for feasibility.
- Developed cost allocation tables for project funding in declared counties.
- Provided all closeout documentation to the State of Florida and the FEMA joint closeout team for final review.
- Assisted in writing FEMA closeout FRR for Palm Beach and Broward Counties.

CONTACT



Charlotte, NC



(850) 320-6108



Katie Duskin, CFM

Preparedness / Response / Recovery Consultant III

Ms. Duskin specializes in programmatic support and funding for post-disaster hazard mitigation. She has five years of experience supporting FEMA's RiskMAP program, and is an expert in benefit cost analyses, hazard mitigation and resilience planning, grant management, and grant application development. She is a graduate of the Yale School of the Environment with a Master of Environmental Management, which included a focus in urban planning, climate change adaptation, and resilience. Ms. Duskin has written benefit cost analyses and grant applications for over 35 successful project applications to FEMA's Hazard Mitigation Assistance programs. She is passionate about developing innovative benefit cost analysis methodologies for new project types and has served as a contractor answering inquiries for the FEMA Benefit Cost Analysis Helpline.

Education/Qualifications

- Master of Environmental Management, Yale School of Forestry and Environmental Studies, 2018
- BS, Biology and Environmental Studies, Furman University, 2015

Years of Experience

Total – 6
With Arcadis – 5

Professional Registration/ Certifications

- Certified Floodplain Manager (CFM)

Hazard Mitigation Technical Assistance

District of Columbia Homeland Security and Emergency Management Agency (HSEMA), Washington, D.C.

Led technical assistance for the HSEMA hazard mitigation program. Worked with various District agencies to identify eligible projects for FEMA Hazard Mitigation Assistance (HMA) grant programs. Developed 15 grant applications and benefit cost analyses for the Hazard Mitigation Grant Program (HMGP – DR 4502) and Building Resilient Infrastructure and Communities (BRIC) program. Developed two FY20 BRIC grant applications and benefit-cost analyses, which were awarded a total of \$38 million in the national competition. Created a framework and guidance to set up the STORM Act revolving fund in the District. Developed decision-support materials,

Relevant Experience

including GIS analyses, to refine projects for future funding with the goal of building a pipeline for mitigation projects in the District.

Benefit Cost Analysis Development District of Columbia Homeland Security and Emergency Management Agency (HSEMA), Washington, D.C.

Led the development of BCAs for two successful grant applications on behalf of HSEMA, which were awarded under FEMA's Building Resilient Infrastructure and Communities (BRIC) program. The projects included the installation of a microgrid to protect several critical facilities, including a hospital and a 911 call center, from power outages, and a green infrastructure and stormwater storage project to mitigate flooding in an area containing a police station, several public buildings and socially vulnerable populations.

FEMA Grant Application Development and Grant Management

District of Columbia Water and Sewer Authority (DC Water), Washington, DC

Leads ongoing grant management support for DC Water and leads the development of grant applications and BCAs to FEMA HMA programs each

year. One recent successful application was for the design and construction of a floodwall around the Blue Plains Advanced Wastewater Treatment Plant, which was awarded \$20 million under FEMA's BRIC program. Other successful projects include hardening critical infrastructure against flood hazard and power loss for potable water and wastewater treatment and conveyance systems.

Infrastructure Protection and Benefit Cost Analysis

Michigan Department of Transportation, MI

Led the development of BCAs for five sites at high risk of long-term inundation and erosion on the coast of Michigan. Michigan Department of Transportation sites were prioritized based on high traffic volumes, high hazard risk and historic damages. BCAs were based on historic depth and duration analyses as well as future planning scenarios, and used a combination of USACE, Federal Highway Administration and Federal Emergency Management Agency methodologies. BCAs were used to compare cost-effectiveness for various mitigation options at each site.



Education/Qualifications

- MS, Planning, Florida State University, 2019
- BS, Environmental Studies, Florida State University, 2016

Years of Experience

Total – 6
With Arcadis – 6

Professional Registration/ Certifications

- Certified Floodplain Manager (CFM)

Easy Valley Water District Funding & Grant Management East Valley Water District, CA

Leads FEMA Grant Administration, grant closeout, grant application development, policy evaluation, cost-benefit analyses, and monitoring of new funding sources for East Valley Water District (EVWD) wastewater, water quality, and hazard mitigation projects. Provides monthly updates to client regarding upcoming funding opportunities and generates funding strategies based on prioritized projects. Oversees grant management and serves as a primary point of contact to FEMA and the California Governor's Office of Emergency Services (CalOES) for all hazard mitigation projects.

Jamie McMillan, CFM

Preparedness / Response / Recovery Consultant III

Jamie McMillan is a results-driven funding expert with a demonstrated history of securing substantial funding for diverse projects. She excels in identifying funding opportunities, developing compelling grant proposals, and crafting comprehensive funding strategies in collaboration with her clients. Jamie's exceptional analytical, strategic, and communication skills, alongside her proficient project management abilities, consistently lead to project success. Her unique blend of institutional knowledge in natural resource management and resiliency planning, combined with technical expertise, enables her to deliver tailored, high-quality solutions to meet her clients' specific needs.

Relevant Experience

Hazard Mitigation Technical Assistance

District of Columbia Homeland Security and Emergency Management Agency (HSEMA), Washington, DC

Leads Technical Assistance and Program Management Support for awarded projects through the HSEMA hazard mitigation program. Works with District agencies to manage Hazard Mitigation Assistance (HMA) projects and ensure FEMA compliance. Meets with FEMA Region 3 to discuss project progress, facilitate discuss solutions, and promote methodologies for project implementation to follow both FEMA and District regulatory requirements. Other responsibilities include navigating procurement regulations (2 C.F.R. §200), developing project amendments, responding to requests for information on behalf of subrecipients, developing marketing materials to showcase District success stories, and creating innovative methods to communicate risk to hazards.

Public Assistance Program Management

Florida Division of Emergency Management, Tallahassee, FL

Delivered program management and technical assistance to applicants regarding the process, procedures, and requirements of the FEMA's Public Assistance Program for Hurricane Michael (disaster declaration DR-4399). Served as a

point of contact for subrecipients, assesses project eligibility prior to obligation, and validates requests for reimbursement.

Federal Highway Administration Grant Services

Tennessee Department of Transportation, TN

Provided program management support to the Tennessee Department of Transportation regarding the Federal Highway Administration's (FHWA) Emergency Relief program. Grant services include compile data and funding reports for FHWA review, quality assurance and control, produce approximate capital cost alternatives for implementation, and assist with project management.

Hazard Mitigation Plan Update East Valley Water District, CA

Provided planning technical expertise to update the East Valley Water District (District) Hazard Mitigation Plan. Primary tasks included create a community profile to reflect the demographic and economic status of the District's service population, assess relevant Local and State mitigation plans and incorporate aligning objectives, integrate risk profiles and hazard summaries to identify threats to the District, and ensure consistency with other concurrent District plan updates.



Terrence Walker

Preparedness / Response / Recovery Consultant III

Analytical, innovative, and highly motivated insurance catastrophe adjustment leader with 11 years, 4 for EBS, of experience, extensive experience investigating insurance claims, and progressive experience in the development and oversight of academic programs, policies, and initiatives to promote student growth and achievement. Organize the dispatch of adjusters to collect relevant details and photos for open claims. Accomplished in varied insurance products covering property damage and liability claims. Collaborative communicator continually focused on building and strengthening relationships.

RELEVANT PROJECT EXPERIENCE

ALLIED PREP TECHNICAL INSTITUTE

School Campus President

2013 - 2019

Led the development and direction of multiple programs, activities, and campus initiatives for the brand-new school. Supervise campus staff to maintain proper staffing levels and training to perform work duties efficiently. Developed assessment tools for all school programs. Review school finances, including budget development, cost reviews, and productivity audits. Ensures campus compliance with daily operations with required school, state, and federal requirements. Prepare required reports for compliance reporting to officials. Train staff on classroom instruction and student engagement to promote success. Assist unemployment centers and high school students in educating them on available program opportunities.

Selected Contributions:

- Met staffing goals through leveraging tools like indeed.com and effectively managed budget expenses versus revenue while optimizing profitability to meet business goals.
- Navigated HR issues through the associate handbook and external support to efficiently resolve issues.
- Researched and analyzed business processes and procedures and implemented solutions that yielded significant results.

Wardlaw Claims Service, Waco, TX,

Claims Supervisor

2021 - 2022

Design and execute various policies and procedures for claims. Coordinate evaluation of all business units associate claims. Provide services across different business requirements and ensure optimal management of claims. Investigate all issues related to claims. Assess effectiveness of current programs in order to provide support to all claim file reviews and manage all payment cycle to ensure compliance with all contract requirements. Manage 30 team members working daily and supplemental claims. Selected Contributions:

- Manage escalation calls from insured through detailed evaluations and resolutions.
- Headed implementation of process to improve efficiency of operations.
- Provided assistance with Mediation for claims submitted to Department of Insurance.

Elite Business Strategies, Educate Vaccinate Virginia (FEMA-DR-4512-VA)

County Lead

3/2021 - 6/2021

Preside over a crew of 65 team members, delegate tasks, and motivate employees to perform health services on behalf of the community. Liaise with local officials from government offices, FEMA, and Virginia Department of

CONTACT



Biloxi, MS 39532



(850) 320-6108



Walkerterrence101@gmail.com

EDUCATION

South East College, Metairie, LA
Bachelors of Arts in Occupational
Studies in Business Management

HIGHLIGHTS

Pharmacy Technician (PTCB),
Pharmacy Technician Certification
Board Medical Coding (CPC), AAPC
Independent Insurance Adjuster
License:
Louisiana, Texas, Florida, Oklahoma,
South Carolina, North Carolina,
Mississippi, Kentucky, West Virginia,
Indiana, Minnesota, Michigan,
Delaware, New York, Hawaii,
Alabama, Georgia, Basic Life
Support Certification Louisiana
Department of Insurance Life
License, Mississippi Department of
Insurance Life, License State Farm
Fire & Auto



Terrence Walker

Preparedness / Response / Recovery Consultant III

Health to offer an update on local COVID-19 vaccinations. Collaborate with emergency management coordinators, civic leaders, and delegates to drive the mission of vaccination with accuracy and efficiency. Contribute to the formulation and execution of the plan expand vaccination efforts across the state of Virginia.

Alacrity Solution

Catastrophe Adjuster Claims Manager
2015 - 2021

Managed varied claims covering property and liability insurance. Oversaw wide ranging insurance scenarios including building damage, personal injury, and motor vehicle accidents. Investigated policyholder claims and ensured proper processing and payments. Interviewed involved parties to substantiate claim information. Performed property inspections to determine and verify damages. Assigned adjusters to gather required photographs, document claim, and upload claim information. Conducted investigation to determine coverage, complete the claims process, negotiated claim settlements or recommended litigation if settlement cannot be arranged.

Small Business Administration Biloxi, MS

Disaster Recovery Specialist
2020 - 10/2020

Leverage superior communication skills while addressing and mitigating customer concerns either by email, phone call, or by writing responses to inquiries received through SBA's disaster customer service mailbox. Support loan borrowers by completing closing documents and responding to questions related to loan closing and disbursement process. Utilize on-line payment processing tools to accept payments from borrower.

DEMSI - FEMA

Telework Project Manager
2019 - 2020

Delivered unprecedented program management to improve public assistance grant funding, optimize site inspections, and coordinate information requests. Outlined disaster recovery plans and served as the primary point of contact for applicants affected by presidentially declared events. Engaged strategically with applicants to resolve problem issues and mitigate operational risks. Contributed to navigation of grant application process and served as customer relations contact. Reviewed disaster recovery profiles and tracked project progress through the new program delivery model. Applied investigative techniques and engineering practices to improve disaster recovery.

CONTACT



Biloxi, MS 39532



(850) 320-6108



Walkerterrence101@gmail.com

HIGHLIGHTS



TECHNICAL EXPERIENCE

Pharmacy Technician (PTCB),
Pharmacy
Technician Certification Board
Medical
Coding (CPC), AAPC
Independent Insurance Adjuster
License:
Louisiana, Texas, Florida,
Oklahoma,
South Carolina, North Carolina,
Mississippi, Kentucky, West
Virginia,
Indiana, Minnesota, Michigan,
Delaware,
New York, Hawaii, Alabama,
Georgia
Basic Life Support Certification
Louisiana
Department of Insurance Life
License
Mississippi Department of
Insurance Life
License State Farm Fire & Auto

Charles E. Dabney, CPA, AEP

Preparedness / Response / Recovery Consultant III

Charles is a senior analyst focusing on compliance within the FEMA Public Assistance Funds related to the recovery and financial reimbursement processes. He is able to leverage his experience with CDBG-DR, HUD block grants, Certified Public Accountant (CPA) certification, and Associate Estimating Professional (AEP) certification to maximize financial compensation for his clients while mitigating risk.

Technical Experience

Charles Dabney is a consultant with over 10 years of experience in HUD CDBG-DR, FEMA PA, and accounting. He specializes in disaster recovery related consulting. Charles has experience in FEMA PA and CDBG-DR. He has performed financial reviews and audits on various HUD Community Disaster Block Grant-Disaster Recovery (CDBG-DR) and FEMA Public Assistance (PA) projects.

Functional Experience

Charles is currently focused on reviewing procurement, project scope of work, and conducting meetings on the FEMA Public Assistance Program with various applicants recovering from COVID-19. He is a reimbursement and loan specialist with in-depth experience in financial analysis, procurement, project scope of work and documentation reviews, as well as financial reconciliation. Charles regularly prepares detailed meeting agendas, prepares training materials, and shares FEMA fact sheets, to help guide applicants through the FEMA PA program and gather the appropriate documentation for reimbursement. Charles conducts meetings to discuss all the correct supporting documentation to maximize reimbursement for applicants in the core cost types for FEMA reimbursement: Force Account Labor, Force Account Equipment, Force Account Materials, Contract Cost, Rental Leases, and Procurement of Vendors.

RELEVANT PROJECT EXPERIENCE

Tidal Basin Group, Poughkeepsie, NY

Public Assistance Project Lead (COVID-19 New York)

May 2020 - Present

Provides technical assistance for the FEMA regulations associated with the Public Assistance program for COVID-19 recovery. Interacts and conducts meetings with all levels of government, field personnel, etc., and shows executive presence, and strong verbal and written communication skills.

Deloitte, Houston, TX

Advisory Senior Project Delivery Analyst

November 2018 - May 2020

Charles performed FEMA PA compliance financial reviews on reimbursement requests, project worksheets (FEMA PWs) invoicing and supporting documentation for cost eligibility and to confirm compliance with FEMA regulations, 2 CFR 200, and 44 CFR. In addition, he performed compliance review procedures following costs categories of the FEMA PA program: contract costing, procurement, force account labor, force account equipment, force account materials, and force account equipment. He also provides program level final financial compliance review and Quality Assurance testing to mitigate risk of de-obligation of federal funds. After completion of his reviews, he sent notification letters to applicants (including PNPs), which detail eligible, ineligible, and eligible later (exceeds FEMA Form 90/91 obligated total amount) costs. He conducted meetings with applicants to discuss his more complex completed financial reviews.

CONTACT



Houston, TX



(225) 281-4162

EDUCATION

- MS, in Accounting
(completed: April 2009),
University of Phoenix —
Phoenix, AZ
- BS, in Finance (completed:
May 2005) — Summa Cum
Laude 3.95 GPA
- Southeastern Louisiana
University — Hammond, LA
- Certified Public Accountant
(CPA), State of Louisiana,
(completed: July 2012),
License #: 27019
- Certified Public Accountant
(CPA), State of Texas,
(completed: April 2020),
License #: 117097
- Associate Estimating
Professional (AEP), American
Society of Professional
Estimators, License #:
202007A0020 (completed:
July 2020)

HIGHLIGHTS

PROFESSIONAL LICENSE OR CERTIFICATION

- IS-1000, IS-1001, IS-1002, IS-
1003, IS-1004, IS-1005, IS-1006,
IS-1007, IS-1008, IS-1009, IS-
1010, IS-1011, IS-1012, IS-1013, IS-

Charles E. Dabney, CPA, AEP

Preparedness / Response / Recovery Consultant III

RELEVANT PROJECT EXPERIENCE

Florida Disaster Consultants, Albany, NY

Auditor (Sub-contractor) - Emergency Management Assistance Compact (EMAC) Project

August 2018 - November 2018

Charles audited reimbursement REQ-As, invoices, and supporting documentation for completeness, and ensured expenses and supporting documentation complied with standard accounting practices as well as the various costing categories and estimations in the corresponding REQ-As. He also audited various categories typical of EMAC and FEMA missions including personnel salary, air travel, ground transportation, lodging, meals, equipment, commodities, and other associated costs such as equipment depreciation and insurance coverages.

Innovative Emergency Management, Baton Rouge, LA

Financial Analyst - Restore Louisiana Project

November 2017 - August 2018

He provided quality assurance and quality control review of the CDBG-DR funding allocation and reimbursement for the Restore LA Homeowner Assistance Program. Charles conducted payment requisition recalculations and award calculations for program grantees and sub-grantees to ensure accuracy of the final award grant letters in accordance with the State's programmatic policies.

Postlethwaite & Netterville, Baton Rouge, LA

Senior Auditor

March 2014

Charles conducted the FEMA PA portion of the single audit for the city of Baton Rouge (Hurricane Isaac).

Gov. Office of Homeland Security & Emergency Prep. LA, Baton Rouge, LA

Compliance Analyst

August 2008 - March 2009

Performed sub-recipient monitoring with OMB A-133 desk reviews, site visits, quarterly reporting, and risk assessment to ensure compliance with FEMA and other federal guidelines for the FEMA PA Program.

COMPLETE EMPLOYMENT HISTORY

- Tidal Basin Group: 2020-present
- Deloitte: 2018 - 2020
- Florida Disaster Consultants: 2018
- Innovative Emergency Management (IEM): 2017-2018
- Capital One Bank: 2014-2017
- Postlethwaite & Netterville: 2009-2014
- GOHSEP: 2008-2009

CONTACT



Houston, TX



(225) 281-4162

EDUCATION

1014, IS-1015, IS-1016, IS-1017, IS-1018, IS-1019, IS-1020, IS-1021, IS-1022, IS-1023, IS-1024, IS-1025, IS-1026, IS-1027

- Checkpoint Learning: Grants Management-CPGRNT, Governmental Financial Reporting-CPGRPT, GASB Statement No. 54 - Fund Balance Reporting and Governmental Fund, Overview of Governmental Accounting, and Yellow Book and Single Audit Deficiencies-CLSNGA
- SmartsPros Keepsmart: Single Audits: Combating Deficiencies
- Construction Experts, Inc: 103 Construction Blueprint Reading, Spring 2021

PROFESSIONAL SKILLS

- Experienced in EMMIE, Grants Portal
- SharePoint
- Adobe Professional
- e-Grants
- Grants Management System (GMS) and Microsoft Office



Madison Teeter, CFM

Preparedness / Response / Recovery Consultant II

Ms. Teeter specializes in collaborating with stakeholders to formulate program and policy solutions for their community's climate change impacts, particularly those caused by stormwater and coastal flooding. With a special emphasis on nature-based solutions, Madison identifies strategies state, regional, and local governments can incorporate into long-term planning initiatives that serve as both adaptive and mitigation solutions. She also has extensive experience in communicating complex environmental policies, programs, and research to a wide range of stakeholders, ensuring successful project outcomes by creating effective tailored messages.

Education/Qualifications

- MS, Climate Change & Society, NC State University, Raleigh, NC, 2020
- BS, Political Science, NC State University, Raleigh, NC, 2019

Years of Experience

Total – 4
With Arcadis – 1

Professional Registration/ Certifications

- Certified Floodplain Manager

Portsmouth Flood Resilience Strategy

City of Portsmouth, VA

Coordinated with City of Portsmouth staff to develop the City's first Flood Resilience Strategy report. Presented flood resilience policy and programs to city stakeholders based on the community's unique flood risks to incorporate into the city's long-term resilience strategy. Collaborated with team members to ensure the best available data and equitable considerations were included throughout the report. Portsmouth will use the report as a living document to direct future flood resilience decisions.

Community Flood Preparedness Fund Outreach

Wetlands Watch, VA

Conducted statewide outreach on the Commonwealth's new flood resilience funding program, the Community Flood Preparedness Fund (CFPF). The CFPF serves as the first funding source of its kind that provides financial

Relevant Experience

resources to Virginia communities for flood resilience capacity building, planning, studies, and on-the-ground projects. Provided technical assistance for applying to the program to both local and regional government bodies.

Wetlands Migration Planning

Wetlands Watch, VA

Assisted in coordinating the Wetlands Migration Planning initiative as the Flood Risk Project Manager at Wetlands Watch. The goal of the program is to encourage communities to consider the long-term viability of their natural shorelines by implementing various managed retreat approaches. Specifically, this included coordinating with the cities of Chesapeake and Norfolk in developing long-term strategic relocation plans and strategies for their communities.

North Carolina NNBF Needs Assessment

Wetlands Watch, APNEP, NC

Lead an outreach effort in partnership with the Albemarle-Pamlico National Estuary Partnership (APNEP) to gain valuable insight on the feasibility of implementing various nature-based solution resources in North Carolina. Listening sessions were held with local, regional, and state government staff, non-profit organizations, and academic institutions to identify how they would go about implementing

and utilizing these solutions into their current efforts. This project included creating a draft comprehensive database of projects, reports, and funding sources that could be utilized to continue this project into the future.

Coastal Resilience & Trees Fund

Wetlands Watch, Virginia Outdoors Fund, VA

Co-coordinated the development of Wetlands Watch's first grant funding program, the Coastal Resilience and Trees Fund. The program provides small-scale grants to Virginia coastal localities to design, install, and maintain nature-based solutions in their communities. This project included creating a grant application, scoring criteria and review process, and grant reporting process. Prior to creating these documents, a comprehensive needs assessment was conducted in the region to inform both the grant program's funding priorities and to ensure ease of access to applying for the funds.

TERESSA COOPER

PREPAREDNESS/RESPONSE/RECOVERY CONSULTANT II

EDUCATION

- BS, Business Management,
University of Phoenix

CERTIFICATIONS

- FEMA Badge
7608322510; Expires
11/16/2025

TRAINING

- IS-1000: Public Assistance
Program/Eligibility
- IS-1001: The PA Delivery
Model
- IS-1007: Detailed
Damage Description and
Dimensions
- IS-1018: Determination
Memos and Appeals

Teresa Cooper is a seasoned professional in emergency management and disaster recovery, with extensive experience supporting FEMA's disaster response and recovery operations. She has been instrumental in developing Project Worksheets (PWs), Damage Descriptions and Dimensions (DDDs), and Scopes of Work (SOW), as well as drafting Hazard Mitigation Grant Proposals. Teresa's skills include conducting detailed site inspections, evaluating damages, and determining eligibility for FEMA funding using tools like RS Means and CostWorks. Her expertise ensures precise cost estimates and effective recovery processes, demonstrating her dedication to resilience and efficient disaster recovery.

EXPERIENCE

FEMA SME Senior Logistics Supply Chain Manager

10/2017 – 10/2018

Disaster Recovery Specialist/Transportation Analyst (DR-4021, DR-4035, DR-4039)

TEKsystems, New Jersey

- Deployed to Joint Field Offices (JFOs) to assess damage to public facilities, including infrastructure such as hospitals, police stations, and educational buildings, determining eligibility for FEMA funding.
- Documented damages in accordance with FEMA policies and procedures, recommending repairs and developing Project Worksheets (PWs), Damage Descriptions and Dimensions (DDDs), and Scopes of Work (SOW).
- Conducted estimates using RS Means, CostWorks, and FEMA's Cost Estimating Format, ensuring accurate budget projections for recovery projects.
- Developed Hazard Mitigation Grant Proposals and provided guidance on compliance issues, maintaining regular communication with FEMA, local governments, and contractors.
- Supervised warehouse operations and utilized database management systems (DBMS) and enterprise resource planning (ERP) tools to streamline processes for FEMA's disaster preparedness/readiness and recovery operation.

DISASTERS

- DR-4039 NJ – Tropical Storm Lee
- DR-4035 NJ – Severe Storm and Flooding
- DR-4021 NJ – Hurricane Irene

CHARLES CLAY

PREPAREDNESS/RESPONSE/RECOVERY CONSULTANT II

EDUCATION

- Computer Science | Mcneese State University
- Computer Information Technology | Sowela Technical College
- Criminal Justice I | Grantham University

TRAINING

- OSHA 30
- CQM-C Certified
- FEMA EM - Debris Operations, Emergency Management Institute
- Xactimate Level I
- Certified Fiscal Law, 2017
- ARNG Marketing & Advertising Course, 2014
- Senior Leader Course, 2008
- IS-00100.c Introduction to Incident Command System, ICS- 100
- Recruiting & Retention NCO Course
- Basic Noncommissioned Officer Course 1995

Charles Clay is a seasoned professional with over 20 years of experience in construction management, specializing in disaster recovery and emergency management. His expertise spans federal and commercial projects, with a notable focus on FEMA disaster recovery operations. Charles has managed complex recovery efforts, including damage assessment, grant operations, and coordination of volunteer resources for severe storms and hurricanes. His background in the U.S. Army and the Louisiana Army National Guard has further refined his skills in project management, regulatory compliance, and leading multidisciplinary teams to ensure effective disaster response and recovery.

EXPERIENCE

Engineering Technician Supervisor AECOM

09/2023 – Present

- QA, assess and manage projects for NAVFAC
- Supervised 12 Engineering Technicians
- Ensure materials are installed as per manufacturers' specifications and meet NAVFAC requirements
- Review Activity Hazard Analysis (AHA) for new features of work and ensure initial and preparatory meetings are properly conducted

Superintendent ALLCO, LLC.

01/2023 - 09/2023

- Oversaw New construction from the ground up for 25 houses on a Military Installation (Camp Beauregard) for HUD housing
- Managed sub-contractors to ensure all work is performed in accordance with plans and specs
- Ensured materials met the requirements of the owner

Project Manager SafeworkCM

04/2021 - 01/2022

- Kentucky Severe Storms managed recovery and grant operations, tracking hours for employees, volunteers, and their equipment, assisted in creating the damage inventory, managed the demolition of unsafe structures, coordinated and scheduled volunteer agencies and personnel coming to assist and organize the volunteers to maximize the recovery efforts
- Responsible for Field Operations of recovery and grant management operations for numerous local and Parish level applicant clients impacted by the 2020 Disasters declared for Hurricanes Laura and Delta
- Clients included the Jefferson Davis Parish School Board, the City of Oakdale, the Parish of Acadia, the Town of Kinder, the Village of Reeves and numerous other applicant entities

Inspector III**07/2020 - 10/2020****Mato Construction, LLC**

- Inspected residential properties for the Iowa Disaster Recovery Program
- Developed Scopes of Work and drawings using Xactimate
- Construction management produced progress inspections and reports, QA/QC

Inspector III**10/2019 - 03/2020****Landmark Consutling, LLC**

- Inspected residential properties for the CDBG Disaster Recovery Program
- Researched FEMA, HUD, Federal, and Local regulations to ensure work meets Federal and Local code requirements
- Developed Scopes of Work and drawings using Xactimate
- Construction management produced progress inspections and reports, QA/QC

Compliance Analyst, Quality Control, Quality Assurance**03/2018 - 10/2019****Plexos Group**

- Developed and implemented an internal QA program for QC
- Researched FEMA, Federal, and Local regulations
- Developed forms as needed to enhance the productivity of the program and ensure compliance
- Developed Policies and Procedures to meet the intent of the FEMA program
- Quality Control for initial site visits and final site visits
- Quality Assurance for Quality Control
- Developed and implemented Compliance Plan
- Developed Closeout process
- Advised project managers on compliance issues
- USVI STEP program
- North Carolina STEP Program

JOHN M. WOOD, SR.

Preparedness / Response / Recovery Consultant II

John Wood has been serving as the AHIMTA Type III Finance and Admin Section Chief for the New York State Incident Management Team since 2015 and is also a current member of the New York State Instructor Cadre. With 20 years of emergency management experience across local, county, and state levels, he has fulfilled roles in all Command and General Staff positions in both Incident Command Posts and Emergency Operations Centers. Certified by FEMA and New York State, John is qualified to instruct on various critical topics, including Type III FSC (973), the Incident Command System (all levels), and other key emergency management and National Incident Management System (NIMS) courses. Additionally, he retired as a Deputy Sheriff/Sergeant with 22 years of law enforcement experience, the last eight of which were spent as the agency's Emergency Manager and Counter-Terrorism Specialist. He also co-founded and served as Administrative Officer of the Orange County Incident Management Team. Since 2009, he has owned and operated John Wood Management Consulting and Training. Notably, as a Disaster Recovery Specialist representing New York State following Hurricane Sandy (2012-2014), he managed Public Assistance applications and helped secure over \$50 million in recovery funds for various applicants

RELEVANT PROJECT EXPERIENCE

Self Employed Contract Consultant/Trainer
June 2009 - present

Orange County (NY) Health Department
Contract consultant
July 2015 - June 2021

Managed their volunteer Medical Reserve Corps. which includes: restructured the organization, created County compliant policies and procedures for its operations, expanded its mission from just supporting Points of Dispensing and supporting the county Emergency Operations Center too include; but not limited to: Non-emergency blood pressure screening, a Responder Rehabilitation unit and a mentorship program for younger members. Additionally I have develop and disseminate a quarterly newsletter, coordinate the units Facebook account, coordinate and deliver training on a monthly basis, coordinate deployments for emergencies and public education events and managed all unit records.

Orange County Emergency Services, Division of Emergency Management
Contract consultant
May 2009 - December 2014

tasked with creating and managing a "Disaster Preparedness Pubic Education Program" which included written materials on how to prepare and survive any disaster, live presentations to community groups and the management of the project grant funds. Additional tasking was to develop and manage a county level Incident Management Team which consisted of selecting, training and equipping a (24) member all-hazard team; the members of the team came from multiple agencies and companies. The team was designed and trained to function as an independent IMT supporting a single command, an Incident support team supporting a municipality and or an EOC support team filling multiple positions.

Adjusters International (Post Sandy)
Contractor "Disaster Assistance Representative"
2012 - 2014

NYS Emergency Management Office

CONTACT



Bloomington, NY



(845) 741-9196

EDUCATION

- NYS Division of Criminal Justice Services General topics Instructor since 1994
- The Office of Domestic Preparedness/ Louisiana State University for "Emergency Response to Domestic Biological Incidents - Operations Level" instructor
- International Association of Fire Fighters for "Emergency Response to Terrorism Operations" instructor
- Risk and Threat Assessment Instructor
- FEMA Incident Management System Curriculum I-100 to I-400; ICS-402 and G-191. (L449) since 2008 instructor
- "Preparing Communities for Agro terrorism" instructor
- Exercise design and HSEEP
- FBI Post blast investigator 2003 to 2009
- WMD Incident Commander Course; Center for Domestic Preparedness 2005
- Operations Section Chief (S-430) 2008
- Logistics Section Chief (S-450) 2005

JOHN M. WOOD, SR.

Preparedness / Response / Recovery Consultant II

"Disaster Assistance Representative"

2012

Conducting damage assessments.

ICS and Emergency Management to Indian Point Nuclear Plant and West Point Military Academy

Contract instructor/advisor

2009 to 2011

Orange County Sheriff's Office

Deputy Sheriff/Sergeant

1991 - 2009

CONTACT



Bloomington, NY



(845) 741-9196

EDUCATION

- FEMA All-Hazard Resource Until Leader 2010; All-Hazard Supply Unit Leader 2012; All-Hazard Finance Administrator Unit Leader 2012; All-Hazard Facilities Unit Leader 2014
- Planning Section Chief (S-440) 2012
- Finance and Administration Section Chief course (L-973) (FEMA) 2014
- NWCG Interagency Incident Business Management (S-260) 2016
- NWCG Applied Interagency Incident Business Management (S-261) 2016
- USFA Type 3 Incident Management Team Training (O305) 2017
- Graduate of the FEMA National Emergency Management Basic Academy 2019
- Certified instructor for FEMA/EMI National Emergency Management Basic Academy 2019
- Certified instructor for FEMA/EMI Type II FSC (973) 2021



Carol Rodriguez

Preparedness / Response / Recovery Consultant II

An accomplished community recovery professional with over nine years of experience working in Louisiana, Alabama, New York, Puerto Rico, Alaska and Virginia in a post-disaster capacity.

RELEVANT PROJECT EXPERIENCE

Civix (GCR)-Louisiana

Nov 2021- Present

Roles and Responsibilities: Covid-19 ERAP. Case Management Team Lead. QC documents submitted by tenants and landlords. Review and submit applications from case managers to the State of Louisiana to get approved for funding. Review appeals for approval/deny.

Elite Business Strategies-Hampton, VA

March 2021-June 2021

Roles and Responsibilities: A Senior Lead for the Virginia Department Of Emergency Management with Education Vaccination and Outreach targeting vulnerable communities throughout the Commonwealth. Door to door communication with the community to educate on the importance of vaccinating for Covid-19. Set up clinics for the community to get vaccinated. Scheduled local hires to help with canvassing surrounding neighborhoods. Uploaded to Share Drive all activities including pictures from events and community interactions.

Hagerty Consulting-Louisiana ERAP

Feb 2021-March 2021

Roles and Responsibilities: A Case Manager for Rental Assistance for Louisiana applicants applying for a financial need. Verified information from applicants and landlords. Informed applicants and landlords qualifying documents that are needed to qualify for the ERAP.

Tidal Basin-Anchorage, Alaska

July 2019-Oct 2019

Earthquake-DR-4413

Roles and Responsibilities: As a HMGP 404 Specialist, I served as the Technical Assistant for the Applicant and Sub-applicant for the State of Alaska. I provided customer service and technical assistance to each applicant regarding their project/s through direct communication, site visits and regular meetings when necessary throughout the life of the project.

Horne, LLP-San Juan, Puerto

April 2019-May 2019

IRMA DR-4336 & Maria DR-4339

Roles and Responsibilities: Formatting Standard Operating Procedures for compliance with HUD in San Juan, Puerto Rico. Testing functionality in Canopy System. Grant management services for Puerto Rico Dept. of Housing.

Goodwyn Mills Cawood (GMC)Engineering-Andalusia, Alabama

Jan 2019-April 2019

Hurricane Michael DR-4399 & 4406

Roles and Responsibilities: As a contractor under GMC Engineering, I served as Auditor and verified emergency measures/temporary repairs (Cat B & Cat F) for PowerSouth Electric Cooperative. PA closeout specialist, QA/QC documents to closeout files for counties in Alabama and Florida for eligibility and reimbursement

CONTACT



Chalmette, LA 70043



(850) 320-6108

EDUCATION

Nunez Community College

Chalmette, LA

Major: Early Childhood Education

Certification/License

Louisiana Licensed Producer

License #199726

Texas Adjusters License

FEMA Cleared through July 2025

HIGHLIGHTS

Core Qualifications

- Strong interpersonal skills
- Communication
- Detailed and accurate client record-keeping
- Able to multitask efficiently and effectively
- Problem Solving
- Certified ECE, Owned, Operated and Director of Heavens Lil Angels Preschool and Daycare.
- Planning, Scheduling,
- Louisiana State Licensed Class "A" childcare facility (Facility was destroyed during Hurricane Katrina)

Trainings Emergency Management

- IS-00100-Introduction to the Incident Command System.
- IS-00102-Preparing for
- Federal Disaster
- Operations



Carol Rodriguez

RELEVANT PROJECT EXPERIENCE

from FEMA. Gathered documents for verification of time cards submitted for reimbursement. Auditor for employees and contractors daily log sheets for the State of Alabama for Emergency Protective Measures and Utilities for PowerSouth Electric Cooperative

Mel Malone, State Farm Insurance-Chalmette, LA
April 2017-Jan 2019)

Roles and Responsibilities: Licensed Insurance Producer, sales, service, quoting, underwriting and bank deposits

The Liro Group-Louisiana Shelter at Home Program (SAH)
Baton Rouge, LA
September 2016-December 2016
Flooding DR-4277

Roles and Responsibilities: I served as a Case Manager for applicants applying for the program. QA/QC documents for eligibility in accordance with the SAH program guidelines and the Sheltering and Temporary Essential Power (STEP) Pilot Program.

HMGP, New Orleans, LA (GCR-Contractor) GOHSEP
August 2014-April 2016

Hurricane Katrina DR-1603 and Hurricane Rita DR-1607

Roles and Responsibilities: As a Closeout/Recovery Specialist, I obtained and reviewed the required documentation to determine project completeness and readiness for closeout submission to GOSHEP and FEMA.

Adjusters International - Albany, NY
Dec 2013-Jan 2014

HMGP Specialist-(404) Hurricane Sandy DR-4085

Roles and Responsibilities: As a Hazard Mitigation Specialist I exercised independent judgment for Non-Profit organizations and business owners for FEMA grant funding. Serves as a subject matter expert in Public Assistance programs. Searching flood zones, non-hazard and hazard zones. Works with established processes, policies, and procedures pertaining to the FEMA and State recovery programs.

HMGP, New Orleans, LA (Sub-Contractor - Hammerman & Gainer Inc., HGI)
Jan 2013-Dec 2013

Roles and Responsibilities: In my role as Insurance Compliance and Verification Specialists I reviewed, investigated, approve/deny coverage for HMGP insurance requirements. I provided great customer service with HMGP applicants. Assisted applicants with their contractors and insurance claims. Reported altered COI from contractors and Insurance Agents to the State of Louisiana, Department of Justice Investigation Division and State of Louisiana Compliance Investigator Division of Fraud Services.

State Farm Insurance
Jan 1988-Jan 2013

Roles and Responsibilities: Top Life Insurance Producer. Met every goal and promotions. Underwriting and investigating applications for quality business. Excellent customer service, multi-lined households with insurance products for customer needs and affordability.

CONTACT

 Chalmette, LA 70043

 (850) 320-6108

HIGHLIGHTS

- IS-00120-An Introduction to Exercises
- IS-00212-Intro to Unified Hazard Mitigation Assistance
- IS-00230-Fundamentals of Emergency management
- IS-00235-Emergency Planning
- IS-00240-Leadership and Influence
- IS-00253.a-Overview of FEMA Environmental and Historic Preservation Review Responsibilities
- IS-00321-Hurricane Mitigation Basics for Mitigation Staff
- IS-00558-Public Works and Disaster Recovery
- IS-00634-Introductory to FEMA'S Public Assistant Program
- IS-00727-Floodplain Management and Protection of Wetlands
- IS-00841.a-Nemis HMGP System: Overview and Startup

Microsoft Office:

- Word,
- Outlook
- Excel
- Internet
- Explorer



Angelia Lyons

Preparedness / Response / Recovery Consultant III

An accomplished community recovery professional with over seven years of experience working in Louisiana and Alaska in a post-disaster capacity on both (404) Hazard Mitigation and (406) Public Assistance projects.

RELEVANT PROJECT EXPERIENCE

Elite Business Strategies-Hampton, VA March 2021-June 2021

Roles and Responsibilities: A Senior Lead for the Virginia Department Of Emergency Management with Education Vaccination and Outreach targeting vulnerable communities throughout the Commonwealth. Door to door communication with the community to educate on the importance of vaccinating for Covid-19. Set up clinics for the community to get vaccinated. Scheduled local hires to help with canvassing surrounding neighborhoods. Uploaded to Share Drive all activities including pictures from events and community interactions.

Tidal Basin - Anchorage, Alaska July 2019 - October 2019

Roles and Responsibilities: As a HMGP Specialist, I served as the Technical Assistant for the Applicant and Sub-applicant. I briefed applicants on the FEMA Hazard Mitigation Assistance programmatic requirements.

Department of Veterans Health Affairs - New Orleans, LA August 2018-July 2019

Roles and Responsibilities: As a Human Resources Assistant, I advised, assisted, and processed enrollments, changes, and termination of participants in Federal Employee Health Benefits (FEHB), Federal Employee Group Life Insurance (FEGLI), and Thrift Savings Plan (TSP).

Louisiana Shelter at Home Program (SAH) - Baton Rouge, LA September 2016-November 2016

Roles and Responsibilities: I served as Interim Department Head and Scheduler for SAH, where I oversaw the daily operations of the scheduling department and supervised 11 employees.

Hazard Mitigation Grant Program (HMGP) - New Orleans, LA February 2011-April 2016

Roles and Responsibilities: Over my time at HMGP, I worked in several capacities. As a Closeout Specialist, I obtained and reviewed the required documentation to determine project completeness and readiness for closeout submission to GOSHEP and FEMA in addition to verifying cost reasonableness of projects. Managed and processed 338 grant payments for a net worth of \$14,433,671.01.

ICF International (Road Home Program) - New Orleans, LA (July 2006 - May 2008)

Roles and Responsibilities: Served as a Housing Advisor with the Road Home, advising families through the full life cycle of the program. Coordinated the schedules of applicants for eligibility review and the resolution of eligibility issues, scanned confidential documents into the electronic filing system, performed preliminary and final calculations of all program options, and provided the client with a clear and concise presentation of options. Carried out various

CONTACT



New Orleans, LA 70119



(850) 320-6108

EDUCATION

Southern University at New Orleans
New Orleans, LA.
Bachelor's Degree
Major: Social Work
Delgado Community College
New Orleans, LA.
Associate Degree
Major: Funeral Service Education

Registrations/Certifications
Registered Social Worker
License #6912, Louisiana
State Board of Social Work
Examiners

HIGHLIGHTS

Core Qualifications

- Strong interpersonal skills
- Advocacy for individual clients
- Communication
- Detailed and accurate client record-keeping
- Able to multitask efficiently and effectively
- Tolerance and Patience
- Problem Solving

Operating Systems

- WebHR
- HR Smart
- Vista



Angelia Lyons

Preparedness / Response / Recovery Consultant III

RELEVANT PROJECT EXPERIENCE

audit checks on files to ensure accuracy before submitting to ensure compliance eligibility requirements and obtained and verified client income for approval or denial of the Community Development Block Grant (CDBG) loan. Additionally, I worked at the title company pulling, requesting, and obtaining documentation to prepare the client for the closing process. Offered post-closing advisory services and provided applicants with referrals for Crisis Counseling and other services through the Louisiana Spirit program.

Trainings

- IS-634 Introduction to FEMA'S Public Assistant Program
- IS-00920 FEMA Performance Management Program
- IS-00276 Benefit-Cost Analysis (BCA) Fundamentals
- IS-00020.16 Diversity Awareness Course 2016
- IS-00841.a NEMIS HMGP System Overview and Startup
- IS-00842.a Manage the HMGP Project Application in NEMIS-MT
- IS-01100.a Increase Cost of Compliance
- IS-00253a Overview of FEMA Environment and Historic Preservation Review Responsibilities
- IS-00727 Floodplain Management and Protection of Wetlands
- IS-346 An Orientation to Hazardous Materials for Medical Personnel
- Hazard Communication Basic (OSHA) Occupational Safety and Health Administration (OSHA)
- Family Risk Assessments
- Keeping it Confidential
- Managing Anger Part 1&2
- Interdisciplinary Ethics
- Dealing with Difficult People at Work and at Play
- SUPER BUG /Infection Control
- E-Verify Training
- (Automation/Paper)

Security Clearance

- Department of Homeland Security (FEMA)

Volunteer Services

- Celebration Church (Greeter)
- Veterans Administration Stand Down Event (2018)
- Veterans Administration Ladies Night Out Event (2019)

CONTACT



New Orleans, LA 70119



(850) 320-6108

HIGHLIGHTS



- eOPF
- VetPro
- ScanPro
- e-Grants
- ATS (compatible to eOPF)
- JIRA
- PaperPort (compatible to ScanPro)
- SharePoint (compatible to e-Grants)

Microsoft Office:

- Word
- Outlook
- Excel
- Internet Explorer



PAT WHITE, CFM

PREPAREDNESS/RESPONSE/RECOVERY CONSULTANT I

Patricia White is a veteran of emergency management with over 18 years of experience. She worked most of her career in the Volusia County Emergency Management Office as their Local Mitigation Strategy Coordinator. She also worked on the county's grant administration and coordination for their Hazard Mitigation Assistance Program and Flood Mitigation Assistance Program. After leaving the Volusia County Emergency Management Office, Patricia began working on various projects within the private sector, including developing Hazard Mitigation Grant Applications and CDBG-DR grant development for various entities.

EDUCATION

- BS, Organizational Management, Warner University

CERTIFICATIONS

- Certified Floodplain Manager

EXPERIENCE

- **Johns Hopkins All Children's Hospital – Hurricane Ian Recovery** | Supported the Johns Hopkins team through the recovery process, including the grant process for funding for overall recovery efforts from Hurricane Ian. The project supported the Main Hospital and five outpatient cancer centers stretching from Fort Myers to New Port Ritchey.
- **Portland Bureau of Emergency Management – Alert and Warning Support** | iParametrics analyzed the best practices for alert system implementation, including relationships with neighboring entities and counties and policies for the system's usage. We then created a program for implementing the alert system and materials to support communications of the alert program to the residents of the City of Portland and Multnomah County. Lastly, we created training and exercises that all personnel could use to maintain alerting proficiency and the ability to send IPAWS alerts.
- **Voluntary Home Buy-Out Grant - Clay County (Case Manager)** | Responsible for managing several case files for the Clay County Voluntary Home Buyout Program. Worked to perform income verification and duplication of benefits analysis for applicants within the program.
- **Emergency Management - Volusia County (Grants Specialist)** | Worked as the Local Mitigation Strategy Coordinator and was responsible for the annual and 5-year plan updates. Coordinated quarterly working group meetings. Administer Hazard Mitigation Assistance Program. Coordinated the county's HMGP awards with FDEM from 8 separate disasters totaling over \$40 million. Assisted in gathering information and answering technical questions in developing applications for the county and all eligible jurisdictions. Assisted in developing the Flood Mitigation Assistance Program Applicants and administered numerous elevations, acquisition, and demo-rebuild projects. Worked as the ESF 15 Liaison for Voluntary Agencies including Volunteer Florida and AmeriCorps Members. Worked during County EOC activations for 8 full activations and 64 total career activations.



DARRELL O. FLYTHE

Preparedness / Response / Recovery Consultant I

Excellent written and verbal communicator, critical and creative thinker, collaboration minded, proactive problem solver, performs well with minimal supervision, emotionally intelligent, adapts quickly to change and open to travel.

RELEVANT PROJECT EXPERIENCE

FEMA

Logistics Management Specialist (GS-12)

August 2021-Present

Provides specialized technical advice and support to FEMA regional employees, Incident Management Assistance Teams (IMATs) and States, Tribes and Territorial organizations engaged in performing a wide range of logistics management activities related to disaster planning, response, and recovery. Performs substantial requisitioning, procurement and in-transit oversight of supplies, equipment and accountable property from commercial vendors and government agencies in support of disaster response and steady state operations.

- Orchestrated and executed the submission of 96 Request for Resources, resulting in the successful delivery of 4,808,920 individual personal protective items to the State of Maine, Narragansett Indian Tribe and Wampanoag Tribe of Gay Head (Aquinnah) in support of COVID-19 response operations
- Nominated as Regional Government Purchase Card Holder
- Certified Contracting Officer's Representative Level II

FEMA

Local Hire Public Assistance/Program Delivery Manager

March 2020 - May 2021

Performs project management for six city/county government applicants requesting public assistance funding for the 2017 Hurricane Harvey disaster. Reviews applicant data to provide FEMA recommendations for eligibility and priority of assignments. Oversees the claims process by reviewing and validating damage details, scopes of work and costs with the applicant.

- Coordinated the successful funding obligation of eight projects totaling \$5,354,719.12
- Influenced the withdrawal of four projects, saving a total of \$564,792.23
- Identified an anomaly in funding application which saved \$49,689.14

U.S. Census Bureau

Logistics Specialist (NTE 8 Weeks)

December 2019 - February 2020

Provided day-to-day logistics support to the Area Census Office. Effectively coordinated and communicated with external material suppliers and internal stakeholders. Processed shipments utilizing U.S. Census Bureau shipping system and FedEx on-line shipping applications. Arranged Less Than Truckload (LTL) and local courier shipments.

- Setup new supply room to conform with best practices for efficient loading/unloading of inventory
- Trained two Supply Clerks to ensure continuity of operations

Amazon.com

Delivery Station Area Manager/ Transportation Area Manager/Procurement Operations Analyst/ Inbound Area Manager

September 2017 - October 2019

CONTACT



Framingham, MA



(541) 219-6934

EDUCATION

- BA, History Hampton University, Hampton, Virginia
- 57 business credits from Tidewater Community/ Middlesex County and Tarrant County Colleges

PROFESSIONAL SKILLS

- MS Office Suite
- MS Teams
- Zoom
- MS Visio
- MS Project
- SAP
- Concur
- OSHA 500-Trainer Course for Construction Industry-2013
- Six Sigma Green Belt-2013
- Army Logistics University-2011

DARRELL O. FLYTHE

Delivery Station Area Manager - Responsible for day-to-day logistics operations of an Amazon Delivery Station which included inbound, outbound and sortation operations. Managed 42 Amazon Associates and 52 Delivery Associate Drivers.

- Reduced Delivered Not Received concessions by 70% in two months period

Procurement Operations Analyst - Owned site's indirect procurement operation responsibilities, including forecasting, inventory management, purchase order management and vendor management of 3rd party service providers.

Provided procurement leadership of four Non-Inventory Receivers and aligned with building leadership team to drive efficiencies and improvements.

- 0 Stockouts of Non-Inventory material during tenure in role
- Established shrink wrap and single stream recycling program for the building, decreasing waste haul pick-ups from \$3,600 to \$1,600 monthly
- Capitalized on warranty program to exchange 10 defective Mobius Workstation batteries, saving the site \$7,290 dollars in a four-month period

Transportation Area Manager - Supervised a team of 32 Transportation Leads and Specialists performing hostler driving, gate check in and out and trailer yard management for the second largest AR Sort (per volume) on the East Coast.

- Achieved 100% team headcount for first time since transportation Team inception at building in 2016
- Reduced smart drive safety score by 55% through increased communication and diligent management
- Coordinated with All-State Driving School to facilitate the successful completion of 5 CDL Drivers

Inbound Area Manager - Managed team of Inbound Pantry Associates performing receiving dock, replenishment stock re-drop (RSR), Direct-To-Bin (DTB), Prep and Stow-to-Prime process paths. Reviewed work forecasts and determined productivity requirements to meet overall building objectives. Partnered with Outbound Area Manager to adjust labor ensuring a balanced and efficient shift while meeting quality and throughput goals. Supported all safety programs and OSHA compliance to ensure a safe work environment for all associates.

- Maintained over 250 Throughput Put Hour (against network goal of 240) during 7 months in role
- Instrumental in establishing new First In/First Out (FIFO) receiving operations for department

Target Upstream Distribution Center

Operations Manager

June 2015 – June 2016

Oversaw daily work distribution, safety and logistical planning for a 15-member Engineering and Facilities team in a 1.8 million square foot distribution warehouse facility. Lead and coordinated automated and building maintenance repair activities on over \$80 million worth of material handling conveyor systems and served as Property Accountability Manager for all building rolling stock commodities to include 80 company owned carrier trailers, 53 order picker forklifts, 31 rider counterbalance forklifts, 15 pallet rider triple forklifts, 11 reach truck forklifts, and 10 cart tuggers.

- Worked with team to manage work orders, resulting in the lowest number (1) in Target's network at the end of the first quarter of fiscal year 2016
- Coordinated with the Corporate Rolling Stock Engineer and 10 different

CONTACT



Framingham, MA



(541) 219-6934

EDUCATION

DARRELL O. FLYTHE

CONTACT



Framingham, MA



(541) 219-6934

distribution centers throughout the country to administratively transfer and physically receive 60 new forklift assets

- Completed 100% office furniture replacement inventory, reporting all worn and damaged equipment resulting in approval and acquisition of \$6,000 worth of new furniture for the warehouse Asset Protection team

Modular Space Corporation

Fleet Manager

July 2013 - April 2015

Managed day-to-day logistics, budgetary controls, and repair services for over 1,000 manufactured housing and office storage container assets valued at \$10 million. Oversaw 2 In-house Mechanics, 1 Over-The-Road Driver and 5 contract repair teams/ Drivers. Served as liaison between in-house sales and repair staff, delivery Drivers and customers to ensure orders were ready for installation or removal on promised dates and complied with all pertinent company policies, building code laws and motor safety regulations.

- Instituted a process of sustained records, supply and safety management which led to a 90 out of 100-point score on a once in four-year unannounced company compliance audit
- Increased asset utilization by 13% in just over one year by partnering with the sales team to understand the ever-changing market and swiftly adjusting available inventory in response
- Studied monthly expense and asset utilization reports closely and consolidated in-stock inventory, resulting in the closure of a rarely used container lot and saving the branch \$36,000 in yearly rental fee expenses

Advanced Technology Services

Site Manager-In-Training

September 2012 - June 2013

Trained in contract maintenance operations at three globally recognized manufacturing facilities. Program curriculum emphasized building customer relationships and financial responsibility of both revenue growth and budget management, while leading a team of highly skilled Mechanics in fast paced, high energy warehouse operations.

- As Project Manager, collaborated with a local contractor to develop site layout, specifications and execute the expansion of the EZ GO warehouse parking lot, adding 50 parking spaces and increased capacity by 45%
- Assumed logistics management function at the Eaton warehouse after a company restructuring resulted in the loss of the team supply chain representative. Achieved 100% cycle count and annual inventory reconciliations

United States Army

Battalion S4 (Logistics Manager)

September 2011 - September 2012

Officer-in-Charge of 3-man team which oversaw all property accountability and warehousing for a newly organized 265 personnel Civil Affairs Battalion. Areas of special emphasis included new equipment receipt and accurate allocation of \$12.5 million worth of assault vehicles, weapons, communications systems, and tactical supplies to 4 subordinate military companies. Provided logistical guidance during new equipment receipts amassing \$8 million and maintaining 100% property accountability. Managed the implementation and operation of the

DARRELL O. FLYTHE

government purchase card program.

- Established relationships across directorates and units on Fort Hood resulting in the battalion acquiring over \$30,000 in durable and expendable supplies at no cost
- Built standing operating procedures (SOPs) for logistics, maintenance, property management, and government purchase card compliance for the entire 265 personnel unit

United States Army

Company Commander

February 2010 - February 2011

Commanded, led and trained a U.S. Army Headquarters Company of 75 U.S. and 75 Korean military personnel; oversaw emergency readiness, equipping and evacuation of over 460 civilian personnel; resourced air traffic control personnel in support of Desiderio Army Airfield operations and maintained property accountability of over \$2 million worth of

weapons, equipment and supplies. Served as Government Purchase Card Approving Official.

- Reshaped unit material landscape by turning in 34,655 rounds of excess ammunition and returning \$81,403 worth of unused equipment and furniture back into the supply pipeline.
- Planned and executed a \$7,700 mailroom construction project which expanded the package hold area by 50%, allowing for more efficient mail delivery service to over 800 customers

United States Army

Mobility Officer

September 2008 - September 2009

Managed 21 personnel team responsible for the efficient and effective transportation movement of over 200 military units in a 3,500 square mile radius. Coordinated movement control and transportation services for military and host nation personnel and equipment utilizing highway, rail, barge, and storage container assets. Appointed as Environmental Compliance Officer and trained on the proper transport of hazardous materials to ensure no pertinent country or military policies, laws or regulations were ever violated during the movement of materials.

- Negotiated with Nurnberg Airport officials to successfully lease hangar space to facilitate the aerial reception, staging and onward movement of over 1,200 military personnel from national strategic bases worldwide
- Chosen by 39th Transportation Battalion Commander to serve as Team Leader for logistical operations in Azerbaijan to coordinate the movement of 20,000 lbs of equipment and 200 National Guard Soldiers from the U.S. to the base for a multinational training exercise

United States Army

Joint Distribution Center Officer-In-Charge

July 2007 - September 2008

Supervised cargo documentation section responsible for creating Transportation Movement Requests (TMRs) for ground movement and hazardous material declarations for cargo being received and distributed by military or commercial aircraft, which supported the entire Iraqi theater of operations totaling over 150,000 military and civilian personnel. Lead 7 movement control and 4 material

CONTACT



Framingham, MA



(541) 219-6934

DARRELL O. FLYTHE

handling Soldiers and accounted for property valued at over \$70,000. Served as Contracting Officer Representative (COR), performing quality assurance surveillance and performance assessments on civilian contractors.

- Expedited the movement of over 35,000 pieces of equipment in excess of 75,000,000 lbs to over 150,000 military and civilian units on over 20 different forward operating bases
- Prepared, moved and retained 100% property accountability of all cargo and building assets during a four-week site relocation from one side of the operating base to the other

CONTACT



Framingham, MA



(541) 219-6934

PAULA FARAH

PREPAREDNESS/RESPONSE/RECOVERY CONSULTANT IV

EDUCATION

- AA Business Management, Liberty University, Lynchburg, VA

CERTIFICATIONS & LICENSES

- FEMA Badge
3BED012508; Expires
10/12/2023

Paula Farah is a seasoned professional with over 30 years of experience, including three years as a Field and Disaster Housing Inspector. She has conducted over 4,500 FEMA and insurance inspections, specializing in damage assessments for disaster survivors. Paula has extensive deployment experience, including assignments in Florida and Louisiana. Her background also includes a 16-year tenure in the US Navy, where she managed medical supply systems and earned the Navy Achievement Medal. Paula's skill set spans emergency management, disaster recovery, and field inspection, making her a valuable asset in critical response situations.

EXPERIENCE

Disaster Housing Inspector

10/2021 - Present

WSP USA, Winchester, VA

- Responded to disaster field offices within 24 hours of deployment.
- Performed damage and loss assessments with the FEMA disaster survivors on a first-in, first-out basis.
- Conducted damage assessments according to FEMA specifications and FEMA Inspection Guidelines.
- Met with the disaster survivors (or approved designee) at the damaged dwelling
- Completed and stayed up to date on the Code of Conduct, safety policies, company training, mission, and duty-ready training.

Field Inspector/Loss Control Consultant

Sedgewick, Various Locations

08/2021 - 12/2021

Midwest Technical Inspections, Various locations in NC

07/2021 - Present

National Insurance Inspection, Various locations in NC

01/2020 - 11/2021

Preferred Reports, LLC, Various locations in NC

06/2020 - 11/2021

National Risk Services, Various locations in NC

11/2019 - Present

JMI Reports, Various locations in NC

10/2019 - 06/2020

- Accept and complete field surveys on residential and commercial properties as requested by insurance company clients.
- Take photographs, create field sketches, and transfer them to a computer.
- Schedule appointments, call property owners and other involved parties to complete surveys, conduct interviews, and determine risk recommendations.
- Extended travel as needed for assignments

Lieutenant Paramedic (Retired)

01/1998 - 11/2016

Dare County EMS, NC

- Taught ACLS and PALS Classes within the department and to doctors and nurses.
- Taught continuing and remedial education classes.
- Supervised other paramedics and EMTs in the performance of their duties, audited and reviewed patient care records, and managed emergency medical calls.

Firefighter/EMT-Paramedic

08/1996 - 01/1998

Nags Head Fire and Rescue, North Carolina

- Performed all duties within the scope of practice of a North Carolina Emergency Medical Technician and an NFPA certified firefighter.

DISASTERS

- DR-4673 FL - Hurricane Ian
- DR-4611 LA - Hurricane Ida



Education/Qualifications

- MS, City and Regional Planning (MCRP), University of North Carolina at Chapel Hill, 2023
- MS, Natural Hazards Resilience, University of North Carolina at Chapel Hill, 2023
- BA, Cultural Anthropology, University of New Orleans, 2020

Years of Experience

Total – 6

With Arcadis – 2

Hazard Mitigation Grant Application Development Nationwide

Consistently offers a range of grant services across various FEMA, HMA, FMA, HMGP, USDOT, and NOAA programs, including key initiatives like BRIC, PROTECT, and CRRC. Has successfully secured \$70M in project funding for 2023 through effective benefit-cost analyses. Services cover the full grant application process, from development to environmental reviews, and facilitate communication between all parties involved. Specializes in grant applications centered on water resilience projects such as dam restoration, stormwater system upgrades, and coastal revitalization efforts.

Hazard Mitigation Technical Assistance

District of Columbia Homeland Security and Emergency Management Agency (HSEMA)

Provides technical assistance for the HSEMA hazard mitigation

Rene Marker-Katz

Mitigation Funding Specialist

With a focus on hazard adaptation, disaster risk reduction, and grant development, Rene Marker-Katz utilizes her expertise in research, policy, and planning to drive successful projects. She has secured grant funding for various FEMA programs, including Building Resilient Communities and Infrastructure (BRIC), Hazard Mitigation Assistance (HMA), Flood Mitigation Assistance (FMA), and Hazard Mitigation Grant Programs (HMGP), and oversees a wide range of projects supported by these grants. Rene's proficiency in grant procurement and management is complemented by her skills in benefit-cost analyses, data-driven solutions, and project selection for enhancing resilience against natural hazards at the local and state levels. In addition to her grant work, Rene has experience in creating hazard mitigation plans, designing funding strategies for program planning, crafting grant proposals for municipalities, nonprofits, and private organizations, and implementing resilience initiatives across public, private, and nonprofit sectors.

Relevant Experience

program. Worked with various District agencies to identify eligible projects for FEMA Hazard Mitigation Assistance (HMA) grant programs. Contributed to the creation of various FY22/FY23 grant applications and benefit-cost analyses for the Building Resilience Infrastructure & Communities (BRIC) program. Engages in program tasks, including funding procurement, application development, grant management, and project oversight.

Saint Elizabeth's Microgrid Project District of Columbia Homeland Security and Emergency Management Agency (HSEMA)

Project manager for the St. Elizabeth's Microgrid Project, organizing key stakeholders on a multitude of agenda items such as project scheduling, construction timelines, contractual agreements, stakeholder engagement, collaborative initiatives, and presentation materials to ensure the project's success. Acts as the point of contact for all project implementation strategies and structures, collaborating with District agencies such as HSEMA, Department of Energy and Environment (DOEE), Department of

General Services (DGS), and private contractors on a regular basis.

Fayetteville Funding Strategy City of Fayetteville, Fayetteville, NC

Client lead for the funding strategy of upcoming federal, state, and local grants that align with the client's project goals in their municipality. Have pursued and been award multi-year BRIC grants, as well as state grants such as the North Carolina Disaster Relief Mitigation Fund (DRMF) and the North Carolina Golden LEAF Foundation.

District of Columbia Hazard Mitigation Plan Update
District of Columbia Homeland Security and Emergency Management Agency (HSEMA), Washington, DC
Serves as a project manager to the 2023 update to the District of Columbia Hazard Mitigation Plan. Engaged in the plan's update process, including continuous updates for FEMA compliance on a quarterly basis. Led the Mitigation Strategies component of the plan, which includes initiatives within the District that need funding, the priority level of each project, and identifies which agency will lead each specific project.

Brent Puckett

HUD CDBG-DR Construction Specialist



Technical Expertise

- Project Management
- Damage Assessments
- Xactimate
- CDBG-DR

Years of Experience

7

Education

B.S., Petroleum Engineering,
Louisiana State University

Certifications

- Xactimate 28 Certification
Level 1

Professional Profile

Mr. Puckett is an experienced professional with extensive expertise and education in construction techniques, code compliance, construction oversight, and CDBG-DR damage assessments. Since 2018, Mr. Puckett has been working for the State of Louisiana's Office of Community Development, where he is a Program Manager for the Restore Louisiana Program. He is an expert in implementation and enforcement of program policy and procedures to ensure consistent, quality products. Mr. Puckett is a creative problem solver who can rapidly adapt to a continuously evolving program.

Experience

11/2022 – Present: Program Manager | Restore Louisiana Program (CDBG-DR), State of Louisiana, Office of Community Development, Baton Rouge, Louisiana:

Mr. Puckett serves as Project Manager for the Restore Louisiana program's quality control team by aiding those affected by the historic 2016 floods, the 2020 hurricanes, and Hurricane Ida. The state of Louisiana has used its \$4.3 billion CDBG-DR allocation through the Restore Louisiana program to aid 91,000 affected households. The Program repairs homes, and addresses safety issues such as lead based paint, asbestos, and overall structural integrity. Mr. Puckett's team ensures the assessments are cost-effective while meeting the green building standards and the municipality code requirements. Overall, his responsibilities include:

- Monitor the productivity of each team member to be certain that all deliverables are met
- Submit policy and Standard Operating Procedure recommendations to the client to build a more efficient program
- Evaluate the structural integrity and overall condition of every home to determine if rehabilitation or reconstruction is the most cost-effective route
- Approve funds to demolish and rebuild homes if the structure is damaged beyond repair
- Correspond with the contractors and the client to discuss re-occurring issues, policy changes, and file disapprovals
- Make team lead decisions when unique scenarios arise that are not explicitly mentioned in the program's policy
- Contact parish officials to determine the municipal requirements for each jurisdiction
- Approve the scope of work that aligns with each parish's needs while meeting the program's requirements

01/2018 – 11/2022: Quality Control Monitor | Restore Louisiana

Program (CDBG-DR), State of Louisiana, Office of Community Development, Baton Rouge, Louisiana:

Mr. Puckett's role included improving the damage assessment process, as well as verifying that damage estimates met FEMA guidelines. His responsibilities included:

- Reviewed damage assessments, appeals, change orders, pre-con, and reconstruction estimates
- Created weekly Field Monitoring reports

- Monitored damage assessor activity to document adherence to Standard Operating Procedures
- Performed final inspections to determine the scope completed by the contractors
- Confirmed that the home was repaired or built to the municipality code requirements
- Processed documentation to allow the funds to be disbursed to the contractor
- Created change orders to remove the incomplete scope from the estimate
- Reviewed structural engineer reports to address any foundation issues
- Processed change orders to add the structural line items to the estimate
- Performed on sight inspections to verify the structural items were completed to the program's standards
- Reviewed flood elevation certificates to determine if the required elevation height met FEMA guidelines
- Converted rehabilitation estimates to reconstruction estimates, based off the condemnation or substantial damage letters
- Helped build reconstruction estimates based off the building blueprints in Xactimate
- Performed special inspections to determine the quality of the work completed by the contractor
- Addressed any grievances the applicant has with the contractor's work
- Created detailed reports on warranty issues as well as inferior quality repairs

Prior Experience

10/2017 – 12/2017: Insurance Claims Adjuster | State Farm, Orlando, FL:

- Processed hurricane Irma claims in the Orlando area
- Scheduled and performed home inspections and verified data to ensure the validity of claims
- Reviewed previous claims to verify the damage was not from prior storms
- Processed the pictures of the damage and inspection file notes into database
- Drafted dwellings on Xactimate to determine the scope of the damages
- Sketched roofs based off the wind damage present
- Determined settlements in compliance with company policies and procedures
- Contacted the homeowners to explain the estimate

Marketing/Property Maintenance | Puckett Team Real Estate Partners LLC, Slidell, LA: Handle property maintenance of 13 rentals as well as homes listed for sale. Managed the remodeling process of various homes and home maintenance on rentals. Contacted past as well as potential clients through email, mail, and telephone to earn their business. In charge of search engine optimization, website updating, collaborating, and developing ads to promote business.



Technical Expertise

- Force Account Labor
- Cost Estimating
- Project Worksheet Development
- Grant Management
- Data Analysis
- Closeout Reconciliation
- Grant Writing

Years of Experience

8

Education

B.S., Business Administration,
Nicholls State University

Certifications

- IS-01000: Public Assistance Program and Eligibility
- IS-0230.e: Fundamentals of Emergency Management
- IS-100
- IS-276.a: Benefit-Cost Analysis Fundamentals
- IS-1001: The Public Assistance Delivery Model Orientation
- IS-1002: FEMA Grants Portal
- IS-1005: Public Assistance Alternative Procedures
- IS-1006: Disaster Damage and Developing Project Files
- IS-1007: Detailed Damage Description and Dimensions
- IS-1008: Scope of Work Development
- Excel for Accounting and Finance Professionals (2021)

Professional Profile

Ms. Pinell has eight years of experience as a Senior Recovery Closeout Specialist in the disaster recovery industry and has a proven ability to successfully navigate the complexities of FEMA PA Programs. She has meticulous attention to detail in closeout procedures and is adept at the management of force account labor and reconciliation processes. She has experience manipulating data and finding creative ways to gain insight from raw data, as well as a background designing and developing relational databases. She is an analytical, detail-oriented, and accomplished data professional with a record of accomplishment in collecting, analyzing, and improving business data to enhance solutions.

Experience

02/2023 – Present: Grant Writer | Grant Preparation: Assistance to Firefighters, City of Pinellas Park, Florida: Metric was contacted by the Pinellas Park Fire Department to create and apply for the Assistance to Firefighters Grant on behalf of the Department. Our team worked closely with the Department to draft narratives that accurately displayed the Department's needs, and to provide them with a strong, submittal-ready application to FEMA. We evaluated the Department's goals for the program and ensured that they were in line with those outlined in the Notice of Funding Opportunity provided by the Department of Homeland Security.

07/2023 – 09/2023: Grant Writer | Grant Preparation: Reconnecting Communities and Neighborhoods, City of Chipley, Florida: Metric worked with the City of Chipley to create and apply for the DOT's Reconnecting Communities and Neighborhoods Grant. Titled "*Uniting Communities of Chipley through Equitable Access and Mobility*," the proposed project aimed to advance community-centered transportation by addressing the dividing facilities that prevent equitable access to safe, reliable transportation infrastructure. Metric worked closely with the City to assess their needs and provided them with a complete application to submit to DOT.

07/2023 – 09/2023: Grant Writer | Grant Preparation: Neighborhood Access and Equity, City of Morgan City, Louisiana: Metric was selected by the City of Morgan City to prepare and apply for the DOT's Neighborhood Access and Equity Grant program. Metric provided the City with cost estimating, needs assessments, and application creation from start to submittal. The project, "*Connecting Neighborhoods and Communities to Opportunity through Equitable Infrastructure*," was designed to enhance community-oriented transportation by tackling the barriers that hinder fair access to secure and dependable transportation infrastructure.

06/2023 – 09/2023: Senior Fiscal Recovery Specialist | FEMA Public Assistance Consultant, Pasco County, Florida: Ms. Pinell conducted QA/QC reviews for FEMA PA reimbursement from Hurricane Ian. She reviewed data for force account equipment with FEMA's schedule of current equipment rates, as well as 20% compliance reviews for all Force Account Labor summaries.

11/2022 – 04/2023: Lead Senior Consultant | HOME Investment Partnerships Program – American Rescue Plan Consulting Services, Franklin County, Ohio: Metric worked with the County to develop a HOME-ARP Allocation Plan, ensuring the creation of a plan that best serves Franklin County. Metric's tasks included developing an Allocation Plan schedule, conducting the required agency and service provider consultation process, developing the Allocation Plan in compliance with all HOME-ARP regulations, conducting public participation, and assisting the County in the submission of the final Allocation Plan to HUD.

07/2022 – 04/2023: Lead Senior Consultant | HOME Investment Partnerships Program – American Rescue Plan Consultation Services, City of Columbus, Ohio: Metric was selected to provide grant consultation services for the City's \$16M HOME-ARP allocation. Metric's team created a detailed project work plan to ensure the creation of a compliant and comprehensive funding Allocation Plan. Based on the plan, Metric designed and implemented stakeholder engagement strategies, including an online survey and in-person input meeting. Then, Metric assisted with the creation and submission of the required Allocation Plan.

04/2022 – 07/2023: Senior Grant Consultant | Grant Management Project, Terrebonne Parish Consolidated Government, Louisiana: Metric was selected by the Terrebonne Parish Consolidated Government for grant management and administrative services for HUD, FEMA, and other federally funded programs. Metric supported the Parish by providing program, grant, and project management for disaster recovery funding, planning advisory services, grant writing, reimbursement and closeout activities, compliance maintenance, and guidance for several government aid programs. Ms. Pinell provided outreach services, identified unmet needs that fit program requirements, and developed projects that met policy guidelines.

Previous Experience

09/2022 – 11/2022: Disaster Recovery Analyst | Richmond University Medical Center: Ms. Pinell collaborated with the client to compile all supporting documentation and reconciled project costs for all completed work. She uploaded the supporting documentation into FEMA's Grants Portal so that FEMA could review the projects and obligate funding. She developed spreadsheets to reconcile financial records and cataloged supporting documentation in proper files for final reconciliation.

08/2022 – 11/2022: Closeout Specialist | Lane Electric Cooperative: Ms. Pinell compiled all supporting documentation and reconciliation of project costs for work that had been completed for the 2020 wildfires that impacted the State of Oregon. She developed spreadsheets for reconciling financial records and cataloged supporting documentation in proper files for final reconciliation. She communicated with client contractors and field staff for missing documentation. By working with the Lane Electric financial department, she processed all documentation to ensure accuracy for the development of final reconciliation of closeout packages and audits. She assessed each project's work status, costs, and supporting documentation against the actual Scope of Work to reconcile estimated project costs with actual costs of completed work.

Jason Harris, MSA, MBA

FEMA PA Specialist



Technical Expertise

Scope Development
Cost Reconciliation
Cost Analysis
QA/QC
FEMA Public Assistance
Program
FEMA Hazard Mitigation
Assistance Program
Governmental Accounting
Project Management
Grants Management and
Close-out

Years of Experience

18 Years

Education

MSA, Concentration in Public
Accounting, Strayer
University, 2012
MBA., University of Phoenix,
2000
BS, Retail Management,
University of South Carolina,
1992

Certifications

Contracting Officer's
Technical Representative
(COTR)
Certification, 2007
FAC-C Level II Defense
Acquisitions Workforce
Improvement Act (DAWIA)
training, 2010 - 2012
Comptroller and Acquisition
Advanced training, 2006
Supervisors and Managers
Training, 2006
IS 634 Introduction to FEMA's
Public Assistance

Professional Profile

Mr. Harris has worked on some of the largest and most complex disaster recovery programs in the nation, assisting disaster impacted communities in the management of difficult federal disaster grants from FEMA's PA Program, HUD's CDBG-DR Program and Essential Services Grant (ESG) Programs. He has utilized his detail-oriented accounting and financial analysis skills to ensure compliance and reasonableness of disaster recovery projects and to ensure sub-grantees receive the maximum eligible amount.

Experience

2021 – Present: FEMA Technical Advisor | Jefferson Parish Recovery Grants and Program Management, Jefferson Parish, LA: Mr. Harris serves as an expert advisor on post-disaster debris and demolition-type services. He evaluates costs for debris removal to develop the disaster inventory listing for submittal to FEMA for Category A debris removal projects on debris removal, and he is tasked with applying documentation requirements to justify the location of temporary Debris Removal Sites while addressing any environmental concerns that arise. He interfaces with the assigned FEMA Program Delivery Manager to formulate the Scope on the Parish's Category A debris removal projects. He responds to FEMA RFIs and those inquiries from the grantee in developing FEMA grants and processing reimbursement requests. As part of these efforts, he collaborated with Parish department officials and contractors to facilitate the process of the project formulation and reimbursements to expedite the Parish's funding for debris removal.

2020 – 2024: Compliance Grants Manager | COVID-19 Homelessness Sheltering Program, Louisiana Housing Corporation: In response to the COVID-19 pandemic, the Louisiana Housing Corporation (LHC) engaged CSRS for overall program management services to assist with the implement and overall funding reimbursement for the non-congregate housing options for the homeless population throughout the State of Louisiana in response to the impacts of the COVID-19 pandemic disaster. In his role as Compliance Grants Manager, Mr. Harris develops all PW requests to capture the costs incurred for eligible Category B expenses relating to the stand-up and running of over a dozen hotels throughout the state being used for social distancing and health protection shelters for vulnerable homeless individuals. Once those PWs are obligated he will also be responsible for developing the reimbursement requests to the state. He advises the Program Director as well as the client on the eligibility of certain activities and if they can be claimed under FEMA's PA program or under HUD's Essential Services Grant (ESG) program, ensuring there are no duplication of benefits.

2015 – 2019: Funding Quality Assurance and Compliance Lead | The Recovery School District Disaster Recovery Program, New Orleans, LA: Mr. Harris served as a technical advisor to resolve complex eligibility and policy issues on the compliance to federal regulations involving the individual FEMA federal grants for the Recovery School District construction projects to

rebuild the Orleans Parish school system after Hurricane Katrina. He advised on the compliance with federal regulations and FEMA policy for the administration of FEMA's first Single Settlement Request for \$1.2 billion with the Recovery School District. This included amending the grant's scope of work, technical issues that arise from the design, estimation, and construction of projects, and closing out of single project work sites within the federal grant. Additionally, he advised the client on creating a sub-ledger account database to track eligible expenditures and payments from the grantee to properly track the FEMA funding versus the CDBG-DR and the Department of Education's RESTART program.

2013 – 2015: Chief Administrative Office Liaison | City of New Orleans Grant Management Program, New Orleans, LA: Mr. Harris led the Chief Administrative Office Team after Hurricane Katrina, managing the grant managers administering the infrastructure projects, including writing version requests to Project Worksheets to provide comprehensive detailed damage descriptions. He worked closely with GOHSEP and the City as the consultant and technical advisor to determine eligibility of infrastructure projects through federal policies and regulations, including the 44 Code of Federal Regulations and the FEMA PA Policy Guide.

2013: Chief Administrative Office Liaison | The City of New Orleans Disaster Recovery Program, New Orleans, LA: Mr. Harris led the Chief Administrative Office team to successfully complete the key performance indicator milestones for contract year three and obtained a 90.4 percentile overall rating through planning and managing the team's skills and time administering the more than 280 operating grants management projects. He utilized the Stoplight Analysis to determine the compliance risk, de-obligation risk, and liquidity risk of more than a thousand operating and capital federal projects held by the City of New Orleans to analyze the complex financial issues within the reporting of the federal payments and applied expenditures for reimbursement. Mr. Harris worked closely with GOHSEP and the City of New Orleans as the consultant and technical advisor to determine eligibility of infrastructure projects through federal policies and regulations including the 44 Code of Federal Regulations and the Federal Emergency Management Agency (FEMA) Public Assistance Policy Guide overturning FEMA's ineligibility determinations. He also managed the grant managers' administering of infrastructure projects including writing version requests to project worksheets to provide comprehensive detailed damage descriptions that include dimensions and cause of damage, final reconciliation of expenses, and close-out of the federal grants. He collaborated on a strategy or end-game approach with Jacobs/CSRS joint venture senior management for the close-out of the federal grants to be presented to the City of New Orleans by advising on the details of the presentation, City management structure and City accounting system, and worked with the FEMA technical team as a technical advisor to resolve complex eligibility and policy issues.

2008 – 2012: Financial Analyst | Federal Emergency Management Agency, New Orleans, LA: Mr. Harris supported FEMA's Louisiana Transitional Recovery Office, supporting over 500 FEMA employees to support the state of Louisiana's recovery efforts after hurricane Katrina. Specifically, Mr. Harris determined the eligibility of more than \$65 million of state administrative costs by applying Office of Management and Budget (OMB) Circulars A-87, A-133, A-102 and Code of Federal Regulations 44 to ensure compliance with the approval process of state management costs. He was responsible for creating a standardized protocol process for approval of state management costs funds that reduced the approval process from 121 days to 25 days by establishing protocols for completion of work. He also collaborated with GOHSEP to ensure the State met the objectives of the State's Administrative Plan for FEMA's Public Assistance and Hazard Mitigation Grant Administration disaster program. Additionally, Mr. Harris evaluated and supervised performance and reviewed invoices provided by contractors and worked with the contractors to clarify standard and special provisions of their contracts as the Contracting Officer Technical Representative (COTR) for contracts exceeding \$1.4 million.

Juliann Bertone

Senior Grant Manager



Technical Expertise

- Project Management
- Public Health Policy
- Contract Management
- CDBG-DR Policy
- HUD Housing Counseling
- Subrecipient Management
- Financial Controls
- Budget Development
- Stakeholder Engagement
- COVID-19 Federal Funding

Years of Experience
12

Education

- M.A., Global Leadership & Sustainable Development, Hawaii Pacific University
- B.S., Integrated Marketing Communications, Ithaca College

Certifications

- Graduate Regional Institute for Health and Environmental Leadership
- CDPHE Project Management Essentials
- CDPHE Behavioral Health for Spokespersons Training
- FEMA Introduction to ICS for Operational First Responders
- FEMA External Affairs

Professional Profile

Ms. Bertone is a seasoned professional with extensive experience managing HUD's CDBG and CDBG-DR Programs and other federally funded initiatives. As a Program Manager, she oversees the implementation of HUD CDBG-DR, HOME-ARP and grant programs focusing on policy compliance, subrecipient management, and program oversight. She has a strong background in public health and disaster recovery, managing COVID-19 response and community development projects. She holds an M.A. in Global Leadership & Sustainable Development and a B.S. in Integrated Marketing Communications, along with FEMA and public health leadership certifications, highlighting her expertise in grant management and program development.

Experience

05/2024 – Present: Program Manager | HOME-ARP Consulting Services, City of Nashua, New Hampshire: Ms. Bertone serves as the Program Manager for the City of Nashua, New Hampshire's \$1.6M HOME-ARP allocation. She assists the client with program implementation, including policy and compliance, sub-recipient oversight, monitoring, and reporting.

07/2023 – 09/2023: Senior Program Manager | Reconnecting Communities and Neighborhoods: Grant Preparation Services, City of Chipley, Florida: Metric worked with the City of Chipley to create and apply for the Department of Transportation's (DOT's) Reconnecting Communities and Neighborhoods (RCN) Grant. Titled "*Uniting Communities of Chipley through Equitable Access and Mobility*," the proposed project aimed to advance community-centered transportation by addressing the dividing facilities that prevent equitable access to safe, reliable transportation infrastructure. Metric worked closely with the City to assess their needs and provided them with a complete application to submit to DOT.

07/2023 – 09/2023: Senior Program Manager | Neighborhood Access and Equity: Grant Preparation Services, City of Morgan City, Louisiana: Metric was selected by the City to prepare and apply for the DOT's Neighborhood Access and Equity (NAE) Grant program. Metric provided the City with cost estimating, needs assessments, and application creation from start to submittal. The project, titled "*Connecting Neighborhoods and Communities to Opportunity through Equitable Infrastructure*," was designed to enhance community-oriented transportation by tackling the barriers that hinder fair access to secure, dependable transportation infrastructure.

06/2023 – Present: Program Manager | Emergency Management Consulting Services, KEYS Energy Services, Florida: Metric is providing FEMA PA advisory services, hazard mitigation expertise, and financial and grant management support. Metric assisted KEYS in developing their

concept paper for submission to the Office of the Department of Energy (DOE) for their Grid Resilience and Innovation Partnership (GRIP) grant program. After a favorable review, DOE encouraged KEYS to submit a grant application for award consideration. Currently, Metric is providing technical assistance in the grant application development and submittal for the acquisition and implementation of software and equipment, including upgraded electric meters and equipment monitors to support AMI and the addition of collectors to acquire meter data through the GRIP opportunity. In addition, Metric is creating the community benefits plan to include community and labor engagements, investing in job quality and workforce continuity, advancing diversity, equity, inclusion, and accessibility, and contributing to the Justice40 Initiative goal to ensure that 40% of overall benefits of federal investments flow to disadvantaged communities. The grant request is for an estimated budget of \$20 million.

06/2023 – Present: Program Manager | Grant Management Services, City of Pinellas Park, Florida: Metric was selected by the City of Pinellas Park to assist with grant management and reporting for federal, state, and any other applicable entities. This includes general FEMA PA, and other agencies grant management advice, assistance, and reporting. Metric also manages the lifecycle of grants, including compiling, preparing, and submitting commencement and pre-reimbursement documents, preparing and submitting status reports to grant agencies, and the compilation, preparation, and submission of project closeout documentation.

04/2022 – 07/2023: Project Manager | CDBG-DR Funded Grant Application Development, Terrebonne Parish Consolidated Government, Louisiana: In partnership with another firm, Metric was selected by the Terrebonne Parish Consolidated Government for grant management and administrative services for HUD, FEMA, and other federally funded programs. Metric supported the Parish by providing program, grant, and project management for disaster recovery funding, planning advisory services, grant writing, reimbursement and closeout activities, compliance maintenance, and guidance for several government aid programs. As part of this work, Ms. Bertone oversaw grant application development for the CDBG-DR funded grant applications for the Resilient Communities Infrastructure and Hometown Revitalization programs. This included outreach services, identification of unmet needs that fit program requirements, and the development of projects that met program guidelines.

09/2021 – 02/2023: Associate Program Manager | COVID-19 Response and Assistance, Unified Government of Wyandotte County and Kansas City, Kansas: In response to COVID-19, ARPA funding was utilized to provide urgent and targeted funding for workers and families. The Unified Government (UG) sought assistance to maximize its ARPA funding while identifying additional grants to provide relief to citizens. To expedite their efforts, the UG requested grant discovery and grant writing services to maximize their allocated funds. Metric's goal was to identify federal funding opportunities through ARPA and to collaborate with state agencies to ensure the UG received the maximum amount of funding possible. Metric provided the UG with comprehensive grant management and cost recovery services, including strategic planning, FEMA PA cost recovery, program implementation support, and technical assistance.

05/2021 – 07/2022: Associate Program Manager | Needs Assessment for ARPA Funding, Saline County, Kansas: Metric's team was engaged by Saline County to support the County's ability to ensure compliance with federal regulations while maximizing the usage of ARPA funding in the local community. Metric's team conducted a Needs Assessment for one of Saline County's ARPA funded programs. The goal of the Needs Assessment was to obtain a full picture of the unmet needs that ARPA funding could address in the interconnected areas of criminal justice, mental health, and public safety.



Technical Expertise

Cost Estimating
FEMA Reimbursement
Program Management

Years of Experience

15 Years

Education

B.A., Industrial
Technology/Design
Engineering, Southeastern
Louisiana University

Training & Certifications

- OSHA 10 Construction
- OSHA 30 Construction
- IS-00100: Introduction to Incident Command System, ICS-100
- IS-1000: Public Assistance Program and Eligibility
- IS-01001: The Public Assistance Delivery Model Orientation
- IS-1006: Disaster Damage and Developing Project Files
- IS-1007: Detailed Damage Description and Dimensions
- IS-01018: Determination Memorandums and Appeals
- IS-1010: Emergency Protective Measures
- IS-1011: Roads and Culverts
- IS-1020: Public Assistance Donated Resources

Professional Profile

Mr. Scott has worked in various disaster recovery roles, including as a Flood Claims Adjuster following Hurricane Ike, a Safety Supervisor, an Electrical Supervisor, and as a Housing Construction Monitor following Hurricane Ian. He is proficient in cost estimating and program management and has worked within the FEMA PA and CDBG-DR Programs. He received praise from FEMA for his contributions to communities in need following the COVID-19 pandemic, and his customer service has been paramount in aiding internal and external partners as they navigate the unpredictable disaster recovery world.

Experience

02/2024 – Present: Quality Control Monitor | Restore Louisiana Homeowner Assistance Program, State of Louisiana, Office of Community Development, Baton Rouge, LA: Mr. Scott's responsibilities include reviewing damage assessments, appeals, change orders, and reconstruction estimates, creating weekly field monitoring reports, monitoring damage assessor activity to document adherence to Standard Operating Procedures, performing final inspections to determine the scope completed by contractors, and processing documentation to allow funds to be disbursed to the contractor. He also creates change orders to remove incomplete scope from estimates, reviews structural engineering reports to address any foundation issues, performs on-sight inspections to verify structural items are completed to program standards, reviews flood elevation certificates to determine if the elevation heights meet FEMA guidelines, and converts rehabilitation estimates to reconstruction estimates, based on condemnation or substantial damage letters.

Previous Experience

11/2022 – 05/2023: Housing Construction Monitor (Hurricane Ian Field Position) | Southwest FL – Gult Group: Mr. Scott assisted the Contracting Officer's Representative (COR) in observing the progress of the contractor's performance, completing checklists and logs as prescribed in the Performance Evaluation Plan, and in reporting findings to the COR in a timely, complete, and impartial manner. He documented all observations and provided a copy to the COR. Mr. Scott's responsibilities included construction monitoring of commercial park expansions, private sites, and group sites, data collection for each Transportable Temporary Housing Unit (TTHU) install, along with documentation of installs through the use of photographs and ensuring compliance with approved site plans and local or state building regulations. He also conducted site inspections of private and multi-family dwellings to determine time and cost estimates for repairs that were required to bring the home to livable standards, verified that the contractor was installing TTHUs in a safe and workmanlike manner in accordance with federal, state, and local ordinances, monitored the contractor's performance of maintenance, repair

of active TTHU properties, performed QA surveillance inspections of maintenance and microbial growth sites, and monitored and reported on the deactivation of TTHU properties.

02/2021 – 07/2022: Emergency Management Specialist | FEMA-CRC: Mr. Scott worked on 83 total FEMA projects, including 64 Category B, seven Category C, six Category E, five Category G, and one Category A project. His duties included assessing and validating documents for federal reimbursement on 100% completed disaster projects, preparing and/or reviewing Site Inspection Reports, writing RFIs, and writing or reviewing Determination Memos, as well as developing, reviewing, and/or validating Damage Descriptions and Dimensions, developed detailed Scopes of Work and costing documentation by encompassing all work that had been performed for reimbursement from FEMA within the allotted timeline, and delivered results through FEMA's PA Delivery Model. He also assisted with information that was conflicting or incomplete, could not readily be obtained by direct means, or was otherwise difficult to document by conducting exploratory calls, and contributed to the development and implementation of recovery regulations and guidance of documents while interpreting FEMA's applicable laws, regulations, and policies. His other responsibilities included ensuring that any newly developed regulations and policies were justified, adequately supported by appropriate analysis, and consistent with statutory requirements and existing policy, compiling, reconciling, and correlating voluminous workload data from a variety of sources with different reporting requirements and formats.

05/2019 – 11/2019: Emergency Management Specialist | Bryant Hammett & Associates, LLC, FEMA-CRC: In this role, Mr. Scott assessed and validated documents for federal reimbursement on 100% completed disaster projects, preparing and/or reviewing Site Inspection Reports, writing RFIs, and writing or reviewing determination memos, developed, reviewed, and/or validated Damage Descriptions and Dimensions, and developed detailed Scopes of Work and costing documentation while staying within the FEMA PA Delivery Model's allotted timeline, and contributed to the development and implementation of recovery regulations and guidance of documents, ensuring they were within FEMA's laws, regulations, and policies. He also ensured that any newly developed regulations and policies were justified, adequately supported by appropriate analysis, and consistent with statutory requirements and existing policy, and compiled, reconciled, and correlated workload data from a variety of sources with different reporting requirements and formats. Mr. Scott utilized his understanding of industry standards, basic codes, and permitting requirements to ensure projects complied with a broad understanding of construction and repair of public infrastructure, and inspected completed projects that were carried out by other FEMA Technical Assistance Contractors.

11/2017 – 12/2018: Project Manager/Homeowner Outreach | Resilient Strategies, LLC, Baton Rouge, LA: Mr. Scott oversaw contractors who were repairing, reconstructing, elevating, or mitigating storm damaged residential properties during the construction phase of housing applicants and utilized his knowledge of HUD's CDBG-DR guidelines, general construction, and permitting requirements to resolve impediments to the program.

12/2016 – 11/2017: Electrical Supervisor | ARCE-Montana, Slidell, LA: Mr. Scott ensured that all electrical work was professionally installed on each job site, and oversaw supplies and equipment needs in order to install proper wiring, jacks, 120v, 240v, GFIs, and others. His managerial duties included reviewing each completed job to ensure that all work was properly assembled, as well as oversight of inventory, scheduling, and staffing.

Technical Expertise

- FEMA PA & Hazard Mitigation Grant Management
- Emergency Response Planning
- Incident Command
- Disaster Recovery Operations & Logistics Support
- Grant Writing
- CDBG and Funding Reimbursement Processes
- Comprehensive Emergency Management Plan Development

Years of Experience

15

Education

- M.S., Executive Fire Service Leadership, Grand Canyon University
- B.S., Aeronautical Technology/Avionics, Purdue University

Certifications

- Certified Emergency Manager (CEM)
- Florida Emergency Preparedness Association
- Florida Emergency Management Academy
- Continuity of Operations Planner (L-550)
- Fire Safety Inspector
- Safety Officer
- Driver Operator
- Live Fire Instructor
- All-Hazards Position Specific Planning Section Chief (L-962), Emergency Management Services International
- All-Hazards Position Specific Operations Section Chief (L-958), Emergency Management Services International
-

Professional Profile

Mr. Canaday is an experienced Emergency Management Specialist with over 20 years of expertise in disaster recovery, FEMA PA program management, and emergency planning. He has managed disaster response and recovery efforts for various municipalities, supporting projects through site inspections, damage inventory, Project Worksheet formulation, reimbursement processing, and project closeouts to maximize available funding. He has served as Project Manager for multiple clients, including the Village of Estero, Sebring Airport Authority, and the State of Montana, where he provided FEMA PA support and managed financial tracking, data retention, and compliance with federal requirements. Mr. Canaday's extensive background includes writing and reviewing RFPs, managing comprehensive emergency management programs, and serving as Incident Commander during major storm events such as Hurricane Irma and Tropical Storm Debbie. His hands-on experience in FEMA PA, grants management, and hazard mitigation planning, combined with his leadership in emergency operations, makes him an invaluable asset for any team.

Experience

11/2023 – 10/2024: Project Manager | Rostan Solutions, LLC: Mr. Canaday served as a Project Manager for the City of North Port, the Village of Estero, and the State of Montana.

City of North Port, Florida: Mr. Canaday provided FEMA PA support, including site inspection for damage inventory, Project Worksheet formulation, reimbursement processing, and project closeouts to maximize available recovery funding. He provided invoices and back-up data tracking for accurate invoicing and data retention, and routinely held in-person and virtual meetings to verify and expedite work processes.

Village of Estero, Florida: He provided FEMA PA support, including site inspections for damage inventory, Project Worksheet formulation, reimbursement processing, and project closeouts. He drafted an Emergency Response Plan for the Village, which ensured each department's utilization was maximized for emergencies, including planning, activation, response, and recovery.

State of Montana: Mr. Canaday provided large and small project closeout review following COVID-19, scheduled, facilitated, and closed out Recovery Transition Meetings following the large and small project closeouts for COVID-19, and assisted in the development of weekly reports to the State.

01/2019 – 11/2023: Project Manager | APTIM Environmental & Infrastructure, LLC:

Village of Estero, Florida: Mr. Canaday provided FEMA PA support, including site inspection for damage inventory, Project Worksheet formulation, reimbursement processing, and project closeouts to maximize available recovery funding. He provided invoices and back-up data tracking for accurate invoicing and data retention, and routinely held in-person and virtual meetings to verify and expedite work processes.

Sebring Airport Authority: He provided FEMA PA Program support, including Project Worksheet formulation, reimbursement processing, and project closeouts. Mr. Canaday routinely met with Sebring Airport Authority personnel to verify and expedite work processes.

Orange County Emergency Management: Mr. Canaday developed a Resource Management and Logistical Plan, and coordinated and oversaw over 50 training courses, including COVID-19 community response, active shooter, hurricane activations, and a simulated cyber attack on a utility department. He invoiced and backed up documentation for all projects, including various grant funding opportunities to support each initiative. He also ensured all training and exercises were compliant with the Homeland Security Exercise and Evaluation Program, as well as with FDEM.

Palm Beach County Emergency Management: Mr. Canaday led planning and training services, which included developing a County Resource Distribution Plan to track and distribute commodities. He also updated the County's Continuity of Operations Plan to meet Emergency Management Accreditation Program requirements.

Clay County Emergency Management: He led the County's planning and training services, including the creation of a Comprehensive Emergency Management Plan and a Cost Recovery Plan. He also assisted the County with CDBG home buyout grants to identify eligible candidates of homes with repetitive losses.

City of Bonita Springs, Florida: Mr. Canaday served as the Project Manager for a FEMA hazard mitigation project, including providing FEMA PA and hazard mitigation grant support, as well as reviewing and identifying projects that were eligible for funding. He also assisted the City with the identification of a CDBG home buyout grant that could be utilized to identify eligible candidates of homes with repetitive losses.

Florida Division of Emergency Management: Mr. Canaday served as the Deputy Project Manager for FDEM's on-site Emergency Operations Center during COVID-19, where he assisted with statewide response, providing management of logistical support for field teams for numerous sites. He provided support to various state and federal vaccination sites, including churches, walk-up and drive-through sites, and mobile hospitals, as well as warehouse asset management for over 18,000 assets.

09/2016 – 05/2018: Director | Highlands County Public Safety: In collaboration with the County Administrator, Mr. Canaday participated in the formulation of policy decisions related to divisions and programs under the Public Safety Department as well as throughout the County Administration. He was responsible for preparing and presenting a variety of reports to the County Administrator, County Commission, and federal, state, and local agencies. He also played a central role in overseeing the development, interpretation, and implementation of all divisional procedures and policies to ensure compliance with County, state, and federal policies, guidelines, rules, regulations, and laws.