

Greetings
From

WEST



Louisiana

PLEXOS
GROUP

EMERGENCY MANAGEMENT CONSULTING SERVICES

INITIATED IN RESPONSE TO WINTER STORM FERN

SUBMISSION DUE DATE:
February 9, 2026, by 5pm

SUBMITTED TO:
cityclerk@westmonroe.la.gov

City of West Monroe
2305 N. 7th Street
West Monroe, LA 71291

OFFEROR:
Plexos Group, L.L.C.
1800 City Farm Drive
Building Four, Suite B
Baton Rouge, LA 70806

CONTACT:
Casey Tingle
Senior Vice President
T: 225-757-5344
E: Proposals@PlexosGroup.com

PlexosGroup.com

1. INTRODUCTION LETTER

February 9, 2026

City of West Monroe
2305 N. 7th Street
West Monroe, LA 71291

Re: Request for Proposals to provide Emergency Management Consulting Services in Response to Winter Storm Fern

Dear Members of the Evaluation Committee,

Plexos Group, L.L.C. (“Plexos”) respectfully submits this proposal in response to the City of West Monroe’s (“City”) Request for Proposals. We understand that the City is seeking an experienced consultant to provide on-demand Emergency Management Consulting Services in direct response to Winter Storm Fern, with the capacity to support future emergencies or disasters as authorized by the City. We recognize the urgency of the City’s ongoing efforts to respond to and recover from the deadly conditions caused by downed power lines, bitter cold, and debris.

Plexos is a highly responsive partner committed to rapidly delivering fully compliant assistance across all phases of emergency management—**preparedness, response, recovery, and mitigation**—as specified in the RFP. Our previous experience with GOHSEP and FEMA on similar engagements qualifies us to be that partner, immediately supporting the recovery priorities of the Mayor, including expediting reimbursements to address cash flow challenges.

We recognize that this support must align with all applicable **FEMA regulations, policies, guidance, and 2 CFR Part 200 requirements**, which the City explicitly identifies as mandatory compliance standards for all contracted work. We understand the City is seeking a consultant who can review and update emergency plans for FEMA compliance, provide training in federal regulations, coordinate with the Ouachita Parish Office of Homeland Security and Emergency Preparedness, and assist in activating and overseeing emergency contracts.

We also understand the City’s need for **strong technical expertise** to guide debris monitoring, force account documentation, insurance and eligibility reviews, initial damage assessments, project worksheet (PW) formulation, mitigation recommendations, appeals, and comprehensive grants management, ensuring all activities meet FEMA Public Assistance and Hazard Mitigation Program standards and withstand federal and state audit requirements. Above all, we understand that the City’s priority is to **quickly stabilize post-storm operations, maximize eligible federal funding**, and **establish compliant, efficient processes** that support both its immediate needs and long-term community resilience.

Established in 2012, Plexos is a **Louisiana-based**, nationally recognized program management and disaster recovery firm with expertise in FEMA Public Assistance, Hazard Mitigation, emergency planning, response, recovery, and grants management. Our team brings more than 200 years of combined senior leadership experience, a workforce of **250+ professionals**, and a record of supporting more than **\$100 Billion in federally funded programs** across **26 states and territories**.

Plexos' experience with GOHSEP and FEMA directly aligns with the City's required services across preparedness, response, recovery, and mitigation as described in the RFP. We routinely support clients with FEMA-compliant planning, documentation, debris monitoring, PW development, insurance and eligibility reviews, hazard mitigation opportunities, and appeals. Our teams have successfully managed complex programs involving FEMA PA Categories A–G, 404/406 mitigation, DRRRA Section 1206, force account labor and equipment documentation, GOHSEP coordination, and large-scale reimbursement and closeout efforts.

Built on a foundation of efficiency and accountability, Plexos employs proven systems, tools, and federally compliant processes that **accelerate project delivery** and **ensure accuracy, transparency, and audit readiness**. Our collaborative, hands-on approach ensures City staff receive timely support, clear communication, and technical expertise aligned with federal regulations including the Stafford Act, 2 CFR Part 200, and current FEMA policy. Supporting this approach is our highly experienced team of professionals who are familiar with these challenges, **ready to deploy**, and **dedicated to serving West Monroe throughout its recovery**.

With demonstrated performance across **65 disasters nationwide**, Plexos stands ready to assist the City from immediate response through long-term recovery and closeout, maximizing eligible funding, strengthening documentation, and advancing resilient outcomes for the community. We confirm our commitment to perform the services described in the RFP for the anticipated agreement term of three years, with options for renewal as outlined in the RFP.

I am duly authorized to negotiate on behalf of Plexos and have signed this proposal accordingly. We look forward to partnering with the City of West Monroe to achieve its recovery objectives and stand ready to begin services within the timeframe specified in the RFP. Thank you for considering our proposal. Should you have any questions or require additional information, please do not hesitate to contact me directly.

Sincerely,



Casey Tingle
Senior Vice President
Plexos Group, L.L.C.

2. PROPOSAL

a. Professional Experience and Training Credentials in Governmental Emergency Management

Experience with FEMA

Plexos brings on-the-ground emergency management and grants expertise to help communities recover faster, with fewer compliance risks. We have supported **over \$100 Billion** in federally funded programs across **26 states and territories** and **65 disasters**, delivering both large and small-scale program management for infrastructure, mitigation, public services, housing, and economic recovery.

As a trusted provider of program and project management services for disaster recovery funding, we help state, local, territorial, and tribal governments **shorten the path from damage to reimbursement**, while protecting them from avoidable eligibility issues, delays, and audit findings. We bring our signature speed-and-compliance discipline across every funding stream we manage, including FEMA PA, Individual Assistance (IA), and the Hazard Mitigation Grant Program (HMGP), as well as HUD CDBG-DR, CDBG-MIT, U.S. Treasury-funded programs, and BIL-IIJA.

Plexos professionals support the full **FEMA grant lifecycle**—prepare, plan, implement, closeout, and maintain compliance—so projects remain eligible from first documentation through final audit. Our experience includes:

- FEMA PA Categories A–G reimbursement support.
- 404 / 406 hazard mitigation and mitigation integration into recovery scopes
- IA and DCM support.
- Standards-based compliance grounded in the Stafford Act, 2 CFR Part 200, VAYGo, and FEMA policy and guidance.

As a leader in providing integrated disaster management services, Plexos is well positioned to assist the City of West Monroe with providing emergency management consulting services in response to Winter Storm Fern. Our experience includes:

- Full disaster lifecycle expertise.
- Proven performance on large, complex FEMA PA and HMGP programs.
- EOC support (scalable surge staffing for EOCs, shelters, field hospitals, and call centers).
- Technical, engineering, program management, and compliance proficiency.
- Strong multi-state and territorial presence.
- Hazard mitigation and resilience planning.
- Program and funding strategy development.
- Pre-disaster program setup and technical assistance.
- Sheltering and mass care.
- Debris monitoring and emergency field operations.
- Rapid infrastructure response.
- FEMA PA program and grant management.
- Case management and individual assistance.

Figure 1 on the following page, and *Table 1* that follows, demonstrates Plexos' nationwide experience supporting clients across the full disaster lifecycle. Disasters include hurricanes, wildfires, floods, pandemics, severe storms, debris operations, and major infrastructure recovery.

PLEXOS' FEMA EXPERIENCE

\$17.5B IN FEMA PROGRAMS

45 MAJOR DISASTER DECLARATIONS

17 STATES/TERRITORIES SERVED

Our team provides expert grants management across the full spectrum of FEMA recovery programs, from Public Assistance to Individual Assistance to Hazard Mitigation. While every disaster is unique, our core principles remain constant: **prepare, plan, implement, closeout, and maintain compliance.**

LEGEND

FEMA PA FEMA HMGP FEMA IA FEMA CARES FEMA STEP

FEMA CARES ACT

\$180M IN COVID-19 RELATED PROGRAMS FOR MULTIPLE STATE AGENCIES & PRIVATE ENTITIES

- Texas, Louisiana, Michigan, New Jersey, Maryland, Ohio, Rhode Island, Pennsylvania, Tennessee, Florida, and Virginia

SOUTH CAROLINA

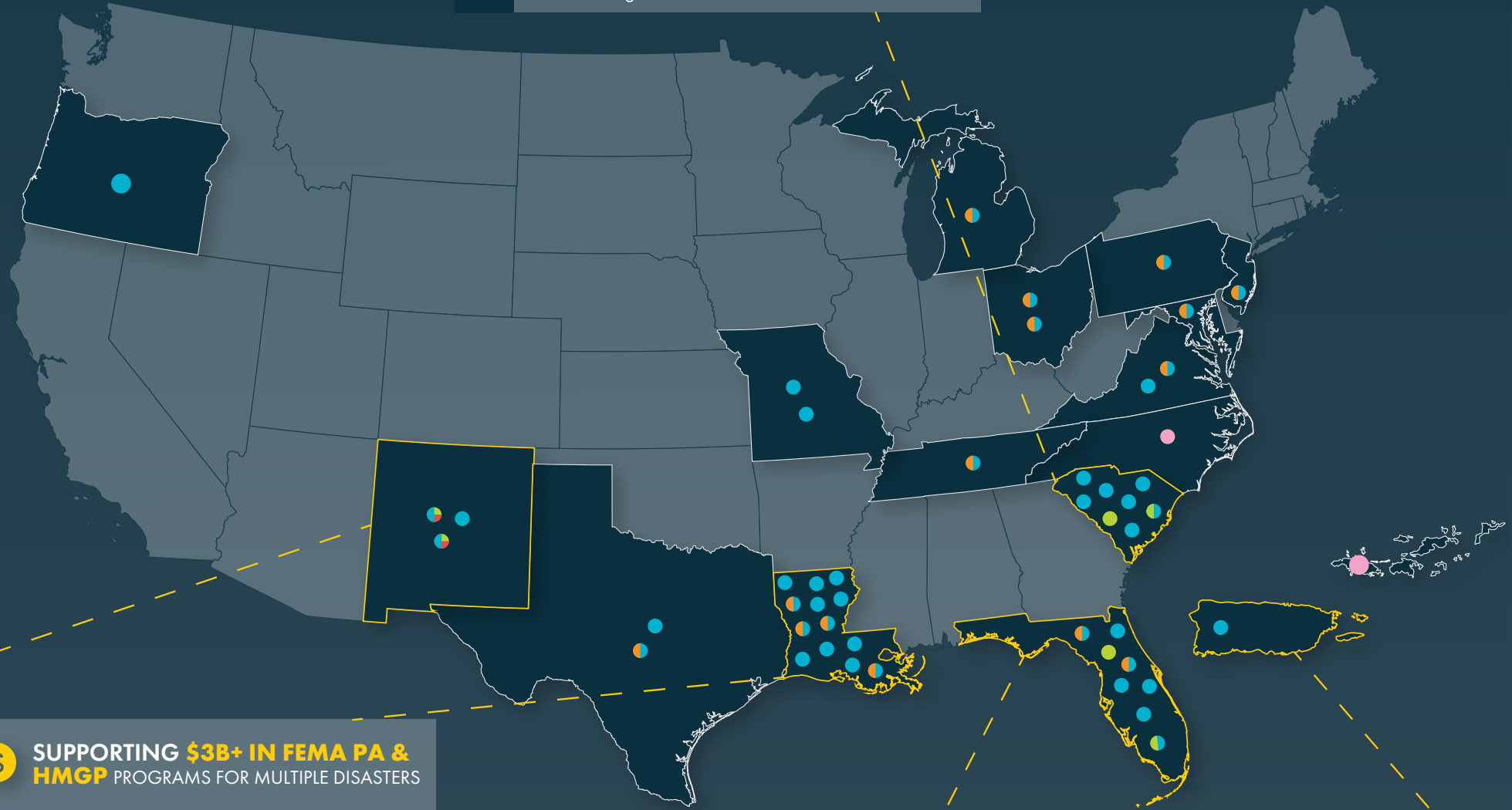
\$400M IN FEMA PROGRAMS FOR MULTIPLE DISASTERS

- Serving SCEM, City of Columbia, local government, and private healthcare clients since 2015
- Awarded BRIC Grant Application for \$32.6M resilient water supply
- \$18M in FEMA PA funding for infrastructure
- \$6M in obligated funding secured for Categories A and B in first 30 days of disaster declaration
- Project formulation and technical assistance across all FEMA categories

FEMA STEP

\$300M+ MANAGED PMO FOR NORTH CAROLINA EMERGENCY MANAGEMENT & VIRGIN ISLANDS HOUSING FINANCE AUTHORITY

- Provided call center, case management, anti-fraud, waste, and abuse, system of record, quality control, inspections, IT infrastructure and operations, inventory management, project controls, reporting and business intelligence, staff augmentation, and program website.



NEW MEXICO

INCREASED FEMA PA FUNDING BY 4,515%

- 50+ grant applications spanning HMGP, BRIC, and PDM
- \$1.6B in PWs, \$170M+ in PWs for FEMA Category A
- Serving 719+ wildfire-impacted households
- Disaster Case Management for three disaster declarations
- Team of 6 mobilized in less than 3 days; current team 110
- Coordinating with 30+ recovery programs including the FEMA Claims Office
- Coordinated 100+ federal, state, and local partners
- Expanded Incident Period additional 90 days
- 13 grants

LOUISIANA

SUPPORTING \$3B+ IN FEMA PA & HMGP PROGRAMS FOR MULTIPLE DISASTERS

- Serving GOHSEP, DOTD, and local government since 2016
- \$2B and 730 PWs from legacy storms
- Hazard mitigation support on approximately 110 PWs in excess of \$300M
- Closeout support of 50 'high-risk' subrecipients across the Gulf Coast
- Finalized closure of \$9M in remediation costs and \$6M consolidated content PWs for higher education applications
- Expedited closure of PWs from 30+ non-responsive applicants

FLORIDA

\$1.6B+ IN FEMA PA & HMGP PROGRAMS FOR MULTIPLE DISASTERS

- Serving FDEM and local government since 2018
- Mitigation measures for \$400M Elevate Florida Program
- 60 Case Managers/Crisis Counselors for Hurricane Ian Shelters
- HMA Engineering Support for Florida Mitigation Bureau Hurricane Ian Recovery
- 400 Floridians hired for COVID-19 Unemployment Call Center

PUERTO RICO

138 PWS TOTALING NEARLY \$640M FOR CATEGORIES A, B, C, E, G

- Grant Management Services for DTOP's \$299M FEMA and HUD program, including FEMA PA and HMGP sections 428, 404, and 406 of the Stafford Act
- Project formulation, damage descriptions and dimensions, and scope of work development for six federally declared disasters

Figure 1. Plexos' nation-wide FEMA experience

Table 1. Plexos' FEMA projects

	Client	Project Name	Project Dates	Disasters	Funding	Scope of Work	Planning	Response	Recovery
1	South Carolina Emergency Management Division	Recovery of Pickens County and Oconee County, SC	Oct 2024 - ongoing	DR-4829-SC, Hurricane Helene	FEMA PA	FEMA PA Project Management Services, including program and grant management support, damage identification, project formulation, documentation, compliance, cost estimating and reimbursement support, project execution, attend all FEMA meetings, and quarterly reporting	●	●	●
2	New Mexico Department of Homeland Security and Emergency Management (NM DHSEM)	Emergency Operations Center (EOC) Staff Augmentation Services	Aug 2022 - Jan 2023	DR-4652-NM, New Mexico Wildfires, Straight-Line Winds	FEMA PA FEMA HMGP	EOC operations staff augmentation services supporting finance, planning, operations, and logistics activities (federal program management consulting, housing, infrastructure, FEMA and HUD)	●	●	●
3	NM DHSEM	Program Management for Comprehensive Disaster Recovery Services and Disaster Case Management, Federal Funding Strategy and Technical Assistance	Jan 2023 - Jan 2026	DR-4652-NM, Wildfires, Straight-Line Winds; DR-4529-NM, COVID-19 Pandemic; DR-4795-NM, South Fork Fire and Salt Fire; DR-4843-NM, Severe Storm and Flooding; EM-3628-NM	FEMA PA FEMA HMGP CDBG-DR	EOC operations staff augmentation services supporting finance, planning, operations, disaster case management, individual assistance, and logistics activities (federal program management consulting, housing, infrastructure, FEMA and HUD)	●	●	●
4	New Mexico Environment Department	Interim and Permanent Water Treatment Facility for the City of Las Vegas, NM	Jul 2025 - Jan 2026	DR-4652-NM, New Mexico Wildfires, Straight-Line Winds	FEMA Settlement Loan Funds	Emergency procurement to fully implement the planning, design, procurement, construction, testing, delivery, and closeout of an interim and permanent water treatment facility to support the City of Las Vegas's recovery from the Hermits Peak/Calf Canyon Fire	●		●
5	Florida Division of Emergency Management (FDEM) (Subcontractor to KPMG)	FEMA Project Engineering Reviews and Benefit Cost Analysis	Feb 2024 - Jun 2026	DR-4673-FL, Hurricane Ian DR-4734-FL, Hurricane Idalia DR-4806-FL, Hurricane Debby	FEMA HMGP FMA Swift Current	Assist with conducting project engineering reviews, EHP reviews, benefit-cost analyses, and all related FEMA hazard mitigation activities in accordance with FEMA requirements.	●		●
6	FDEM	Sheltering Response	Oct 2022 - Jan 2023	DR-4673, Hurricane Ian	FEMA PA	Crisis counseling, sheltering for seven Dever Center Shelters (Lee County, Charlotte County, Collier County); and two libraries	●	●	
7	FDEM (Subcontractor to AtkinsRealis)	Public Assistance Disaster Recovery Grant Management, COVID-19 Response	Jun 2022 - Nov 2023	DR-4486-FL, COVID-19 Pandemic	FEMA PA/ CARES	Project formulation, project development, FEMA PA activities	●	●	
8	FDEM (Subcontractor to KPMG)	Hurricane Michael Recovery	Jul 2021 - Dec 2024	DR-4399-FL, Hurricane Michael	FEMA PA	Project formulation, project development, FEMA PA activities	●	●	●
9	FDEM (Subcontractor to KPMG)	Hurricane Irma Recovery	Mar 2020 - Dec 2023	DR-4337-FL, Hurricane Irma	FEMA PA	Project formulation, project development, FEMA PA activities	●	●	●
10	Monroe County Board of Commissioners (Subcontractor to CDR Maguire)	Monroe County Board of Commissioners, Hurricane Irma Recovery	Sep 2019 - Sep 2021	DR-4337-FL, Hurricane Irma	FEMA PA	Full spectrum of FEMA PA and HM activities.	●	●	●
11	FDEM (Subcontractor to RSM)	Florida Division of Emergency Management, Hurricanes Irma & Michael Recovery	Sep 2018 - 2020	DR-4337-FL, Hurricane Irma DR-4399-FL, Hurricane Michael	FEMA PA FEMA HMGP	Grant management assistance and closeout activities, full spectrum of FEMA PA closeout activities and 404 and 406 HM measures; project management, comprehensive grant management, technical assistance, pw approval, monitoring and enforcing compliance, audit, financial compliance, regulatory compliance, policies and procedures	●		●
12	Florida Department of Economic Opportunity (FDEO) (Subcontractor to AECOM)	Florida DEO Call Center	Apr 2020 - Sep 2020	DR-4486-FL, COVID-19 Pandemic	FEMA PA/ CARES	Unemployment call center	●	●	
13	Louisiana Department of Transportation and Development (DOTD) (Subcontractor to Metric Engineering)	Debris Monitoring for LA DOTD	Oct 2021 - Feb 2022	DR-4611-LA, Hurricane Ida	FEMA PA	Statewide debris monitoring for Hurricane Ida	●	●	●
14	Ness Healthcare NFP	Ness Healthcare NFP	Oct 2021 - Dec 2024	DR-4484-LA, COVID-19 Pandemic	FEMA PA/ CARES	Grant management for Category B, COVID-19 reimbursements	●	●	
15	City of DeRidder, Louisiana	Hurricane Laura Recovery for the City of DeRidder, Louisiana	Oct 2020 - Sep 2024	DR-4559, Hurricane Laura	FEMA PA	Emergency contract and FEMA PA services, grant management (Categories A, B, C, D, E, F, and G)	●	●	●
16	Beauregard Parish School Board	Hurricane Laura Recovery for Beauregard Parish School Board, Louisiana	Oct 2020 - Jul 2023	DR-4559, Hurricane Laura	FEMA PA	Emergency contract and FEMA PA services (Categories B, C, E, and G)	●	●	●

	Client	Project Name	Project Dates	Disasters	Funding	Scope of Work	Planning	Response	Recovery
17	City of Pineville, Louisiana	Hurricane Laura Recovery for the City of Pineville, Louisiana	Sep 2020 - Jun 2024	DR-4559, Hurricane Laura	FEMA PA	Emergency contract and FEMA PA services (Categories A, B, C, D, E, F, and G)	●	●	●
18	Louisiana Governor's Office of Homeland Security and Emergency Management (LA GOHSEP)	GOHSEP Morial Convention Center (MCC) Medical Monitoring Station (Inventory and Supply Chain Logistics)	Apr 2020 - Apr 2021	DR-4484-LA, COVID-19 Pandemic	FEMA PA/ CARES	Supply chain logistics, inventory tracking and management, warehouse management, materials handling, critical medical PPE supply distribution	●	●	
19	LA GOHSEP (Subcontractor to Dynamic Construction Group)	GOHSEP MCC Buildout of Temporary Alternative Site for New Orleans COVID-19 Hospital	Mar 2020 - Mar 2021	DR-4484-LA, COVID-19 Pandemic	FEMA PA/ CARES	Full spectrum of IT and logistics support required to build out wire and wireless connectivity for hospital operations for a 3,000-person field hospital, supplemental resource allocation	●	●	
20	GOHSEP Louisiana Workforce Commission	State of Louisiana Unemployment Call Center Expansion due to COVID-19	Apr 2020 - Oct 2021	DR-4484-LA, COVID-19 Pandemic	FEMA PA/ CARES	Staff augmentation, call center staffing due to increased unemployment calls during COVID pandemic	●	●	
21	LA GOHSEP (Subcontractor to Deloitte/Sides & Associates)	Louisiana FEMA PA Closeout Assistance	Apr 2020 - Oct 2024	Statewide closeout of all open Federal disaster declarations	FEMA PA	Grant management assistance and closeout (statewide) for high-risk subrecipients to close out legacy disasters from 2005 to 2016	●		●
22	LA GOHSEP (Subcontractor to Deloitte/Sides & Associates)	Louisiana FEMA PA Strike Team Assistance for Closeout of Legacy Disasters	Aug 2017-2020	Multiple DRs (1603, 1607, 1786, 1792, 4080, 4263, 4277); Multiple EMs (3322, 3376)	FEMA PA	Statewide closeout of all open federal disaster declarations	●		●
23	East Baton Rouge Parish, LA (Subcontractor to CSRS Engineering)	FEMA PA Reimbursement Operations & Project Management	Oct 2016 - Oct 2017	DR-4277, LA Severe Storms/Flooding	FEMA PA	FEMA PA reimbursement operations and project management for the city-parish, emergency response operations for Categories A, B, E.	●	●	●
24	East Baton Rouge Parish School System, LA (Subcontractor to CSRS Engineering)	FEMA PA Reimbursement Operations & Project Management	Oct 2016 - Sept 2017	DR-4277, LA Severe Storms/Flooding	FEMA PA	FEMA PA program management and short- and long-term recovery and mitigation efforts, PMO support, metrics/project controls/ documentation requirements, staff augmentation, audit	●	●	●
25	Tangipahoa Parish Government (Subcontractor to ARX Disaster Management)	FEMA Recovery Services and Technical Assistance	Apr 2016 - Dec 2016	DR-4263-LA, Severe Storms/Flooding DR-4277, LA Severe Storms/Flooding	FEMA PA	FEMA PA reimbursement operations and project management for the city-parish, emergency response operations for Categories A, B, C, E. (emergency response, debris / program / project / procurement management, damage assessments, PW formulation, audits, 404/406 mitigation, SRIA Pilot Program)	●	●	●
26	Puerto Rico Department of Transportation and Public Works, (DTOP)	Disaster Recovery Grant Management Services	Jan 2024 - Jun 2025	DR-4336-PR, Hurricane Irma; DR-4339-PR, Hurricane Maria; DR-4473-PR, Earthquakes; DR-4493-PR, COVID-19 Pandemic; DR-4649-PR, Severe Storm, Flooding, Landslides; DR-4671-PR, Hurricane Fiona	FEMA / HUD	Disaster recovery grant management services to include: strategic planning, program/project development, financial and grants management support, grant closeout	●	●	●
27	Brooke Grove Foundation, Inc., Maryland	FEMA PA Grant Management for Brooke Grove Foundation (MD Private Non-Profit Assisted Living Facilities)	Apr 2020 - Dec 2023	DR-4491-MD COVID-19 Pandemic	FEMA PA/ CARES	FEMA PA Reimbursements for COVID-19 expenses (Cat B) for private non-profit retirement and senior assisted living facilities (capture, reporting, financial, documentation, analytics, staff aug)	●	●	
28	Asbury Communities, Inc.	MD Asbury Grant Management (FEMA PA Grant Management for Asbury Atlantic Communities/ (MD, PA, TN Senior Living Facilities)	Apr 2020 - Jun 2024	DR-4491-MD; DR-4506-PA; DR-4514-TN; COVID-19 Pandemic	FEMA PA/ CARES	14 senior living facilities in MD, PA, and TN, FEMA PA reimbursements for COVID-19 expenses (Cat B) for private non-profit retirement and senior assisted living facilities (FEMA PA technical assistance, tracking and reporting, risk assessments, documentation, analytics, staff augmentation, other)	●	●	
29	Henry Ford Health System (Subcontractor to Guidehouse), Michigan	FEMA Grant Management for Henry Ford Health Systems	Jan 2022 - Jan 2023	DR-4494-MI COVID-19 Pandemic	FEMA PA/ CARES	Providing subject matter expertise, FEMA PA grant management for reimbursement operations due to COVID-19	●	●	
30	City of Valley Park, MO	City of Valley Park, Missouri Reimbursement Operations and Public Assistance	Mar 2016- Nov 2016	DR-4250-MO, Severe Storms, Tornadoes, Straight-line Winds	FEMA PA	FEMA reimbursement operations and public assistance for recovery of 2015 floods, PMO support, damage assessments, categories A,B,C,G	●	●	●
31	City of Eureka, MO	Reimbursement Operations and Public Assistance for City of Eureka, Missouri	Jan 2016 - Apr 2016	DR-4250-MO, Severe Storms, Tornadoes, Straight-line Winds	FEMA PA	FEMA reimbursement operations and PA for recovery of 2015 floods, PMO support, damage assessments, Categories A,B,C,G	●	●	●
32	Ocean County , NJ Health Department (Subcontractor to Witt O'Briens)	Ocean County NJ COVID-19 Vaccination Call Center	Mar 2021 - Jun 2021	DR-4488-NJ COVID-19 Pandemic	FEMA PA/ CARES	Call center services for Ocean County's vaccination scheduling program	●	●	
33	Genesis HealthCare System, OH	FEMA PA Grant Management	Sep 2022 - Sep 2023	DR-4507-OH COVID-19 Pandemic	FEMA PA/ CARES	Program management; claims/grant processing; field inspections; training; reporting and analytics; facilities management; technical assistance; risk assessment; staff augmentation; and any other related services	●	●	

	Client	Project Name	Project Dates	Disasters	Funding	Scope of Work	Planning	Response	Recovery
34	Dora Fannon & Associates, SC	Hurricane Helene Debris Pickup	Oct 2024 - ongoing	DR-4829-SC Hurricane Helene	FEMA PA	Project management, project accounting, site supervision, reporting, client management, staff augmentation, and related services	●	●	
35	Roper St. Francis Hospital (RSFH), Charleston SC	Hazard Mitigation Services	Mar 2017 -Nov 2019	DR-4286-SC Hurricane Matthew DR-4241-SC, Severe Storms/Flooding DR-4166-SC, Severe Winter Storm	FEMA HMPG	Engineering assistance for generator projects funded through mitigation funds	●	●	
36	Williamsburg Regional Hospital (WRH), Kingstree, South Carolina	SC WRH Public Assistance (Reimbursement Operations & Public Assistance Program for 2015 Flooding)	Mar 2016 - Jul 2020	DR-4241-SC, Severe Storms/Flooding DR-4286-SC, Hurricane Matthew	FEMA PA	FEMA PA advisory services, HUD CDBG-DR support, 404/406 hazard mitigation expertise, financial and grant management, IT/data management, reporting, engineering support, debris monitoring, categories A, B, E	●	●	●
37	City of Columbia, South Carolina (Subcontractor to Landmark Consulting)	Flood Recovery Project Management Services for City of Columbia due to 2015 Flooding (Emergency Response & Advisory Services)	Feb 2016 - Dec 2024	DR-4241-SC, Severe Storms/Flooding	FEMA PA FEMA HMPG BRIC CDBG-DR	Program management, grant management, grant development, policy support, audit preparation and management (FEMA: engineering assistance for levee projects, hydraulic generator plant and general grant guidance; CDBG-DR: contract/prime \$4.25 Million)	●	●	●
38	Williamsburg Consulting & Representative Services	Emergency Response and Reimbursement Operations for Williamsburg County, SC	Feb 2016 - Feb 2021	DR-4241-SC, Severe Storms/Flooding	FEMA PA	Technical assistance	●	●	●
39	Williamsburg County, SC (Subcontractor to Landmark Consulting)	Technical Assistance for Williamsburg County	Oct 2015 - Jan 2016	DR-4241-SC, Severe Storms/Flooding	FEMA PA	Technical assistance, categories A, B, C, E, F	●	●	●
40	Sumter County, South Carolina (Subcontractor to Landmark Consulting)	Emergency Response and Reimbursement Operations for Sumter County, South Carolina	Oct 2015 - Jan 2016	DR-4241-SC, Severe Storms/Flooding	FEMA PA	Technical assistance	●	●	●
41	City of Sumter, South Carolina (Subcontractor to Landmark Consulting)	City of Sumter, South Carolina	Oct 2015 - Jan 2016	DR-4241-SC, Severe Storms/Flooding	FEMA PA	Technical assistance, categories A, B, C, D, E, F	●	●	●
42	Parkland Health and Hospital System	TX Parkland Grant Management for Dallas County Hospital District (County-owned Non-Profit)	Apr 2020 - Dec 2024	DR-4485-TX, COVID-19 Pandemic DR-4586-TX, Winter Storm Uri	FEMA PA	FEMA grant management for COVID-19 and Winter Storm Uri 2021	●	●	●
43	The YMCA of the Greater Houston Chapter	FEMA PA Reimbursement Operations for the YMCA, Houston Chapter, Texas	Jan 2018 - 2019	DR-4332-TX, Hurricane Harvey	FEMA PA	FEMA PA reimbursement operations for Categories A, B, E, F	●	●	●
44	The RAND Corporation	Review of Applications for FEMA PA for COVID-19 Relief Funds	Jun 2021 - Mar 2022	COVID-19 Pandemic	FEMA	Expert services related to FEMA PA COVID-19 relief funds and review of FEMA Applications to ensure consistency across all FEMA regions	●	●	●
45	Virgin Islands Housing Finance Authority (Subcontractor to AECOM)	Emergency Home Repair (EHRVI) Program (FEMA STEP Program for the Recovery of Hurricanes Irma and Maria)	Feb 2018 - Sep 2020	DR-4335-VI Hurricane Irma DR-4340-VI Hurricane Maria	FEMA PA STEP	Program management, project management, call center, case management, anti-fraud/waste/abuse, site visits, field inspections, quality control, system of record, IT infrastructure and operations, reporting and business intelligence, project controls, inventory management, website design, roof repairs	●	●	●
46	Sentara Health (Subcontractor to Guidehouse)	Sentara Health	Jan 2022 - Jan 2023	DR-4512-VA COVID-19 Pandemic	FEMA PA/ CARES	FEMA grant management for COVID-19	●	●	
47	Pinnacle Living, Inc. (Virginia United Methodist Homes, Inc.)	VA Pinnacle Living for FEMA PA COVID-19, Grant Management for Retirement and Assisted Living Facilities in VA	Dec 2020 - Jan 2024	DR-4512-VA COVID-19 Pandemic	FEMA PA/ CARES	FEMA PA technical assistance, tracking and reporting, risk assessments, documentation, analytics, staff augmentation, other	●	●	

Experience with GOHSEP

Louisiana Roots and a Longstanding Commitment to the State

Plexos was founded in Louisiana and maintains its headquarters in Baton Rouge, giving us an intimate understanding of how recovery work moves within Louisiana's unique state-local-federal environment. We have **supported GOHSEP across multiple disasters** and program phases, helping the State and its subrecipients solve eligibility and documentation barriers, accelerate project movement, and reduce risk at closeout.

From 2017–2020, we supported **GOHSEP's FEMA PA Strike Team** pilot by helping high-risk subrecipients resolve technical issues and accelerate closeout for legacy disasters from 2005–2016, assisting **50+ subrecipients** with **730+ PWs** totaling over **\$2 Billion**, including hazard mitigation support on **110 PWs** totaling more **\$300 Million**, and developing an administrative closeout process to expedite stalled/non-responsive applicants.

Since 2020, we have continued providing statewide PA closeout and grant management assistance across **FEMA Categories A–G**, delivering compliance evaluations, reimbursement packaging, reconciliation, training, and ongoing closeout execution. During COVID-19, Plexos also supported **GOHSEP's Field Hospital/Medical Monitoring Station** mission at the Ernest N. Morial Convention Center by leading logistics, supply chain, IT facility buildout, and operations for a 3,000-bed alternative care site. The Plexos team stood up a warehouse/central supply **within 48 hours**, sustaining **24/7 logistics operations**, deploying secure network infrastructure across 16 wings, installing 256 A/V monitoring systems and 3,100 VOIP phones, and managing 7,900 unique inventory items from receiving through distribution.

Beyond GOHSEP, Plexos has supported a wide range of Louisiana entities—including parishes, school systems, municipalities, and agencies—bringing **practical, on-the-ground familiarity** with Louisiana procurement norms, force account documentation, and the operational realities of emergency work and permanent work delivery.

Casey Tingle **Former GOHSEP** **Director, Project** **Executive**



Plexos Senior Vice President Casey Tingle serves as Project Executive for this effort and brings a rare perspective: he is the **former Director of GOHSEP** and has spent more than 15 years **helping Louisiana communities navigate disaster recovery and resilience funding**.

As GOHSEP Director, Casey served as the **Governor's Authorized Representative** for federally declared disasters, working across state and federal partners to drive outcomes, manage expectations, and protect compliance. He led closeout of the **state's largest mitigation project**, giving him first-hand understanding of the technical and administrative requirements that determine whether projects successfully reach completion.

After Hurricane Ida, Casey helped establish and implement a **first-of-its-kind non-congregate sheltering program** that provided shelter to **5,000+ families**, demonstrating operational leadership under high-pressure conditions. Following the historic 2016 flooding, Casey worked with partners to help establish the **Louisiana Watershed Initiative**, reflecting long-term resilience planning and multi-stakeholder coordination. Casey understands how GOHSEP and FEMA evaluate documentation, determine eligibility, and make closeout decisions—because he sat on the State side of those decisions.

Relevant Projects

Below is a selection of Plexos’ relevant FEMA disaster recovery experience, including multiple engagements supporting GOHSEP and other entities across preparedness, response, recovery, and closeout.

FEMA PA – New Mexico Department of Homeland Security and Emergency Management (NMDHSEM)

Aug 2022 to Jan 2023, Jan 2023 to Present	Program Funding \$3.95 Billion
Reference: Ali Rye, State Director 505-470-9913 ali.rye@state.nm.us	Key Staff: Jonathan Sterns, Abbey Hull, Jerrod Messina, Casey Tingle, LaToya Johnson

Major Declarations: DR-4652-NM Wildfires, Flooding, Mudflows and Straight-Line Winds; DR-4529-NM COVID-19 Pandemic; DR-4795-NM South Fork Fire and Salt Fire; DR-4843-NM Severe Storms and Flooding; DR-4886-NM Severe Storms, Flooding, and Landslides

FMAG Declarations: FM-5281-NM Ironworks; FM-5386-NM Three Rivers; FM-5430-NM Big Hole; FM-5461-NM Echo Ridge; FM-5579-NM Rio Grande; FM-5588-NM Trout; FM-5593-NM Cotton; FM-5594-NM Cotton 2

In August 2022, Plexos mobilized to support the State of New Mexico after historic wildfire and subsequent monsoon seasons. The team quickly responded to a range of immediate needs statewide, supporting project development to the FEMA Public Assistance Program, advocating for eligible households to the FEMA Individuals and Households Program and Direct Housing Program, oversight of emergency drinking water and wastewater treatment plants, and coordinating 100+ federal, state, and local agency partners through Lines of Effort for recovery. Plexos fully staffed housing, infrastructure, and response management teams consisting of six team members in less than three (3) days. Through the efforts of the Plexos team, we engaged with subrecipients and FEMA to conduct outreach and assessments that brought order and process to the response and recovery efforts needed by the state. Through this process, the estimated public assistance cost increased from an initial ~\$13 Million to ~\$600 Million for this declaration.

In the Summer of 2024, wildfires and subsequent flooding impacted Ruidoso, Lincoln County, and the Mescalero Apache Tribe. Plexos was activated in support of multiple events, deploying staff to:

- Support the local EOC with operations and liaison tasks for response and initial recovery transition activities.
- Assist the State EOC activation with planning and operational support.
- Manage several operational task force teams, including debris management, water, feeding, infrastructure, and shelter support.
- Support the impacted areas for initial state recovery centers and coordinate with mass care and other ESF partners.
- Provide operational coordination with FEMA IMAT teams, EMAC IMT teams, state ESF leads and local EM directors and staff.

On October 19, 2024, an anomalous severe storm event became stationary over the City of Roswell and surrounding areas in Chaves County, resulting in a flash flood event that overwhelmed local drainage systems. Homes were filled with more than four feet of fast-moving muddy water, vehicles were swept into waterways, local responders lost vehicles and IT equipment, and more than 300+ residents required rescue in the middle of the night.

Plexos deployed a **full-scope FEMA Public Assistance team** and is serving local governments with the PA process, from Applicant Briefings to site inspections to cost estimating to project formulation. **Within 48 hours, the Plexos team was on the ground**, conducting damage assessments, helping residents plan for their recovery (e.g., advising muck and gut, taking photos, separating debris), and working with local officials to establish the early tracking of their response operational costs. We maximized identification of damage within the critical timeframe that is required of a flood event. Our team supported the completion of all assessments and garnered a federal declaration within **less than two weeks**, and the approval of a DCM grant in **less than a month**.

In June 2025, heavy rainfall from monsoonal thunderstorms triggered flash flooding in particularly hard-hit Village of Ruidoso, in areas with burn scars from recent wildfires. Plexos immediately responded to this disaster by providing public and individual assistance activities and preparing for upcoming services relating to disaster case management and mitigation activities.

Project Worksheets. Plexos is assisting New Mexico with all categories of work. In addition to formulating projects for reimbursement, we are also managing the state’s debris contract and FEMA PA Category A project formulation for the right-of-way pickup. See **Table 2** for total project funding in progress, by category.

Debris Management. Plexos is managing a full-scope right-of-way debris operation, and as the DHSEM project manager, oversee debris removal and monitoring contractors so that right-of-way pick-up services occur in compliance with FEMA debris program requirements. Our proactive commitment with the City of Roswell Solid Waste department has helped address time-sensitive debris crises expediently and positioned the City to get the assistance necessary to expand landfill capacity in response to the disaster. As one of most critical components of early community recovery, we ensure debris operations stay on track through a Plexos-led Debris Removal Task Force, which facilitates interagency coordination across permitting authorities (federal and state) and project contractors multiple times per week.

Table 3. Total PA Project Funding in Progress by Category for DRs-4652, 4529, 4795, and 4843

Category	# of Projects	Total Cost
A: Debris Removal	55	\$170,844,421.62
B: Emergency Protective Measures	565	\$1,022,579,334.30
C: Roads and Bridges	103	\$254,759,372.40
D: Water Control Facilities	64	\$114,876,719.23
E: Buildings and Equipment	43	\$17,399,633.39
F: Utilities	21	\$68,323,978.74
G: Parks, Recreational, and Other Facilities	15	\$2,291,221.82
Z: Management Costs	29	\$27,563,683.99
Total # of PA Projects	895	
Total PA Project Funding		\$1,678,638,365.49

Water Infrastructure. Plexos supported local operations to provide ~1.5 million gallons of water per day to the City of Las Vegas through the Storrie Lake pre-treatment system, including through negotiation of the anticipated FEMA reimbursement currently valued at more than \$8 Million, Category B, Emergency Protective Measures.

Incident Period. In conjunction with New Mexico DHSEM, Plexos successfully negotiated with FEMA to expand the incident period for an additional 90 days, from July 23, 2022 to October 21, 2022 which significantly increased eligible projects, total reimbursement, and the number of households receiving FEMA assistance.

Funding. In addition to increasing FEMA PA grant funding by 4,515% (noted above), Plexos identified and developed the grant application from the U.S. Department of Agriculture (USDA) to leverage Rural Development Loan and Grant funds to address utility damage ineligible under FEMA IA (an opportunity which had a one in ten chance of success).

Grant Management. As reflected in *Figure 2*, Plexos tracks subrecipient information and monitors each project through the reconciliation process to ensure accuracy and compliance. Our Reimbursement Specialists review all contracted work and invoice payments, using structured workflows that allow DHSEM to know where each project stands at any time. We maintain detailed data that enables exception reporting across the program, helping identify duplicate invoices or contracts and correct clerical errors or detect potential fraud—issues that can otherwise be difficult to catch given the volume of transactions. In addition to exception and operational reporting, we produce reliable dashboards that provide real-time visibility into progress and are shared at the governor level to support informed decision-making.

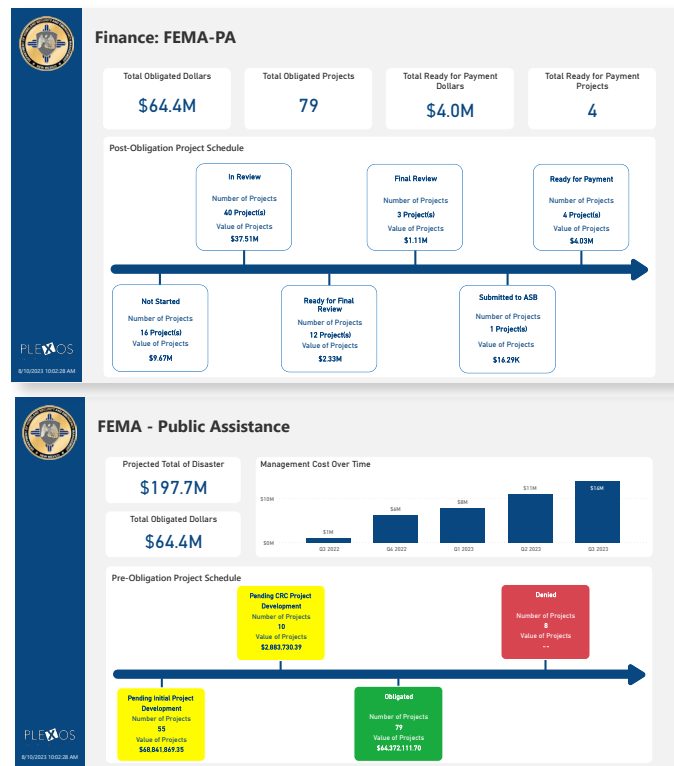


Figure 2. The Plexos team uses dashboards to monitor real-time funding for FEMA PA obligated projects.

EMAC and IMAS Packages. Our role has focused on the processing of Emergency Management Assistance Compact (EMAC) and Intrastate Mutual Aid System (IMAS) packages after work completion, to support audit, reconciliation, and payment processing, as well as initiating project reimbursement through FEMA-PA for work completed. We have led these reviews for all DR-4652 and DR-4795 projects. As part of our work, we have conducted external communications with EMAC and IMAS partners so that their documentation packages include all the necessary information required to meet the program’s requirements.

To date, Plexos is advising NM DHSEM and formulating projects for FEMA Public Assistance Categories A-G for disasters: DR-4652-NM, DR-4529-NM, DR-4795-NM, DR-4843, and DR-4886-NM. These efforts are designed to both facilitate immediate response and recovery program delivery, as well as grow capacity and preparedness for the state’s ability to respond to future disasters. With our current roster of 148 team members supporting these efforts, Plexos is continuing to provide services relating to public assistance, hazard mitigation, community technical assistance, disaster case management, CDBG-DR, and claims activities for the numerous major and fire management declarations that continue to impact the State of New Mexico. This includes support for Preliminary Damage Assessments (PDA’s) for Public Assistance, Individual Assistance support for Individual Assistance Programs to include Disaster Recovery Center staffing, DCM program management and case work, and temporary housing programs support for Community Development Block Grant Disaster-Recovery (CDBG-DR) programs.

FEMA IA and DCM — NMDHSEM

Jan 2023 to Present	Program Funding \$3.95 Billion
Reference: Ali Rye, State Director 505-470-9913 ali.rye@state.nm.us	Key Staff: Jonathan Sterns, Abbey Hull, Jerrod Messina, Casey Tingle, LaToya Johnson

Major Declarations: DR-4652-NM Wildfires, Flooding, Mudflows and Straight-Line Winds; DR-4529-NM COVID-19 Pandemic; DR-4795-NM South Fork Fire and Salt Fire; DR-4843-NM Severe Storms and Flooding; DR-4886-NM Severe Storms, Flooding, and Landslides

FMAG Declarations: FM-5281-NM Ironworks; FM-5386-NM Three Rivers; FM-5430-NM Big Hole; FM-5461-NM Echo Ridge; FM-5579-NM Rio Grande; FM-5588-NM Trout; FM-5593-NM Cotton; FM-5594-NM Cotton 2

After serving the state for an emergency period of four months, which began August 2022, Plexos was awarded a \$13 Million contract under a competitive sealed bid process to deliver comprehensive disaster services. We increased staff from an initial team of 55 to nearly 150 to both enhance support to ongoing FEMA Stafford Act program delivery by the state, as well as provide a full-service DCM Program, assist financial reconciliation of projects prior to payment, and build capacity for delivery of hazard mitigation programs.

The Plexos team is currently supporting FEMA IA efforts for both Direct Housing and DCM. These efforts are immediately relevant for both increasing the total financial assistance received by households, as well as maximizing their chance of receiving units through the Direct Housing Program. Beyond regular audits of the FEMA IA program, Plexos also works to identify creative solutions that can increase the impact of the Direct Housing Program specifically, which has had a limited impact due to the importance of staying on private property across the impacted population.

Plexos is serving 719+ households impacted by the 2022 wildfires, is coordinating 30+ programs to help households, including the HPCC Claims Office, and is also providing emergency response augmentation and case management services resulting from fire management declarations for the Cotton, Cotton 2, Trout, and Rio Grande fires. To support these efforts, we have successfully deployed Projexis™. This DCM System represents some very complex functionality that is being used to monitor, track, and report on key milestones and deliverables of the recovery program

Highlights include:

- Collection of Resident Information.
- Collection of Damaged Property Information.
- Development of initial DCM reporting dashboards for NM DHSEM. (**Figure 3**)
- Generation of an automated Tier assignment as a system calculated value from responses collected during the Triage step in DCM.

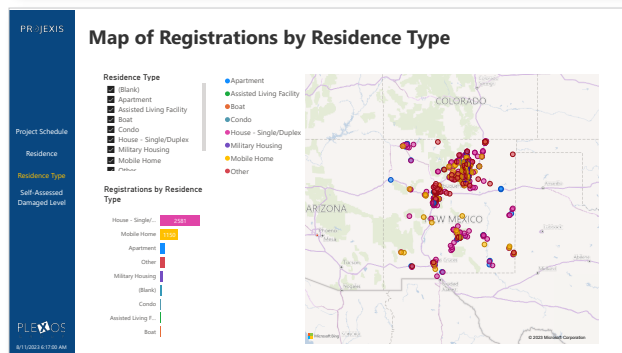
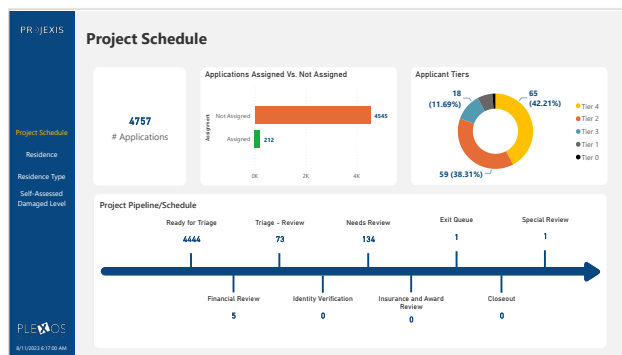


Figure 3. DCM reporting dashboards for NM DHSEM

- Development of a Needs Review Assessment by the Case Manager that automatically spawns a list of task actions for the Case Manager to be worked as part of the DCM process which also enables tracking of unmet needs per applicant.
- Development of the document library structure.
- Ability for suspected fraud and non-responsive applications to be removed from the active DCM pipeline and tracked.
- Development and implementation of a system that can support multiple programs that an applicant is eligible to participate in, each with its own workflow unique to the rule of the program.

Criteria are coordinated through a tier system, which is generated using a weighted calculation of the applicability of different characteristics to the household. The tier then determines the amount of time and regular follow-up designated to that household. A Disaster Case Manager is assigned to each household as a consistent point of contact for both the program itself, as well as its many partners, to support the resident through their disaster recovery.

Serving LMI Households and Rural, Underserved Communities

The New Mexico DCM program provides support for disaster-impacted residents, **prioritizing vulnerable populations** such as low-income households, limited-English speakers, families with children or elderly, those whose primary homes were severely damaged or destroyed, and individuals at high risk of flooding. Our tiered approach applies a weighted assessment of household characteristics to determine follow-up needs and assign a dedicated Case Manager to guide each resident through recovery. **Service delivery covers every step of the process:** developing and implementing a personalized Disaster Recovery Plan, applying for the 30+ available state and federal programs, assisting with contractor selection, and connecting residents to nonprofit financial resources—**ensuring that awarded funds translate into real progress toward recovery.**

FEMA Hazard Mitigation — NMDHSEM

Aug 2022 to Jan 2023, Jan 2023 to Present	Program Funding \$3.95 Billion
<i>Reference:</i> Ali Rye, State Director 505-470-9913 ali.rye@state.nm.us	<i>Key Staff:</i> Jonathan Sterns, Abbey Hull, Jerrod Messina, Casey Tingle, LaToya Johnson

Plexos is supporting HMGP subapplication development and grant management for the Ironworks, Three Rivers, Big Hole, and Echo Ridge fires as well as providing sub-grant management for 13 grants spanning HMGP, BRIC, and PDM. We are supporting the development of 50+ applications for the solicitations for the DR-4652 404 HMGP program and have conducted Hydrologic and Hydraulic Studies (H&H) for 75 individual culverts to move 406 mitigation projects forward.

FEMA PA – Pickens and Oconee Counties, South Carolina (subcontractor to GMC for South Carolina Emergency Management Division)

Jan 2025 to Present	Project Allocation: \$3M (Pickens); \$3.5M (Oconee)
<i>Reference:</i> Andy Childs, Director, Pickens County Emergency Management Office: 864-898-5943 Cell: 864-423-9568 andrewc@pickenscountysc.gov	<i>Key Staff:</i> LaToya Johnson
<i>Reference:</i> Scott Krein, Director, Oconee County Emergency Services 864-638-4200 Cell: 864-710-7027 skrein@oconeesc.com	<i>Key Staff:</i> LaToya Johnson

Background: Hurricane Helene caused significant damage across 33 counties in South Carolina in September 2024, bringing 21 tornadoes, hurricane-force winds, heavy rain, and widespread flash and river flooding. Pickens County sustained extensive infrastructure damage, erosion of critical roadways and bridges, public facility impairments, and debris accumulation across county-maintained rights-of-way. Pickens County initiated emergency protective measures to restore essential services and preserve public health and safety. FEMA Public Assistance funding will support 14 projects across Pickens County to stabilize and mitigate measures to reduce impacts from future disasters.

Oconee County experienced widespread wind damage resulting in numerous downed trees, blocked roadways, and damage to electrical infrastructure. Oconee County implemented emergency protective measures to clear debris and restore access to critical transportation corridors. FEMA Public Assistance funding will support nine projects in Oconee County for eligible emergency work and permanent work to repair and restore disaster-damaged public infrastructure such as county roadways, drainage systems, bridges, and other essential facilities to pre-disaster condition.

Plexos Role: Through a contractual agreement with GMC, the Plexos team provides the South Carolina Emergency Management Division (SCEMD) with project management services to support the recovery of hurricane-damaged Pickens and Oconee Counties resulting from Hurricane Helene. Services include program and grant management support, damage identification and project formulation, documentation and compliance, cost estimating and reimbursement support, project execution, attendance at all FEMA meetings, and quarterly reporting with SCEMD.

Spotlight on LaToya Johnson



LaToya is on the front lines of **Hurricane Helene recovery** in Pickens and Oconee Counties, driving projects toward obligation by tightening documentation, navigating FEMA compliance requirements, and **keeping key reviews moving** without bottlenecks.

City of Columbia, South Carolina, Recovery from 2015 Flooding

2016 to Present	\$334M FEMA PA; \$18M FEMA HMGP; \$26M CDBG-DR; \$32.6M FEMA BRIC
<i>Reference:</i> Missy Caughman, Assistant City Manager 803-545-3201 missy.caughman@columbiasc.gov	<i>Key Staff:</i> Anil Desa, JD, PE

Plexos has been supporting the City of Columbia, South Carolina, with disaster response, recovery, and mitigation efforts on infrastructure projects since 2016. The City of Columbia has been a subrecipient of FEMA PA, HMGP, CDBG-DR, and BRIC funding resulting from disasters since the 2015 flooding (DR-4241). We have been providing technical assistance to the City including managing the City's FEMA PA, HMGP, BRIC projects and providing SME support and training to city officials during the administration of CDBG-DR funds. Scope of services also includes damage assessments, FEMA compliance, procurement assistance, writing and editing version requests, 404 Hazard Mitigation Grant preparation, and project management for the City of Columbia's flood recovery program. Projects include the Canal Embankment Repair estimated at \$40 Million, Category B emergency response; repairs to the Metro wastewater treatment plant, water and wastewater collection system; and Lost Creek bridge with a total estimate cost of over \$18 Million.

Spotlight on Anil Desa, JD, PE

For the City of Columbia's severe flooding recovery, Anil managed a **\$334M+ portfolio** spanning FEMA PA, HMGP, and CDBG housing and infrastructure projects, providing the technical leadership to keep scopes, engineering reviews, compliance, and mitigation requirements aligned for successful funding and project delivery.



Public Assistance — Response and Recovery: In early 2016, Plexos served as the program manager for a 90-day emergency contract to manage the City of Columbia's response and early recovery efforts. We assisted the City with establishing the foundation for long-term recovery and mitigation efforts. Within the first 30 days of the disaster declaration, we secured \$5.7 Million in FEMA obligated funding for expedited emergency response costs, including debris removal and Emergency Protective Measures (Categories A and B, respectively).

Public Assistance — Infrastructure: More recently, Plexos assisted the City in obtaining \$18 Million in FEMA PA funding for infrastructure projects. In addition, we are assisting the City with the Canal Embankment repairs at an estimated cost of over \$40 Million. The October 2015 floods caused an overtopping and subsequent breach of the Columbia Canal which is the primary source of water for the Columbia Water Treatment plant. Plexos has been involved in the damage assessment, preparation of A/E procurement documents response to FEMA RFI's regarding causation of damages, review of A/E invoices and schedule, assisting FEMA with preparation of the environmental documents and Memorandum Of Agreement (MOA), and review of bid documents. The final design and coordination with FERC are in process and the project is anticipated to be bid for construction in the spring of 2025.

Hazard Mitigation: Plexos assisted the City with preparation of HMGP grants for Metro Wastewater Treatment Plant Levee upgrade, plant generators, and Housing Acquisition and Demolitions. The Housing and Acquisitions grant totaled over \$8 Million. FEMA provided 75% of the funds, and

CDBG-DR contributed the 25% match. The Metro Wastewater generator project has a budget of approximately \$9 Million. Using FEMA’s BCA software, Plexos performed Benefit Cost Analyses for the City’s hazard mitigation projects, assisted with the preparation of backup documentation and response to FEMA RFI’s, and provided procurement assistance and project management.

Building Resilient Infrastructure and Communities (BRIC): Plexos worked with design professionals and City officials to prepare the BRIC Grant Application which ranked 5th in the nationwide competition and was the only large construction project awarded in South Carolina. This application, for the City of Columbia’s Resilient Water Supply Project, totaled \$46.6 Million (\$32.6 Million federal funds) to benefit 233,000 residents.

The permanent resilient water supply intake/pump station proposed on the Congaree River adjacent to the Canal dike will have an initial capacity of 30 million gallons per day (MGD) and is capable of being expanded in the future to 80 MGD.

The facilities to be constructed with this project includes: resilient water supply intake screening, four (4) submersible pumping units with a total firm capacity of 30 MGD, Intake/ pump station structure, site grading and bank stabilization, bridged access to intake/pump station from the end of Calhoun Street, bridged access to intake/pump station structure from the dike crest, new piping from the intake to the existing raw water piping, connection to existing raw water piping prior to reservoir discharge, and emergency natural gas generator station and miscellaneous site work.

Application / Project Development: Plexos, in conjunction with Landmark, assisted the City in developing FEMA PA applications estimated at over \$58 Million. Plexos also developed the City’s CDBG-DR Action Plan for \$26 Million in federal funding.

Community Development Block Grant – Disaster Recovery: Plexos developed the City’s Risk Assessment, Pre-Award Implementation Plan and CDBG-DR Action Plan for \$26 Million in federal funding. We completed Action Plan Amendment 5 (APA 5) in October 2019 which was approved by HUD the same week.

FEMA PA — Puerto Rico Department of Transportation and Public Works (DTOP)

2024 to Present	Program Funding \$299 Million
Reference: Paloma D. Cordero, Director - Federal Funds Office (787) 722-2929, Ext. 12050 pcordero@dtop.pr.gov	Key Staff: Anil Desa, JD, PE

DR-4336-PR, Hurricane Irma, Sep 2017; DR-4339-PR, Hurricane Maria, Sep 2017; DR-4473-PR, Earthquakes, Jan 2020; DR-4493-PR, COVID-19 Pandemic, Mar 2020; DR-4649-PR, Severe Storm, Flooding, Landslides, Mar 2022; DR-4671-PR, Hurricane Fiona, Sep 2022

The Commonwealth of Puerto Rico represents one of the most complex disaster recovery environments in the nation, with ongoing efforts spanning multiple, overlapping major disasters, including Hurricanes Irma, Maria, and Fiona, as well as earthquakes and the COVID-19 pandemic. In 2024, the Puerto Rico Department of Transportation and Public Works (DTOP) awarded Plexos a contract to provide critical grant management and technical assistance for their portfolio of infrastructure projects funded by FEMA PA, HUD, and ARPA. Our role is to provide strategic planning, project development, and financial grants management to bring order and compliance to this uniquely challenging, long-term recovery.

Our team is directly responsible for managing 138 of the 147 PA reconstruction projects for Hurricane Maria (See **Table 3**). Our embedded team provides the detailed, hands-on technical assistance essential for ensuring federal compliance and expediting reimbursement. This includes performing critical pre-work for all Project Worksheets and Requests for Reimbursement, such as validating vendor invoices, ensuring federal clause compliance in bid proposals, and conducting debarment checks for all contractors. This engagement showcases our ability to manage a high volume of complex projects and bring forward momentum to a long-term, multi-disaster recovery mission.

Table 2. Total PA Project Funding in Progress by Category

FEMA Category	# of PWs	Total (*)	Total Disbursed (**)
Category A : Debris Removal	8	\$249,282,785.09	\$202,670,258.83
Category B: Emergency protective measures	12	\$11,030,889.80	\$4,828,989.30
Category C: Roads and Bridges	147 (***)	\$360,781,492.13	\$70,290,708.90
Category E: Buildings and Equipment	15	\$7,742,175.78	\$1,722,173.90
Category G: Parks, Recreational, and Other Facilities	1	\$11,043,600.00	\$0.00

(*) Total Project Cost

(**) Total Disbursed Amount

(***) Based on the 147 reconstruction projects obligated by FEMA for Hurricane Maria. Plexos Group is responsible for 138 of them.

FEMA HMGP and Elevate Florida Recovery Program, Florida Division of Emergency Management (subcontractor to KPMG)

Feb 2024 to Present	\$1.03B, FEMA HMGP funding for Ian; \$191M, FEMA HMGP funding for Idalia; \$400M State-funded Elevate Florida program
Reference: FEMA PA for FDEM Samantha Rummo, KPMG Project Manager 516-526-9697 srummo@KPMG.com	Reference: Elevate Florida Program Maggie Mickler, KPMG managing partner 850-509-6001 maggiemickler@kpmg.com

Plexos is providing a team of engineers to FDEM under subcontract with KPMG for the recovery of Hurricanes Ian and Idalia, and is expected to include work for the recovery of Hurricane Debby as of August 2025. We assist with conducting and clearing project engineering and EHP reviews, performing benefit-cost analyses, and supporting all related FEMA hazard mitigation activities in accordance with FEMA requirements, as needed by FDEM.

Additionally, we are supporting the \$400 Million Elevate Florida Program, a “first-of-its-kind”, groundbreaking statewide residential mitigation program designed to protect homes and communities by reducing damage caused by natural disasters like hurricanes and floods.

FEMA PA Strike Team — Louisiana GOHSEP

Aug 2017 to Apr 2020	\$2.1 Billion
<i>Reference:</i> Lynne Browning, Assistant Director, Public Assistance, GOHSEP Office: 225-932-6349 Cell: 225-335-1442	

From 2017 to 2020, Plexos assisted the Louisiana GOHSEP with closeout of high-risk subrecipients for all legacy disasters that occurred between 2005 and 2016. This pilot program, initiated by FEMA to closeout projects from legacy disasters, created strike teams to help “high-risk” subrecipients in danger of not closing out. Plexos worked with subrecipients across the gulf coast to identify and resolve various technical problems and to expedite legacy projects through the state’s comprehensive, strategic closeout initiative.

For this initiative, Plexos:

- Assisted more than 50 subrecipients with closing out more than 730 project worksheets in excess of \$2 Billion.
- Assisted subrecipients with hazard mitigation on approximately 110 project worksheets in excess of \$300 Million.
- Finalized closure of \$9 Million in remediation costs and \$6 Million consolidated content project worksheets for higher-education applications.
- Drafted and implemented an administrative closeout process to expedite closure of project worksheets from more than 30 non-responsive applicants.

Closeout Assistance — Louisiana GOHSEP

Apr 2020 to Oct 2024	\$3 Billion
<i>Reference:</i> Lynne Browning, Assistant Director, Public Assistance, GOHSEP Office: 225-932-6349 Cell: 225-335-1442	

Since 2020, Plexos has been providing statewide closeout and grant management assistance for Stafford Act Public Assistance programs for all open disasters, including FEMA Categories A-G. The scope of services includes the implementation and execution of GOHSEP’s strategic plan to meet closeout and grant management metrics as well as to comply with deadlines.

Accomplishments include:

- Closing out 35 PWs at approximately \$2.4 Million, including hazard mitigation.
- Providing technical assistance, compliance evaluations, closeout assistance, applicant consultation, reimbursement packaging, final experience reconciliation, and training.
- Providing subject matter expertise on FEMA closeout procedures.

Field Hospital Logistics and Supply Chain Management — Louisiana GOHSEP

Apr 2020 to Apr 2021	\$5 Million
<i>Reference:</i> Lynne Browning, Assistant Director, Public Assistance, GOHSEP Office: 225-932-6349 Cell: 225-335-1442	

Plexos supported GOHSEP with the IT and facility build out, logistics, supply chain management, and operations of the Medical Monitoring Station at the Ernest M. Morial Convention Center in New Orleans, Louisiana during the COVID-19 pandemic. Key highlights included:

- Assisting with the build out of a 3,000-bed temporary alternative site hospital.
- Standing up a warehouse and central supply within 48 hours and providing staff to enable 24/7 operations.
- Supplying and installing all secure network switches, core switches and wireless access points for WIFI coverage for 16 wings, 8 pods per wing.
- Supplying and installing 256 bi-directional audio and video patient monitoring systems and 3100 VOIP phones in patient rooms.
- Managing 7900 unique inventory items, 24/7 logistics operation including logistics, inventory, receiving, packing, and shipping.

FEMA PA Stafford Act Assistance For Hurricane Laura Subrecipients — Cities of Pineville and Deridder, Louisiana, Beauregard Parish School Board, Louisiana

Pineville, Sep 2020 to Jun 2024; Deridder, Oct 2020 To Sep 2024; Beauregard Parish School Board, Oct 2020 to Jul 2023	\$5 Million
<i>Reference:</i> David Humphries, Finance Director, City of Pineville 318-449-5660 dhumphries@pineville.net	<i>Key Staff:</i> Jerrod Messina

As a result of the catastrophic damage resulting from Hurricane Laura in August 2020, Plexos assisted local applicants in southwestern Louisiana capture \$15 Million in FEMA PA reimbursements for disaster-related expenses. Plexos provided technical assistance, subject matter expertise, compliance with Stafford Act, Section 428, and subrecipient management for Beauregard Parish School Board (13 school locations), City of DeRidder, and City of Pineville. This included damage and cost estimation, project worksheet formulation and development, reimbursement measures, Section 428, and subrecipient management.

Project References

Louisiana Governor's Office of Homeland Security and Emergency Preparedness

Lynne Browning, Assistant Director – Public Assistance
Office: 225-932-6349 | Cell: 225-335-1442

City of Pineville, Louisiana

David Humphries, Finance Director
318-449-5660 | dhumphries@pineville.net

New Mexico Department of Homeland Security and Emergency Management

Ali Rye, State Director
505-470-9913 | ali.rye@state.nm.us

Pickens County Emergency Management

Andy Childs, Director
Office: 864-898-5943 | Cell: 864-423-9568 | andrewc@pickenscountysc.gov

Oconee County Emergency Services

Scott Krein, Director
864-638-4200 | Cell: 864-710-7027 | skrein@oconeesc.com

City of Columbia, South Carolina

Missy Caughman, Assistant City Manager
803-545-3201 | missy.caughman@columbiasc.gov

Puerto Rico Department of Transportation and Public Works

Paloma D. Cordero, Director - Federal Funds Office
(787) 722-2929, Ext. 12050 | pcordero@dtop.pr.gov

KPMG – Florida Projects

FEMA PA for FDEM

Samantha Rummo, KPMG Project Manager
516-526-9697 | srummo@KPMG.com

Elevate Florida Program

Maggie Mickler, KPMG managing partner
850-509-6001 | maggiemickler@kpmg.com

b. Qualifications and resumes of key personnel, including licenses and certifications

About the Plexos Team

Plexos is proposing a hands-on, Louisiana-informed delivery team built to support the City's immediate and ongoing needs across preparedness planning, response documentation, and FEMA PA/Hazard Mitigation recovery. Our leadership brings practical, field-tested expertise in strengthening plans and procedures, monitoring emergency work documentation, supporting Project Worksheet development, and quickly addressing eligibility or compliance questions that arise during coordination with FEMA and GOHSEP.

The team presented here will be the same team engaged on delivery—providing responsive on-site/field support as needed and remaining involved through closeout. Our team's experience aligns directly with the relevant FEMA work included in this proposal, spanning both long-duration grant management and closeout efforts, and high-tempo response environments where disciplined documentation and coordination under compressed timelines are essential. Together, this ensures the City receives experienced oversight plus practical capacity, so recovery actions move quickly, records remain audit-ready, and eligible reimbursement is protected from day one through final reconciliation.

Casey Tingle, Project Executive

Casey brings direct GOHSEP leadership experience to this engagement, having served as Director of the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) from 2022–2024 and as the Governor's Authorized Representative for federally declared disasters, including major hurricanes impacting Louisiana. Most relevant to West Monroe's needs, he led the closeout of Louisiana's largest mitigation project and has deep, practical familiarity with how GOHSEP and FEMA evaluate eligibility, documentation, and compliance from project development through closeout—experience that helps applicants protect reimbursement and keep projects moving.

Abbey Hull, Program Manager

Abbey is a FEMA PA leader with 18+ years of experience managing PA delivery from damage inventories and site inspections through project formulation, Grants Portal administration, and closeout, with strong working knowledge of the Stafford Act, 2 CFR Part 200, and the PAPPG to keep documentation compliant and audit-ready. She supports Plexos' FEMA PA operations for NM DHSEM as a PA Subject Matter Expert, where she analyzes case records, interprets federal/state requirements, and drafts/reviews appeals tied to eligibility determinations and program deadlines.

Anil Desa, JD, PE, Senior Emergency Management Specialist

A seasoned FEMA PA and hazard mitigation specialist, Anil has 27+ years of experience helping public agencies structure compliant, technically sound projects and move them efficiently from development through approval. Most notably, Anil managed the City of Columbia, South Carolina's recovery portfolio, overseeing more than \$334M in FEMA PA, HMGP, and CDBG-funded housing and infrastructure projects, providing the engineering and compliance leadership needed for scopes, cost validation, and mitigation strategy to support successful funding outcomes.

LaToya Johnson, Senior Emergency Management Specialist

Currently supporting FEMA PA operations for Hurricane Helene recovery in Pickens and Oconee Counties, LaToya Johnson helps keep projects progressing by tightening documentation, navigating federal compliance requirements, and coordinating key reviews so work can move toward obligation without avoidable delays. She brings 17 years of emergency management and PA experience to this role, pairing strong regulatory instincts with practical, applicant-facing support that helps jurisdictions maintain momentum across multiple categories of work.

Jerrod Messina, Grants Specialist

Jerrod is a FEMA PA closeout and grants management specialist who brings hands-on experience moving complex projects from documentation through reimbursement and final reconciliation. He has led large-project FEMA closeout operations for the State of New Mexico, managing PA portfolios totaling tens of millions of dollars and serving as a go-to resource on insurance reconciliation, cost reasonableness, and eligibility compliance to advance stalled projects toward reimbursement. He also brings big-portfolio experience from prior Katrina recovery work supporting the Sewerage & Water Board of New Orleans, where he helped oversee more than \$3B in PA funding and close hundreds of projects across Categories A–G.

Jonathan Sterns, Field Coordinator

Jonathan brings strong field execution experience, drawing on roles with FEMA as an Emergency Management Specialist and in PA delivery leadership positions, which translates into practical, on-the-ground support that keeps recovery tasks moving and documentation clean. In New Mexico, he serves as a Plexos' State Applicant Liaison supporting FEMA PA operations for DHSEM across multiple declared events, where he helps subrecipients troubleshoot program administration issues, collect and analyze damage assessment data, and assemble documentation needed for PWs and audit-ready files. He also supports Disaster Recovery Center operations and field-based activities such as site inspections.

Amber Buras, Administrative Support

Amber strengthens project delivery by keeping FEMA-related documentation organized, accurate, and moving, an essential need for maintaining compliance and audit-ready files during response and recovery. She has supported high-volume, documentation-driven recovery work as a Case Manager/Quality Control Specialist on federally funded programs, including the U.S. Virgin Islands ERAP and Minnesota/Texas ERAP efforts, where she performed detailed document reviews, conducted internal quality checks, and helped implement/improve QC procedures to prevent bottlenecks and rework.

Please see our staff resumes on the pages that follow for more details on our team's experience.

Consultant must be in good standing with Louisiana Secretary of State and vetted through both state and federal databases.

Plexos meets this requirement: we are registered and in good standing with the Louisiana Secretary of State, and we are eligible for award as verified through applicable state and federal vetting databases (including SAM.gov). Our Louisiana Certificate of Good Standing is attached to this proposal, and additional supporting documentation can be provided upon request.

CASEY TINGLE

PROJECT EXECUTIVE

Casey Tingle is an emergency management professional with over 20 years of experience in disaster preparedness, response, recovery, and mitigation. Throughout his career, he has played a critical role in coordinating large-scale emergency operations, advancing strategic reforms, and delivering effective recovery outcomes for disaster-impacted communities.

Casey served as Director of the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) from 2022 to 2024. In this role, he acted as the Governor's Authorized Representative for federally declared disasters, including Hurricane Laura, Hurricane Ida, and the 2023 Saltwater Intrusion emergency. He was instrumental in developing statewide initiatives such as the Louisiana Center for Safe Schools and the Louisiana Cyber Assurance Program, and he led the closeout of the state's largest mitigation project to date.

As GOHSEP's Deputy Director and Chief of Staff, he managed responses to major disasters such as the 2016 Floods, Hurricanes Laura, Delta, Zeta, and Ida, and the COVID-19 emergency. Under his leadership, Louisiana implemented the first disaster non-congregate sheltering program using travel trailers, which provided emergency shelter to over 5,000 families after Hurricane Ida. He also advanced the development of the state's cyber response strategy through ESF-17, now considered a national model. As Assistant Deputy Director for Hazard Mitigation, he oversaw a \$1.5 Billion portfolio of FEMA mitigation programs, and as Director of Finance, he led FEMA reimbursement processes and strengthened financial operations.

Casey continues to shape national policy and best practices through advisory roles with FEMA. His expertise spans FEMA programs, the Stafford Act, IJJA funding, and public communication during crises.

EDUCATION

Master of Theology, New Orleans Baptist Theological Seminary, 2000

B.A., General Studies, Louisiana State University, 1996

EMERGENCY MANAGEMENT

Over 20 years of experience in emergency management, including his former role as Director of GOHSEP

FEMA HAZARD MITIGATION EXPERT

Managed \$1.5 Billion mitigation portfolio while Deputy Director at Louisiana GOHSEP

RESPONSE AND RECOVERY

Guided all agency response and recovery efforts for several large disasters, including hurricanes and COVID-19 emergencies

A RECOGNIZED LEADER

Served as the Response and Recovery Chair for the National Emergency Management Association (NEMA)

SELECT RELEVANT EXPERIENCE

Senior Vice President - Jul 2024 to Present

Plexos Group, LLC, Baton Rouge, LA

- Responsible for leading and supporting the implementation of efficient federal grant management strategies in infrastructure, utilities, broadband, housing, economic development and disaster recovery and mitigation efforts.

Director - 2022 to 2024

Louisiana GOHSEP, Baton Rouge, LA

- Responsible for leading and supporting state preparedness, response, recovery, and mitigation programs with local, state, and local partners.
- Responsible for leading and supporting state preparedness, response, recovery, and mitigation programs with local, state, and local partners.
- Served as Governor’s Authorized Representative for all federally declared disasters including Hurricane Laura, Ida, 2023 Saltwater Intrusion and as well as numerous older events.
- Oversaw creation of Louisiana Center for Safe Schools and Louisiana Cyber Assurance Program and led the closeout of the state’s largest mitigation project.
- Provided testimony in support of the Risk Rating 2.0 lawsuit filed by Attorney General Landry and other policy or legal forums involving emergency management and FEMA programs.
- Developing and implementing innovative and efficient solutions to meet the unique economic, geographic, and cultural aspects of each community and match those needs with tailored resources and local staffing.
- Helped communities analyze federal funding options while navigating complex financial and compliance requirements.

Deputy Director/Chief of Staff - 2017 to 2021

Louisiana GOHSEP, Baton Rouge, LA

- Guided and supported all agency response and recovery efforts for several large disasters including 2016 Floods, Hurricanes Laura, Delta, Zeta, and Ida, and the COVID-19 emergency. Increased collaboration with Congressional and legislative partners through frequent briefings and work on several important legislative reforms.
- Helped establish and implement the first of its kind disaster non-congregate sheltering program utilizing travel trailers following Hurricane Ida, providing shelter to over 5000 families.
- Supported the creation and implementation of the state cyber response through ESF-17 which serves as a model for other states.

PROFESSIONAL AFFILIATIONS

FEMA National Pre-Disaster Housing Initiative Pilot Program

FEMA Regional Advisory Council

National Emergency Management Association Response and Recovery (Former Chair)

Assistant Deputy Director, Hazard Mitigation - 2012 to 2017

Louisiana GOHSEP, Baton Rouge, LA

- Responsible for implementation of FEMA hazard mitigation programs across the state including management of mitigation funding portfolio in excess of \$1.5 Billion.
- Improved collaboration with FEMA and parishes resulting in increased efficiency of funding process and increased funding approvals. Managed the successful implementation of a grants management system improving transparency for all stakeholders.
- Negotiated funding approvals with FEMA HQ resolving a significant state budget challenge.
- Resolved significant lingering pre-Katrina mitigation project closeout issues for communities in coastal Louisiana.

Director of Finance - 2009 to 2012

Louisiana GOHSEP, Baton Rouge, LA

- Responsible for financial administration and budgeting for GOHSEP including overseeing FEMA reimbursement process for state and local partners.
- Worked closely with Legislative Auditor, Division of Administration and FEMA to reduce legacy audit issues and improve the fiscal operations of the agency.

Senior Associate - 2007 to 2009

Quadel Consulting, Baton Rouge, LA

- Responsible for improving data integrity efforts and reporting for subcontractor on the Louisiana Road Home Program which provided CDBG funds to residents impacted by Hurricanes Katrina and Rita.

Budget Manager, Grants Administrator - 2003 to 2007

Louisiana Department of Public Safety

- Managed the grant reimbursement process for State Police including the State Homeland Security Grant Program and Motor Carrier Safety Assistance Program.

ABBHEY HULL

PROGRAM MANAGER

Abbey Hull is an emergency management professional with more than 18 years of experience leading FEMA PA operations for federal, state, tribal, and local governments. Her background includes extensive work implementing federal regulations such as the Stafford Act, 2 CFR Part 200, and the PAPPG, as well as coordinating directly with FEMA to resolve eligibility issues, interpret policy, and guide applicants through all phases of the FEMA PA lifecycle.

In her current role with Plexos, Abbey supports day-to-day PA operations and serves as a primary point of contact for applicants, FEMA, and state agencies. She manages workflow across Damage Inventories, site inspections, project formulation, cost estimating, and closeout while validating and approving deliverables—including PWs, Site Inspection Reports, amendments, mitigation proposals, and time extension requests—to ensure full compliance with FEMA policy and state objectives. She oversees Grants Portal activity, including documentation uploads, RFIs, Recipient Reviews, drawdowns, quarterly reporting, and audit-ready recordkeeping.

Abbey's career reflects a consistent record of leadership in disaster recovery, with prior roles in Colorado, Florida, Louisiana, New Jersey, and FEMA itself. Her strong command of federal policy, her ability to manage cross-functional teams, and her hands-on expertise includes FEMA systems—including NEMIS, EMMIE, MB3, and Grants Portal.

EDUCATION

(In Progress) Doctorate,
Business Management,
Grand Canyon University
M.S., Leadership in
Emergency Management and
Disaster Preparedness, 2011
B.A., Visual Journalism,
Brooks Institute, 2008

LICENSES/CERTIFICATIONS

FEMA Trainings: IS-100.a,
IS-100.b, IS-101, IS-106, IS-
106.11, IS-107.11, IS-15.a, IS-
16, IS-18, IS-18.11, IS-197 SP,
IS-20.11, IS-200.a, IS-200.b,
IS-21.11, IS-253, IS-292, IS-
33.11, IS-331, IS-340, IS-35.10,
IS-362, IS-5.a, IS-546, IS-547,
IS-650, IS-7, IS-700, IS-700.a,
IS-701, IS-703, IS-800.b, IS-
860

COMPREHENSIVE DISASTER PROGRAM MANAGEMENT

Over 18 years leading large-scale PA
operations.

FEDERAL FUNDING EXPERTISE

Extensive federal grants experience including
compliance with Stafford Act, 2 CFR Part 200,
PAPPG, 44 CFR, and the 9500 Series.

PROVEN RESULTS

Completed full closeouts for all categories
of work while reconciling federal funds and
resolving complex eligibility issues.

INTEGRATED EMERGENCY MANAGEMENT EXPERTISE

Leads seamless coordination among
applicants, FEMA, and state agencies

SELECT RELEVANT EXPERIENCE

PA Subject Matter Expert - Jan 2026 to Present

Plexos Group, L.L.C.

FEMA PA, New Mexico Department of Homeland Security Emergency Management (DHSEM), DR-4652-NM, DR-4529-NM, DR-4795, DR-4843, DR-4886-NM

- Draft, review, and support appeals related to eligibility determinations.
- Analyze case records, interpret federal and state regulations, and translate findings into clear, persuasive appeal documentation.
- Ensure appeals are legally sound, well-structured, and compliant with program policies and deadlines.

PA Project Manager - Jul 2018 to Present

CDR Maguire

FEMA PA, Commonwealth of Kentucky

- Led full-cycle FEMA PA operations including DI development, site inspections, project formulation, cost estimating, workflow management, closeout, and Grants Portal administration
- Coordinated directly with FEMA, state agencies, and applicants, serving as primary POC for policy interpretation, eligibility issues, documentation compliance, RFIs, and audit readiness.
- Supervised and mentored PA staff; validated and approved PWs, SIRs, amendments, time extensions, and mitigation proposals (404/406) to ensure alignment with Stafford Act, 2 CFR 200, and PAPPG requirements.

Disaster Recovery Specialist - Oct 2017 to Jul 2018

CDR Maguire, Panama City, FL

FEMA PA, Pinellas County

- Compiled Damage Inventories and developed documentation to support PW formulation, including work orders, timesheets, contracts, equipment logs, and insurance.
- Entered PW data into Grants Portal, uploaded documentation, and responded to RFIs to resolve eligibility issues.
- Assisted applicants in understanding FEMA documentation requirements and policy interpretations.

State PA Crew Leader-Florida - Jan 2017 to Oct 2017

Florida Disaster Consultants, Flagler Beach, FL

State of Florida, FEMA PA

- Conducted State-led Kickoff Meetings and collaborated with FEMA/subgrantees to develop, review, and enter PWs into EMMIE.
- Ensured timely submission of time extensions, mitigation opportunities, and appeals; supported applicants with procurement, documentation, and compliance issues. Conducted Exit Briefings and quarterly reporting to maintain grant compliance.

Grants Manager - Sep 2014 to Dec 2017

Florida Disaster Consultants, Denver, CO
State of Colorado, FEMA PA

- Reviewed Requests for Reimbursement and validated documentation, ensuring scopes of work aligned with invoices, insurance, and eligibility rules.
- Evaluated force account labor, equipment, materials, and procurement compliance for PA grant reimbursement. Ensured timely completion of work and cost reasonableness while supporting subgrantees in gathering proper documentation.

PA Tribal Relations - Sep 2014 to Dec 2014

FEMA, Kansas City, KS

- Coordinated directly with tribal governments across multiple states to manage PA operations and disaster recovery activities.
- Conducted PDAs, identified damages, developed cost estimates, and facilitated Kickoff Meetings and PW formulation. Led project closeouts, trainings, regulatory implementation (44 CFR), and federal reporting requirements.

Closeout Specialist - Aug 2013 to Sep 2014

Witt, Bergen County, NJ
New Jersey State Police, Lincroft, NJ

- Developed closeout plans, SOPs, workflows, and tracking systems supporting Hurricane Sandy recovery for state and local law enforcement agencies.
- Completed PWs and closeouts across all PA categories, presented EMMIE/MB3 training, and processed requests for time extensions, alternate/improved projects.
- Submitted recommendations to FEMA for grant variances and supported applicants in submitting payment requests.

Closeout Specialist - Dec 2012 to Aug 2013

Witt, Baton Rouge, LA
State of Louisiana

- Managed complex PA closeouts, including review of contracts, timesheets, rental agreements, equipment logs, and procurement documentation. Processed funding requests, time extensions, alternate/improved projects, and grant adjustments in MB3.

PA Disaster Specialist - Sep 2005 to Dec 2012

FEMA, Denton, TX
State of Colorado

- Supervised disaster closeout operations for legacy disasters by composing, negotiating, reviewing, and tracking PWs and appeals; managing improved and alternate projects; researching documentation; implementing 44 CFR, the 9500 Series, and the Public Assistance Guide; briefing FEMA, state, tribal, and local officials; obligating and de-obligating funds; resolving complex eligibility issues; and maintaining detailed quarterly and federal reporting.

ANIL DESA, JD, PE

SENIOR EMERGENCY MANAGEMENT SPECIALIST

Anil Desa, P.E., J.D. is a seasoned emergency management and federal grants specialist with more than 27 years of experience supporting large-scale FEMA PA, FEMA Hazard Mitigation (HMGP/404), and HUD CDBG-DR/MIT programs. In the last 10 years, Anil has managed multi-disciplinary teams to complete over 410 projects totaling over \$1 Billion in federal funding in Texas, Louisiana, South Carolina, and Puerto Rico, providing high-level expertise in FEMA compliance, engineering oversight, environmental review, procurement, mitigation strategy development, and Benefit-Cost Analysis. His mitigation portfolio includes extensive leadership on BRIC, HMGP, and CDBG-MIT programs—such as preparing BRIC applications for major resilient infrastructure projects, developing CDBG-MIT competitive applications, formulating mitigation scopes, and evaluating hazard mitigation opportunities under FEMA PA. He has repeatedly delivered successful outcomes for municipalities by ensuring technical accuracy, regulatory compliance, and sound documentation.

At Plexos, Anil has played key roles in the development and implementation of major mitigation and resilience programs, where he has managed BRIC, FEMA PA, and HMGP projects. His mitigation experience includes performing Benefit-Cost Analyses using FEMA BCA software, preparing hazard mitigation grant applications, overseeing engineering and design components of resilient infrastructure, and advising on alternate/improved project strategies under PA.

EDUCATION

J.D., Law, Loyola University,
College of Law, 2022

M.B.A., Tulane University,
2010

M.S. Civil Engineering,
Louisiana State University,
1989

B.S. Civil Engineering,
University of Bombay, 1989

LICENSES/CERTIFICATIONS

Professional Engineer:
Licensed in Louisiana,
Mississippi, and South
Carolina

Licensed Attorney in
Louisiana

EMERGENCY & MITIGATION LEADERSHIP

Over 27 years of experience leading complex FEMA and HUD-funded disaster recovery and mitigation initiatives

FEDERAL GRANT & COMPLIANCE EXPERTISE

Managed more than \$1B in FEMA PA, HMGP, CDBG-DR, and CDBG-MIT

PROVEN RESULTS

Managed over \$334M in FEMA PA, HMGP, and CDBG housing and infrastructure recovery projects for City of Columbia

MITIGATION & RECOVERY EXPERTISE

Demonstrates unmatched capability in guiding jurisdictions through FEMA PA and Hazard Mitigation workflows

SELECT RELEVANT EXPERIENCE

Subject Matter Expert - 2015 to Present

Plexos Group, LLC,, Baton Rouge, LA

Project Development SME, Puerto Rico City Revitalization Program (CRP) Infrastructure and Economic Revitalization

- Supports the development and procurement compliance of infrastructure and economic revitalization projects across 21 municipalities in Puerto Rico, securing \$246M in CDBG-DR funding for public works including roads, parks, drainage, and civic spaces.

Subject Matter Expert, Puerto Rico Department of Transportation

- Provided support for hazard mitigation proposals, grant applications and cost-benefit analysis.

Project Manager, City of Columbia, South Carolina, Severe Flooding

- Managed over \$334M in FEMA PA, HMGP, and CDBG housing and infrastructure recovery projects, overseeing BCA, grant applications, engineering procurement, design reviews, and FEMA compliance for major capital improvements.

Project Development SME, City of Galveston CDBG-MIT Administrative Services, Hurricane Harvey State Mitigation Competition and HGAC Regional Mitigation Program Administrative Services

- Supports the CDBG-MIT programs by providing technical oversight on engineering, procurement, and federal grant compliance, leveraging his subject matter expertise in disaster recovery and HUD-funded infrastructure implementation.

Project Development SME, Puerto Rico City Revitalization Program (CRP) Infrastructure and Economic Revitalization

- Led the development and procurement compliance of infrastructure and economic revitalization projects across 21 municipalities in Puerto Rico, securing \$246M in CDBG-DR funding for public works including roads, parks, drainage, and civic spaces.

Project Manager, City of Columbia, South Carolina, Severe Flooding

- Managed over \$334M in FEMA PA, HMGP, and CDBG housing and infrastructure recovery projects, overseeing BCA, grant applications, engineering procurement, design reviews, and FEMA compliance for major capital improvements.

Program/Project Manager - 2008 to 2015

CDM Smith, Baton Rouge, LA

Program Manager, Plaquemines Parish Hurricane Recovery

- Directed CDBG and FEMA-funded disaster recovery efforts including the \$110M Plaquemines Parish Detention Center, ensuring cost reasonableness, grant eligibility, and compliance with DBRA, procurement, and design standards for over 400 infrastructure projects.

Program Manager, Gustav/Ike Disaster Recovery, CDBG

- Managed and reviewed construction plans, Addenda, change orders, and CDBG compliance

for over 400 Hurricane Gustav/Ike recovery projects totaling over \$400M and conducted DBRA compliance reviews for federally funded economic development initiatives.

Project Manager, Hancock County Jail Engineering Design, CDBG

- Managed a multidisciplinary design team for the \$35M CDBG-funded jail and courthouse reconstruction, ensuring all civil, structural, electrical, and mechanical engineering components met FEMA and HUD compliance standards.

Project Manager, Gretna Police Station, FEMA Hazard Mitigation and CDBG

- Oversaw FEMA 404 Hazard Mitigation and CDBG-funded elevation and renovation of the police station, ensuring design compliance, labor standards adherence, and eligibility under mitigation programs.

Project Manager, Louisiana Land trust (LLT) Demolition Program

- Supported environmental reviews and prepared construction documents for federally funded demolition projects, including the Hendee Street Incinerator in New Orleans.

LATOYA JOHNSON

SENIOR EMERGENCY MANAGEMENT SPECIALIST

LaToya Johnson is an emergency management specialist with 17 years of experience supporting state and local governments through complex preparedness, response, recovery, and mitigation operations. LaToya has technical expertise in FEMA PA and mitigation programs, including conducting eligibility reviews, advancing mitigation-focused project strategies, and supporting the development of resilient infrastructure solutions. Her background includes working directly on risk-reduction planning for diverse communities recovering from major disasters.

In her current role as a Senior Consultant with Plexos Group, LaToya provides critical support to ongoing FEMA PA operations, including her work in Pickens and Oconee Counties for Hurricane Helene recovery, where she manages project documentation, guides applicants through federal compliance requirements, and helps advance projects toward obligation.

Her longstanding contributions throughout Louisiana—in state agencies, community development programs, and disaster recovery operations—have strengthened her understanding of local needs, recovery processes, and long-term resilience strategies. Known for her collaborative approach, meticulous documentation skills, and ability to navigate complex regulatory frameworks, she consistently delivers high-quality guidance that enhances community readiness and supports sustainable recovery outcomes.

EDUCATION

M.P.A., Southern University
A&M College, 2007

B.A., Political Science,
Southern University A&M
College, 2004

LICENSES/CERTIFICATIONS

Contract Writing and
Implementation, Continuing
Education, Louisiana State
University, 2017

Housing Quality Standards
Certification, Quadel Housing

FEMA NIMS/IS Courses:
IS-21.22, IS-100, IS-120.a,
IS-200.a, IS-230.d, IS-235.b,
IS-240.a, IS-241.a, IS-242.a,
IS-244.b, IS-253.a, IS-393.a, IS-
403, IS-632.a, IS-634, IS-700.a,
IS-772.a, IS-800.b, IS-907, IS-
1000, IS-1023

FEDERAL PROGRAMS EXPERT

Demonstrated experience working in
federally-funded programs since 2008

COMPLIANCE EXPERT

Experienced in compliance & regulatory
oversight including NIMS, ICS, the Stafford
Act and Uniform Guidance

DISASTER RECOVERY EXPERIENCE

Includes Hurricane Harvey, Maria,
Superstorm Sandy, Hurricane Irene, Tropical
Storm Lee and COVID-19

AREAS OF EXPERTISE

FEMA PA, NEMIS, EMMIE, Procurement,
Negotiations, Contract Proposals, Emergency
Management

SELECT RELEVANT EXPERIENCE

Senior Consultant, FEMA PA - Jan 2025 to Present

Plexos Group LLC, Baton Rouge, LA

Senior Consultant, South Carolina, Hurricane Helene Response, DR-4829-SC

- Supports FEMA PA operations for Hurricane Helene (DR-4829-SC), providing project and grant management support to the South Carolina Emergency Management Division (SCEMD) for recovery efforts across Pickens and Oconee Counties.
- Provides expertise for a \$3.3M FEMA PA portfolio supporting 23 projects across Categories A, B, C, E, F, and G, including debris removal, roads and bridges, facilities, and infrastructure
- Advanced 7 projects to obligation totaling over \$155K, while coordinating EHP reviews, PDMG reviews, CRC submissions, and pending awards to maintain recovery momentum.

FEMA PA Specialist, Minnesota COVID-19 Pandemic Response

- Conducts eligibility determinations and cost validations to ensure full compliance with evolving FEMA COVID-19 policies and guidance.
- Coordinates with the recipient to get supporting documentation to document projects and resolve documentation gaps to submit the project for payment.

Senior Consultant, Asbury Atlantic-Maryland, Asbury Atlantic Pennsylvania, Albright Care Services, Asbury Inc.-Tennessee, COVID-19

- Provides expertise in capturing eligible COVID-19 pandemic expenses, contributing to the development of 167 PWs addressing PPE, staffing, and other healthcare-related reimbursements for 501(c) non-profit applicants, and supporting documentation associated with \$37 Million in approved reimbursements.

Manager, FEMA Programs - Jul 2022 to Jan 2025

EisnerAmper, Baton Rouge, LA

FEMA PA Program, Hurricane Ida and the COVID-19 Pandemic

- Managed and led a team to coordinate \$50M+ in FEMA Public Assistance Program for Hurricane Ida and the COVID-19 Pandemic, ensuring compliance with regulatory requirements and streamlining reporting processes. Developed strategies to improve operational efficiency, resulting in a 20% reduction in document processing time.
- Served as the primary point of contact for state and federal agencies, fostering strong relationships that facilitated smoother project implementation. Actively contributed to business development, identifying new opportunities, proposal writing, and helping to secure new contracts worth over \$5M in grant funding.

Disaster Recovery Specialist III - Feb 2021 to Jul 2022

IEM, Baton Rouge, LA

Hurricane Maria and COVID-19 Pandemic Recovery Programs

- Led the oversight of disaster recovery programs for state and local governments, ensuring FEMA compliance across multiple projects with a total value of \$15M+ for the COVID-19 Pandemic and Hurricane Maria.

- Identified and implemented process improvements that reduced compliance issues by 30%.

Senior Associate /Team Lead - Aug 2018 to Feb 2021

KPMG, LLP

- Lead team members through compliance reviews and risk mitigation for FEMA Public Assistance Program from Hurricanes Irma, Michael, and prior year storms.

Supervisor, State Recovery Officer - Oct 2017 to Jul 2018

Horne, LLP, Houston, TX

Hurricane Harvey State and Local Disaster Recovery

- Managed a team to support state and local governments in FEMA PA recovery efforts, ensuring compliance with federal and state policies for disaster recovery projects.
- Spearheaded compliance reviews for Hurricane Harvey recovery efforts, reducing processing time for claims by 15%.

State Contracts and Grants Officer - Oct 2015 to Sep 2017

State of Louisiana, Office of State Procurement, Baton Rouge, LA

- Led the development and management of complex statewide contracts, totaling over \$50M in state purchases for a variety of government agencies.
- Supervised the entire lifecycle of large-scale procurement processes, ensuring compliance with state and federal regulations.

Disaster Recovery Specialist - Feb 2014 to Oct 2015

Louisiana GOHSEP, Baton Rouge, LA

- Led a team in ensuring compliance for PA program applicants, working with state and local entities to close out over \$20M in disaster recovery funding.
- Delivered technical assistance to sub-grantees, resolving complex issues that led to an 18% reduction in delayed projects.

Hazard Mitigation Specialist - Sep 2013 to Jan 2014

Adjusters International, Albany, NY

New York State 404 Hazard Mitigation Programs, Hurricane Irene, Tropical Storm Lee and Superstorm Sandy

- Assist applicant's applying for federal funding for 404 Hazard Mitigation Programs (HMGP) such as generator, drainage, elevation and acquisition projects affected by Hurricane Irene, Tropical Storm Lee and Superstorm Sandy under the Robert T. Stafford Act

Housing Specialist, Program Manager - Oct 2009 to Mar 2012

State of Louisiana, Office of Community Development, Disaster Recovery Unit, Baton Rouge, LA

- Served as program manager with Small Rental Department working with the Louisiana Land Assembly project, State Appeals for Katrina and Rita programs and serve as program manager working with Terrebonne Parish Buyout program for Hurricanes Ike/Gustav.

Case Manager - May 2008 to Dec 2011

Louisiana Road Home Program, Baton Rouge, LA

- Managed the Louisiana Land Assembly project and the Small Rental Property Program, overseeing the disbursement of HUD CDBG funding for homeowners affected by Hurricanes Katrina and Rita sub-grantees, resolving complex issues that led to an 18% reduction in delayed projects.

JERROD MESSINA

GRANTS SPECIALIST

Jerrod Messina is a disaster recovery and grants management specialist with 17+ years of hands-on experience guiding public entities through FEMA PA and Hazard Mitigation programs across 20+ federally declared disasters. He has supported applicants end-to-end—from initial damage assessments and project formulation to documentation validation, insurance reconciliation, and closeout—consistently translating complex federal requirements into clear, actionable steps for state agencies, municipalities, utilities, higher-education institutions, and nonprofits. His background includes advanced cost analysis (e.g., Xactimate and RSMMeans) and lifecycle stewardship through FEMA Grants Portal (RPA> RTM>Closeout), enabling accurate, defensible funding requests and clean audits.

In his current role with Plexos Group, Jerrod leads large-project FEMA closeout operations, managing portfolios totaling tens of millions of dollars while troubleshooting eligibility, cost reasonableness, and documentation gaps to move stalled projects to reimbursement. Previously, as a team lead supporting the Sewerage & Water Board of New Orleans, he helped oversee \$3B+ in Public Assistance funding tied to post-Katrina recovery and closed hundreds of large-scale projects spanning Categories A–G—work that sharpened his command of force account labor/equipment documentation, contractor invoice review, and insurance/duplication-of-benefits analysis. Earlier in his career, he adjusted millions of dollars in catastrophe claims, a foundation that now informs his precise approach to FEMA insurance reconciliation and cost validation. Collectively, this portfolio reflects his record of safeguarding applicant eligibility, accelerating reimbursements, and strengthening compliance outcomes.

EDUCATION

B.A., General Studies,
Southeastern Louisiana
University, 2004

LICENSES/CERTIFICATIONS

FEMA Program Delivery
Manager – Certified

FEMA Public Assistance
Subject Matter Expert

FEMA Hazard Mitigation & PA
Badged

ADVANCED DISASTER RECOVERY EXPERTISE

Over 17 years of experience across 20+
federally declared disasters

FEDERAL FUNDING MANAGEMENT

Experience managing FEMA PA portfolios
through detailed eligibility review, insurance
reconciliation & robust documentation

PROVEN RESULTS

Oversaw more than \$3B in FEMA PA funding
for Hurricane Katrina recovery

AREAS OF EXPERTISE INCLUDE:

FEMA PA, HMGP 404 & 406, Federal
Reimbursement Strategy

SELECT RELEVANT EXPERIENCE

Senior Disaster Recovery Specialist – Oct 2020 to Present

Plexos Group, L.L.C., Baton Rouge, LA

Senior Disaster Recovery Specialist, FEMA PA, New Mexico Department of Homeland Security Emergency Management (DHSEM), FEMA PA, DR-4652, DR-4529-NM, DR-4795-NM, DR-4843-NM, DR-4886-NM

- Led large-project FEMA closeout operations for the State of New Mexico while managing Public Assistance portfolios totaling tens of millions of dollars in federal funding, serving as the subject matter expert on insurance reconciliation, cost reasonableness, and eligibility compliance across multiple concurrent disaster declarations.
- Resolved complex project issues and advanced stalled large projects toward reimbursement by balancing urgency, accuracy, and federal compliance requirements, ensuring successful closeout and optimized funding outcomes for the state.

Senior Disaster Recovery Specialist, Hurricane Laura & Covid -19 Public Assistance, City of Pineville

- Collaborates with team facilitating Public Assistance requests for the City of DeRidder, City of Pineville, and Beauregard Parish School Board; assists with the processing of expedited funds for debris removal and emergency protective measures; formulates Damaged Inventory Reports.
- Facilitates communications between the client, FEMA, the State Liaison, Mitigation Specialist, Environmental Historical and Preservation Specialist, maximizing reimbursement potential through research and documentation.
- Coordinates medical Public Assistance requests for Genesis Health Care Systems, Mary Washington Hospital, Brooke Grove Retirement Center, and Dallas County hospital district. Utilizes TDEM Grants Management System and Grants Portal to create reimbursement requests, log expenses and upload required backup documentation.

Senior Consultant / State Applicant Liason - 2024 to Present

Hagerty Consulting, Inc.

- Lead FEMA PA coordination by directing damage assessments, developing damage inventories, determining project eligibility, and conducting virtual/on-site inspections to ensure documentation integrity, regulatory compliance, and strong applicant advocacy throughout the full grant lifecycle—from RPA through RTM and closeout.
- Advise municipalities, state agencies, nonprofits, and higher-education institutions on documentation strategy, eligibility, risk mitigation, and Hazard Mitigation requirements under Sections 404 and 406, building trust-based relationships while resolving issues in FEMA coordination meetings and protecting applicant funding outcomes.

GCR, Inc. FEMA PA – Dec 2013 to Jan 2019

Closeout Specialist/Team Lead

- Specialized in locating, cataloging, and submitting required documentation for LouisianaPA.com system detailing expenses.
- Accessed specific project work statuses, costing, and supporting documents, comparing, and contrasting them to the grants' scope of work in order to reconcile estimated project costs of the completed scope of work. He demonstrated extensive knowledge of FEMA Grants Portal.
- Proved adaptable to widely diverse circumstances, as well as a wide variety of personalities in numerous emotional states while meeting deadlines in time-sensitive projects.
- Conversated with public assistance applicants with ease regardless of the means of contact.

Alacrity / State Farm – 2008 to Present

Claims Adjuster

- Adjusted high-severity commercial and residential catastrophe claims totaling millions of dollars by delivering accurate, time-critical damage assessments and applying advanced expertise in policy interpretation, documentation standards, and cost validation.
- Applied this claims experience to FEMA contexts by informing insurance reconciliation and duplication-of-benefits analysis, ensuring precise alignment between verified damages, policy coverage, and federal eligibility requirements.

JONATHAN STERNS

FIELD COORDINATOR

Jonathan Sterns is an experienced emergency management professional with a proven track record supporting complex disaster operations across multiple FEMA regions. He brings extensive hands-on expertise in Preliminary Damage Assessments, site inspections, project lifecycle management, and regulatory compliance, strengthened by his work on numerous federally declared disasters. Jonathan has coordinated directly with state, local, tribal, and territorial partners, providing guidance on Public Assistance requirements, delivering outreach to tribal communities, and managing applicant workloads that span multiple counties and diverse incident types. He has regularly served in multifaceted roles—acting as a Site Inspector, Task Force Lead, Program Delivery Manager, and Public Assistance Group Supervisor—where he was responsible for oversight of large applicant groups, contractor coordination, project quality, and mission-critical documentation.

In addition to his operational field experience, Jonathan has a strong foundation in grants management, having negotiated, reviewed, and processed federally regulated awards for the Department of Energy, including over 77 COVID-19-related actions requiring precise documentation and compliance verification. His background demonstrates a deep understanding of federal regulations, programmatic integrity, conflict resolution, and data accuracy. With FEMA certifications in PDMG, PDTFL, and management coursework, he consistently supports disaster operations with professionalism, attention to detail, and the ability to navigate evolving field conditions while maintaining clear, accurate, and audit-ready documentation. Jonathan's combination of field leadership, technical expertise, and experience coordinating multidisciplinary teams positions him as a highly capable and versatile asset for field-based operational support.

EDUCATION

B.S., Cultural Anthropology,
Southern Illinois University,
2013

LICENSES/CERTIFICATIONS

FEMA Courses: PDMG,
PDTFL and FEMA Manager
Certifications, IS-100, IS-200,
IS-632, IS-700, IS-800, IS-1000,
IS-1001, IS-1002, IS-1003 to
IS-1015, IS-546.A, IS-547.A, IS-
1300, E/L/K 1301, E/L/K 1302

FEDERAL FUNDING OVERSIGHT & COMPLIANCE

Managed federally regulated grant awards for the Department of Energy

OPERATIONAL DISASTER MANAGEMENT

Over 5 years supporting federally declared disasters

PROVEN RESULTS

Completed 100+ site inspections and supervised inspection teams and contractor PDMGs

FIELD EXPERTISE

Experience in direct coordination with SLTT partners, tribal nations, and multi-disciplinary federal teams

SELECT RELEVANT EXPERIENCE

State Applicant Liaison, FEMA PA Team - Jun 2025 to Present

Plexos Group, LLC, Sante Fe, NM

FEMA PA, New Mexico Department of Homeland Security Emergency Management (DHSEM), FEMA PA, DR-4652, DR-4529-NM, DR-4795-NM, DR-4843-NM, DR-4886-NM

- In coordination with experienced Liaisons, support clients and sub-recipients regarding program administration, policies, procedures, resolve related issues and concerns, and ensure uniformity in grant and contract management.
- Collect and analyze damage assessment data to support state requests for federal assistance. Support document collection required to complete PWs and meet audit requirements for the FEMA-PA program.
- Participate in the establishment and operation of Disaster Recovery Centers.
- Assist in site inspections, PPDR (Personal/Commercial Property Debris Removal), and Waterway Debris Removal Debris Program.

Emergency Manager Specialist - Dec 2023 to Feb 2025

FEMA, Denver, CO

Region 8 PA Program Deployments, Damage Assessments, PA, IA, Tribal Support including DR-4807-SD, DR-4842-CRST

- Led comprehensive disaster recovery activities including Preliminary Damage Assessments, full-cycle project management, compliance interpretation, and tribal outreach while managing site inspections, obligations, and closeout activities across multiple disaster events.
- Demonstrated operational coordination through volunteer support roles, strategic program execution, and completion of advanced FEMA management certifications.

Grants Manager - May 2020 to Jul 2022

Department of Energy, Golden, CO

- Oversaw negotiation, compliance, and execution of federal grant awards, resolving complex issues involving intellectual property, cost-sharing, and regulatory requirements.
- Ensured accuracy of federally reportable data and processed over 77 COVID-19-related grant actions requiring precise documentation and timeline oversight.

Emergency Manager Specialist - Sep 2019 to May 2020

FEMA, Region 5, Chicago, IL

- Executed hazard mitigation, environmental, and public assistance program activities, completing over 100 site inspections and reviews with a high degree of accuracy.
- Supervised multi-county applicant groups, led inspection teams, and coordinated with contractors and technical leads to support large-scale disaster operations across multiple federally declared events.

AMBER BURAS

ADMINISTRATIVE SUPPORT

Amber Buras is an experienced administrative and case management professional with over three years supporting high-volume, documentation-driven programs across disaster recovery, quality control, real estate appraisal, and federally funded initiatives. She has experience reviewing building plans, blueprints, photographs, structural assessments, and program-specific records to ensure accuracy, completeness, and compliance with established procedures. In her roles supporting FEMA-funded recovery efforts, she monitored multiple concurrent projects, evaluated damage documentation, and ensured adherence to regulatory requirements while coordinating with applicants and internal teams. Her background includes conducting internal audits, improving quality-control operating procedures, identifying documentation inconsistencies, and escalating issues requiring resolution—demonstrating strong attention to detail and a thorough understanding of compliance-focused workflows.

Amber's administrative capabilities span document management, file organization, confidential record handling, client interaction, reception duties, and public-facing communication. She has supported budget reviews, analyzed financial discrepancies, managed deliverables and schedules, and performed a wide range of clerical functions essential to maintaining accurate project documentation. Her experience coordinating applicant support, organizing legal documents, executing marketing tasks, and participating in outreach demonstrates versatility and professionalism across multiple operational environments.

EDUCATION

A.S., Business Administration,
Baton Rouge Community
College, 2021

ADMINISTRATIVE SKILLS

Types 60 WPM
Conflict Resolution
Microsoft Office
Problem-Solving
Leadership
Communication

CASE & DOCUMENT MANAGEMENT

Over 3 years experience in federally-funded case management

FEDERAL GRANT EXPERIENCE

Supported FEMA projects by reviewing damage documentation, conducting audits and ensuring compliance requirements.

PROVEN RESULTS

Successfully managed multiple concurrent FEMA-related recovery projects

DOCUMENTATION EXPERTISE

Has demonstrated strong capability in managing high-volume case loads and resolving documentation bottlenecks.

SELECT RELEVANT EXPERIENCE

Construction Case Manager - Aug 2023 to Present

Team Title

- Monitors FEMA-funded recovery projects, reviewing building plans, blueprints, and structural documentation to assess damage and safety conditions.
- Manages multiple concurrent projects, ensuring adherence to applicable laws, regulations, policies, and procedures across each project lifecycle.
- Supports public outreach by providing information on available FEMA services to affected communities.

Case Manager / Quality Control Analyst - May 2022 to Aug 2023

Plexos Group, L.L.C., Baton Rouge, LA

Case Manager, Quality Control Specialist, U.S. Virgin Islands ERAP

- Conducted detailed reviews of program-specific documents, identifying inconsistencies, performing internal audits, and escalating process weaknesses when necessary.
- Implemented and improved quality-control procedures while troubleshooting issues and coordinating resolution with appropriate teams.
- Performed administrative tasks supporting project schedules, documentation accuracy, and applicant assistance.

Case Manager / Quality Control and Budget Specialist, Minnesota and Texas ERAP COVID-19 Project

- Reviewed financial and program documentation, scrutinizing discrepancies and ensuring accuracy across applicant and budget records.
- Conducted audits, enhanced QC procedures, and escalated workflow weaknesses while supporting deliverable tracking and time management.
- Completed administrative tasks supporting overall project schedules and process efficiency.

Romano and Associates, LA - Mar 2019 to May 2022

Real Estate Appraisal Assistant

- Collected appraisal data, managed reception duties, and performed client service tasks while maintaining confidentiality.
- Organized and categorized legal documents, ensuring accurate filing and record maintenance
- Conducted marketing and public-relations tasks supporting office operations.

c. Technical Approach and Methodology

1. Preparedness Planning

Review, update, and if required, assist in the development of the City's emergency management and disaster recovery plans.

Our planning process turns existing emergency management and disaster recovery plans into **clear, usable playbooks** that help staff make decisions, assign responsibilities, and capture the right information while events are unfolding. The work starts by reading the current plans end-to-end, then meeting with City leadership and key departments to confirm what actually happens in the field and where procedures need to be tightened. Each update is checked against the rules that matter most for disasters (FEMA program requirements and federal grant rules, including 2 CFR Part 200) so the City's plans support **eligible actions, defensible documentation, and smoother coordination** during FEMA PA and mitigation activities.

Figure 4. Plexos' Disaster Recovery Plan for NMDHSEM

The New Mexico Governor's Office launched the RSFs in July 2022. While these RSFs provided a helpful framework to start critical dialogue between partner agencies, the Federal Emergency Management Agency (FEMA) Interagency Recovery Coordination (IRC) team and the State agreed that RSFs did not provide a logical structure for long-term recovery operations based on New Mexico's needs. To incorporate functions not addressed under a traditional recovery structure, a hybrid structure is being leveraged to manage NM-focused LOEs (see [Table 1](#)).

Table 1: Lines of Effort Leadership and Cross-Cutting Elements

Line of Effort	Community Outreach	Drinking Water
Department Lead	Department of Homeland Security and Emergency Management	Environment Department
LOE Sponsor	David Dye and Kelly Hamilton	James Kenney
Operational Lead	David Lienemann	John Rhoderick
Cross Cutting Elements for Post-Disaster Recovery	<ul style="list-style-type: none"> Improve New Mexico preparedness Support local capacity building Prioritize highly vulnerable areas Prioritize the preservation of critical infrastructure Coordinate with and support the State's Action Strategy. 	

The main difference between this structure and the previous structure is that this structure includes cross-cutting elements for post-disaster recovery. Cross-cutting coordination, standardized metrics to track progress, and a clear line of communication. As described above, each LOE is a general oversight for a successful recovery and tactical coordination.

**State of New Mexico
Lines of Effort for Recovery
Operational Guide**

New Mexico Department of Homeland Security and Emergency Management

Updated as of December 14, 2022

We applied this same "built for execution" approach on DR-4652 for New Mexico DHSEM through **Lines of Effort Planning**, which organized recovery priorities into practical workstreams with clear steps and realistic funding paths. This approach helped **communities stabilize quickly** instead of getting stuck with a plan that looks good on paper but can't be used. Additionally, Casey Tingle, our Project Executive, served on the **FEMA/HUD workgroup** for the **Pre-Disaster Housing Planning Initiative**. That experience strengthens how we update disaster recovery plans, adding practical housing recovery steps, partner coordination points, and decision triggers that staff can actually use during recovery.

Figure 5. Plexos' Lines of Effort Operational Guide for NMDHSEM

Review plans and procedures for FEMA compliance and, if necessary, assist the City in developing RFP/RFQ for standby response and recovery contracts. Consultant may provide technical assistance but shall not submit a bid, participate as a subcontractor, or otherwise profit from any contract they assisted in developing.

Plexos uses a **simple, repeatable process** to make sure the City's plans and internal procedures support FEMA eligibility, reimbursement, and audit-ready documentation. The review starts with a focused read-through of current plans, procurement procedures, and "who does what" workflows, then compares them to the requirements that drive reimbursement decisions so **gaps are identified** before they become findings, delays, or deobligations. The output is a short, practical set of updates: **what to change, why it matters**, and the **exact forms/checkpoints** staff use during an event (e.g., documentation steps, approval paths, and records needed for emergency work, contracts, and force account). As part of our support for Puerto Rico DTOP's FEMA-funded work, we performed the "**pre-work**" that **keeps procurements and payments defensible**—validating vendor invoices, ensuring federal clause compliance in bid packages, and conducting debarment checks—the same controls that reduce risk for West Monroe.

When standby contracts are needed, Plexos provides **technical assistance** to develop RFPs/RFQs that **protect FEMA reimbursement**, including clear scopes, clean evaluation criteria, and the required contract language and documentation expectations vendors must follow. This support is strictly advisory and stays fully aligned with the City's conflict-of-interest requirement.

Assist the City in reviewing insurance policies and identifying deductibles for reporting to FEMA in the event of a Presidentially declared disaster.

We assist our clients not only in identifying **eligible costs upfront**, but also in **retaining those funds** through closeout and any subsequent reviews or audits. Our team analyzes insurance-related issues at the project level, applying an approach tailored to the specific coverage, damages, and documentation for each facility or asset. We translate complex insurance considerations into **clear, practical decision points**, helping federal, state, and local partners understand how the insurance details apply. We also respond to RFIs from FEMA quickly and accurately to reduce delays, limit appeal risk, and keep obligated funds moving.

In many cases, applicants settle claims with their insurers and later discover that FEMA's estimate of anticipated insurance proceeds was higher than what was actually received. When that occurs, the record typically needs to be supported—and often discussed with the FEMA/State insurance specialist—to clearly define what damages were covered, what costs were paid by insurance, and what remains eligible. The Plexos recovery team reconciles FEMA's estimated proceeds against the actual settlement amounts and updates the Project Worksheet values to reflect the correct eligible total. Addressing these discrepancies early helps **protect reimbursement** and **reduces cash-flow impacts** caused by inflated insurance offsets.

Provide training to select City personnel regarding applicable federal regulations and FEMA policy.

Plexos delivers training as a **practical, role-based program** that helps City staff apply federal requirements correctly while the work is happening. Training is organized into short modules by department and **tailored to each group's real responsibilities**, with clear takeaways tied to FEMA policy and federal grant rules.

When requirements change or an event triggers urgent questions, Plexos provides **just-in-time coaching** that targets the exact issue in front of the City (ex., documentation standards, eligibility questions, procurement steps, or labor compliance such as Davis-Bacon). Delivery is flexible, with short classroom sessions, virtual briefings, self-paced reference materials, and on-the-job mentoring, so the City can **absorb guidance quickly** without slowing operations. “Policy/process change” briefings are used to roll out new or updated guidance immediately, ensuring staff understand what changed, why it matters, and how to apply it the same day.

Conduct an annual emergency management training exercise for the Mayor and key administration personnel.

Plexos will conduct an annual executive-level emergency management exercise for the Mayor and key administration personnel using **The Homeland Security Exercise and Evaluation Program (HSEEP)-aligned practices**, starting with a short concept & objectives session to confirm leadership priorities, select the right exercise type, and define 3-5 measurable objectives tied to the City’s plans and real-world risks. We then develop the exercise materials, coordinate participation across departments and partners, and run the exercise with **structured facilitation** designed for executives, focusing on policy decisions, communications, resource prioritization, and interagency coordination.

Immediately after the exercise, Plexos facilitates a brief discussion and produces an **After-Action Report/Improvement Plan (AAR/IP)** that documents what worked, what needs improvement, and a short corrective-action roadmap with owners and target dates, so the City can track progress year-over-year and build readiness over time. This cycle—**plan, conduct, evaluate, and implement improvements**—follows the HSEEP model for continuous improvement and ensures the annual exercise results in practical, leadership-owned actions rather than a one-time event.

Coordinate plans and activities with Ouachita Emergency Operations Center, when requested by the City.

When the City requests coordination with the Ouachita Emergency Operations Center (EOC), Plexos functions as a **bridge between** City operations and the broader parish response structure, ensuring that priorities, information, and documentation **move cleanly in both directions**. Coordination starts by establishing points of contact, a simple communication rhythm, and a shared action log. This keeps West Monroe aligned with EOC situational updates, resource movements, and any county/parish-level decisions that affect City response and recovery actions, while ensuring the City’s needs and constraints are clearly represented in EOC discussions.



Figure 6. Plexos' Lines of Effort Planning Documents for NMDHSEM

This is a **familiar operating model** for Plexos because our teams routinely embed into EOC environments as liaison and coordination support. In New Mexico, **Plexos deployed staff to support a local EOC** with operations and liaison tasks, assist State EOC activation, and manage operational task forces (including debris, water, shelter, and infrastructure), while coordinating with FEMA IMAT teams, EMAC IMT teams, state ESF leads, and local emergency managers—the same type of multi-agency coordination West Monroe may need when working through the Ouachita EOC during an event. Additionally, Plexos has coordinated **100+ federal, state, and local partners** in large-scale recovery operations, demonstrating the disciplined communication and follow-through needed to keep multiple agencies moving in the same direction without creating extra burden for local staff.

2. Response Activities

Assist City in activating emergency contracts authorized by the City.

Upon authorization by the City, Plexos helps rapidly stand up and execute emergency contracts, translating the City's approval into an **actionable kickoff** that **aligns scope, roles, documentation, and compliance expectations** from **day one**. Our support typically includes coordinating the initial mobilization with City leadership and departments, establishing the operational rhythm for contractor oversight, and ensuring the contract is implemented in a way that preserves FEMA eligibility.

For the City of Columbia, South Carolina, Plexos served as **program manager** for a **90-day emergency contract** to manage response and early recovery, helping the City establish the foundation for long-term recovery efforts while **accelerating early obligated funding**. Similarly, in New Mexico, Plexos has supported emergency procurement-driven work and managed debris-related contract operations through coordinated task force execution. This experience reinforces our ability to help the City activate authorized contracts quickly while maintaining the documentation discipline needed for FEMA review.

Assist in monitoring debris removal and emergency work contractors for documentation and FEMA compliance purposes.

Plexos assists the City in monitoring debris removal and emergency work contractors by setting clear documentation expectations up front, then verifying through routine checks that the field record matches what FEMA requires for reimbursement. A key part of this support is **expediting funding**: we focus on getting FEMA the complete, consistent debris “story” it needs to obligate the work and

Background

The New Mexico Department of Homeland Security and Emergency Management mobilized a right-of-way debris removal program to serve residents impacted by DR-4843: New Mexico Severe Storm and Flooding. The purpose of the program is to address debris removal from rights-of-way throughout Chaves County, which was impacted by a severe flood event beginning October 19, 2024. A full summary of the scope of debris services provided under this program is detailed in Appendix A.

Procurement Process

DHSEM utilized the Emergency Procurement provisions outlined in NMSA 1978, Sections 13-1-127, for the initial procurement of Chaves County Debris Removal cleanup due to the severe flooding which, in some places, brought more than four feet of water, mud, and other debris into homes and public facilities. The devastation caused by the floods necessitates this emergency procurement to initiate the debris removal process as swiftly as possible, which is a crucial step for the community to begin its long road to recovery and rebuilding. Two vendors were selected under this process.

State of New Mexico Chaves County Debris Removal Program
Updated as of November 4, 2024

Kickoff Meeting Agenda

Time	Agenda Item
11:00 a.m.	Opening Remarks and General Expectation Setting <ul style="list-style-type: none"> Alli Rye, State Director Regina Chason, Deputy Secretary of the Administrative Services
11:15 a.m.	Introductions and Roles/Responsibilities <ul style="list-style-type: none"> New Mexico Department of Homeland Security and Emergency Management <ul style="list-style-type: none"> Managing State agency for all Debris Removal operations and Recipient overseeing FEMA Public Assistance funding. Plexos Group, LLC (Comprehensive Disaster Services Contractor) <ul style="list-style-type: none"> Conduct management functions related to Disaster Case Management, FEMA project formulation, Task Force coordination, and cost documentation review. AshBritt, Inc. (Debris Removal Contractor) <ul style="list-style-type: none"> Execute debris removal services and disposal at approved locations. King Industries Corporation (Debris Monitoring Contractor) <ul style="list-style-type: none"> Conduct monitoring at debris removal site locations and collect documentation to support FEMA project formulation and cost management.
11:30 a.m.	Communications Structure <ul style="list-style-type: none"> Discuss regular communications structure (e.g., frequency and type of required reporting). Confirm the primary points of contact. Identify who to report critical needs and issues. Confirm other communications expectations.
11:50 a.m.	Operational Planning <ul style="list-style-type: none"> Review expectations and status of current debris operation. Discuss the initial draft debris plan and review next steps for inputs by all parties. Review mobilization timelines. Discuss critical needs to support an effective operation.
12:10 p.m.	Cost Documentation Process <ul style="list-style-type: none"> Review expectations for invoice management. Discuss how project-level cost tracking will be managed. Discuss how project tracking (e.g., load tickets) will be expected to correlate with invoices.
12:20 p.m.	Subcontractor Management <ul style="list-style-type: none"> Highlight the prioritization of subcontracting locally. Discuss how subcontractors should be proposed if needed, including: <ul style="list-style-type: none"> Background of subcontractor (see “Contractor Pre-Qualification” section below). History in the impacted area, and Justification for additional capacity to the project.
12:25 p.m.	Closing Remarks and Action Items

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New Mexico Department of Homeland Security and Emergency Management | Chaves Debris Removal Program Kickoff | pg. 1

Figure 7. Plexos' Debris Removal Program Documentation

release dollars—by organizing load tickets and monitoring records, validating quantity and disposal/reduction documentation, and packaging cost support in a FEMA-ready format, while coordinating directly with FEMA and GOHSEP to resolve questions and RFIs early rather than letting them stall funding later.

In New Mexico’s debris program kickoff approach, Plexos’ role is structured around **task force coordination** and **cost documentation review**, while the debris removal and debris monitoring contractors are responsible for site monitoring and collecting the field documentation that supports project formulation and cost management. This kickoff structure may work well for the City.

Plexos’ kickoff structure establishes the mechanics that keep documentation clean: a defined communications cadence, an agreed cost documentation process, and standing coordination to resolve issues early rather than at closeout. In practice, this monitoring model uses weekly coordination and field verification to keep operations compliant and transparent. This approach sets expectations for **tracking debris from pickup to final disposal**, requires contractors to maintain detailed records on agreed templates, and includes regular site inspections and random audits to confirm that operational guidelines are being followed. It also builds reporting into the operation—daily updates for quantities/issues and **weekly status reporting**—so the City has continuous visibility and can correct documentation gaps while work is underway. This is consistent with our broader recovery support, where team members assist with debris program activities specifically to maintain FEMA requirements and documentation readiness.

Assist in monitoring documentation related to force account labor and force account equipment.

To assist the City in monitoring force account documentation, Plexos will implement a workflow that aligns City timekeeping and activity records to **FEMA-ready formats**. We establish standardized labor documentation using City timesheets/activity logs, confirm alignment to the City’s pay policies and fringe benefit methodology, and roll the data into FEMA labor summaries (or equivalent) so overtime/regular time and work locations/tasks are consistently supported. Plexos then performs **routine completeness checks** and **resolves gaps early**, before costs flow into PWs, reimbursement requests, or audits.

For force account equipment, Plexos sets up **equipment-use logs** that mirror the labor record and verifies that claimed use reflects actual operation on eligible work, not standby. We help the City apply the appropriate equipment rate basis and ensure supporting documentation is retained in a clean file structure for fast reviewer access. As a final control, Plexos reconciles equipment logs against labor time and flags exceptions immediately, reducing RFIs and protecting reimbursement eligibility.

Assist City staff in resolving issues identified by FEMA or GOHSEP.

When FEMA or GOHSEP flags an issue, Plexos helps the City move from question to resolution quickly, without turning it into a drawn-out back-and-forth. Support starts by triaging the issue, then building a **clear response package**: what happened, what the records show, what action is being taken, and what FEMA/GOHSEP needs next. Our team brings specialized expertise and can pull in additional subject matter experts as needed to address complex or unusual issues the City may encounter, so **problems are solved instead of stalled**.

This approach has been proven in high-pressure, high-scrutiny environments, including when Plexos supported **GOHSEP’s FEMA PA Strike Team** and closeout efforts, working directly with

subrecipients to identify and resolve technical problems and keep legacy projects moving through closeout. Plexos assisted **50+ subrecipients** in closing out **730+ project worksheets** totaling over **\$2 Billion**, including resolving hazard mitigation questions on **110 PWs** exceeding **\$300 Million**, and even created an administrative closeout process to move projects forward for **30+ non-responsive applicants**—all examples of turning “stuck” issues into documented, defensible outcomes.

In the event of an adverse FEMA decision, assist with necessary appeals.

When an adverse FEMA determination occurs, Plexos runs a disciplined appeals process that focuses on **speed, clarity**, and a **defensible record**. Support starts by isolating the exact reason for denial or reduction, then building an appeals package that makes FEMA’s decision easy to reconsider: a concise issue statement, the governing policy basis, a clean timeline, and the supporting documentation organized to match FEMA’s review path. The same team that supports day-to-day project formulation also manages appeals tracking and deadlines, keeps the City informed with **plain-language updates**, and coordinates **targeted follow-ups** so the appeal does not stall in information requests.

For New Mexico DHSEM, Plexos was responsible for **two successful appeals** totaling nearly **\$25 Million** and currently has three additional appeals totaling \$13.8 Million in review, demonstrating the ability to turn adverse decisions into **funded outcomes** through well-supported, policy-aligned submissions. For more example appeals, see the following **Table 5**.

Table 5. Plexos example appeals

EXAMPLE APPEALS	
Duration	Description / Outcome
12/5/2023 – 7/18/2024	FEMA approved an appeal concerning a \$17,489,653.15 contract for COVID-19 testing, as the costs were demonstrated to be directly tied to eligible emergency protective measures.
12/19/2023 – 7/18/2024	FEMA approved an appeal concerning a \$6,092,337.08 contract for COVID-19 testing, as the costs were demonstrated to be directly tied to eligible emergency protective measures.
05/23/2024 – OPEN	In review for an appeal concerning costs of \$12,820,756.41 for COVID-19 testing using PCR tests.
03/11/2024 – OPEN	In recipient review for costs of \$653,762.84 associated with contract services to conduct COVID-19 testing.
02/27/2024 – OPEN	In review for costs of \$372,085.90 associated with force account labor overtime (FAL) working the emergency operating center (EOC) to distribute bulk food and food boxes to communities state-wide.
08/22/2023 – 12/22/2023	Successful negotiation of resolution to an appeal (\$753,319.78) resulting in agreement to fund claims with an alternate funding source.

3. Recovery Activities

Assist City with initial damage assessments.

Plexos supports initial damage assessments by getting the City to an **organized, FEMA-ready picture of impacts** fast. We identify what is damaged, where it is, what category of work it falls under, and what documentation needs to start immediately to protect eligibility. The work focuses on **rapid field intake** (site visits and virtual intake as needed), consistent photo and location capture, and a simple tracking list that ties each damage location to the City department owner and the early records FEMA typically asks for during project development. This is the same front-end discipline that sets up stronger Requests for Public Assistance, smoother site inspections, and cleaner Project Worksheets later.

We have proven this approach in active disaster environments like in Roswell and Chaves County, New Mexico, where our team **deployed within 48 hours** for the October 2024 flash flood event and immediately began conducting damage assessments and helping local officials establish early tracking of response costs. This work **maximized identification of damage** within the critical timeframe and supported the completion of assessments that **helped secure a federal declaration in less than two weeks**.

Attend GOHSEP Applicant Briefings and assist the City in preparing and submitting Requests for Public Assistance.

At the GOHSEP Applicant Briefing, Plexos serves as the City's **advocate and organizer**, capturing incident-specific guidance, eligibility reminders, and documentation expectations, then converting them into a **simple action plan** for City departments and any supporting contractors. This includes clarifying what information GOHSEP/FEMA will expect early, such as damage summaries, facility lists, points of contact, insurance considerations, and documentation standards, and establishing the near-term schedule and responsibilities so the City is positioned to move cleanly into the PA process. This approach reflects how Plexos has supported applicants through the front end of PA delivery in other events—mobilizing quickly and helping local governments **navigate the process** starting at Applicant Briefings and carrying that into project development activities.

From there, Plexos assists the City in preparing and submitting the **Request for Public Assistance** (RPA) (if this hasn't already occurred) by assembling the core applicant package and ensuring the submission is complete, consistent, and aligned with what GOHSEP/FEMA emphasized at the briefing. We coordinate inputs across City departments, so the RPA reflects accurate applicant information and a coherent snapshot of damages and emergency actions, and we maintain an organized record set to support downstream validation and project formulation. This is consistent with Plexos' demonstrated ability to **guide applicants through high-volume PA environments**, where the team supports structured project development workflows and coordinates the documentation and stakeholders needed to keep submissions moving efficiently through the review pipeline.

Provide grants management oversight and technical assistance.

Plexos provides grants management oversight by keeping the City's recovery work organized, documented, and moving. Each project is tracked from **first intake through closeout** using a simple set of checkpoints, giving City leadership **clear visibility** into status, risks, and decisions. This approach reduces rework, prevents common compliance breakdowns, and helps the City **maximize eligible funding** while staying aligned with FEMA requirements and applicable federal grant rules.

Technical assistance is delivered as **hands-on support** embedded in that workflow, answering eligibility and documentation questions as they arise, preparing review-ready packages, supporting cost estimating and reimbursement, and staying engaged through FEMA touchpoints so **issues are resolved quickly**. This operating model is currently being applied in South Carolina on Hurricane Helene recovery for Pickens and Oconee Counties, where Plexos supports **23 FEMA PA projects** across Categories A, B, C, E, F, and G and provides grant management support. Results to date show active progress through the FEMA pipeline—projects already obligated in both counties, additional projects in environmental/historic review, and others advancing through PDMG/CRC review—demonstrating the **day-to-day oversight** and technical follow-through that **keeps recovery moving**.

Assist in the preparation of FEMA Project Worksheets (PW) in coordination with City personnel and other contractors.

Plexos supports development of FEMA PWs by partnering with City staff and any other contractors to assemble **complete, review-ready PW packages**. We begin with field-based damage documentation and translate those findings into PW-ready narratives, scopes, and cost-support inputs tied to eligible Emergency Work and Permanent Work. In parallel, we coordinate with City departments to align force account records, contracts, invoices, and other supporting documentation so the scope and cost support match before submission.

When needed to strengthen PW scoping, Plexos coordinates targeted technical input to confirm storm-related impacts and support an accurate scope and budget. We also assist with cost development and reconciliation, including applying **FEMA Cost Estimating Factors (CEF)** when appropriate, followed by a quality-control review to ensure each PW is complete, clearly presented, and organized to reduce RFIs and rework. This approach is informed by our **Louisiana GOHSEP** experience where we assisted in closing out 730+ PWs totaling over \$2B, and supported hazard mitigation resolution on roughly 110 PWs exceeding \$300M.

Plexos also compiles and submits Damage Inventories following FEMA guidance that make it easy for FEMA and GOHSEP to validate damages and move projects into formulation quickly. We start with a **standardized intake process and consistent templates** to capture all required details (location/asset ID, damage description, dimensions/quantities, emergency vs. permanent work indicators, and category alignment), supported by clear, time-stamped photos, sketches, and source documentation that ties damages to the event. We then perform **quality control** before submission—checking for completeness, internal consistency, and readiness for site inspections and PW development—so the City can reduce RFIs, avoid rework, and maintain a clean, traceable record from initial damage assessment through project formulation.

Make recommendations for Alternate and Improved projects and consult with City project manager regarding hazard mitigation opportunities under the PA Program.

Plexos helps the City identify where it makes sense to **“build back smarter”** under FEMA PA by evaluating candidate projects for Improved Project, Alternate Project, and PA hazard mitigation opportunities. Starting from the City’s damage inventory and draft PWs, we flag Permanent Work projects where restoring pre-disaster conditions may not be the best long-term solution and **develop practical options** for the City Project Manager to consider. For Improved Projects, we confirm the project will restore the pre-disaster function and capacity while **incorporating enhancements** not otherwise required by codes/standards, and we coordinate the required Recipient/GOHSEP approvals and any FEMA review needed for significant configuration changes. For Alternate Projects, when the City determines restoring the original function is not in the public interest, we help **define an eligible permanent project** that benefits the same general service area and align allowable uses of funds with City priorities.

Additionally, Plexos consults with the City Project Manager to **identify PA mitigation measures** that can be incorporated into Permanent Work projects to **reduce future damage** to the damaged portions of eligible facilities. We develop a mitigation option list, coordinate any needed technical input, and prepare the supporting narrative, scope language, and cost documentation so mitigation measures are clearly separated from base repair work and can be evaluated efficiently by GOHSEP/FEMA. The result is a **set of clear recommendations** that the City can confidently select and carry through PW development and approval.

*Assist the City in reviewing contractor invoices for FEMA compliance and eligibility.
Coordinate with project manager on mitigation projects.*

Our approach reflects the same disciplined invoice-review controls we use on large PA portfolios, where reimbursement specialists review contracted work and invoice payments, maintain exception reporting to **catch discrepancies early**, and keep project-level documentation **organized for audit readiness**. We apply a structured reconciliation workflow that ties each invoice to the approved scope, contract terms, procurement requirements, and required supporting records, with built-in checks to identify duplicate billings, missing support, or other issues that can delay reimbursement or trigger RFIs.

Plexos will coordinate closely with the City's Project Manager to **identify and advance mitigation opportunities** as projects are scoped and implemented, ensuring mitigation elements are planned, documented, and sequenced to align with the City's delivery priorities and FEMA requirements. Drawing on our experience **supporting 404/406 hazard mitigation** workstreams and integrating mitigation considerations during the project worksheet and delivery phases, we help keep mitigation decisions synchronized with design, permitting, and cost development so that mitigation measures are feasible, supportable, and positioned for efficient review.

Assist in the preparation of FEMA appeals at the direction of the City.

At the City's direction, Plexos will support in the preparation of FEMA appeals by building a **clear, well-documented record** that responds directly to the basis of FEMA's determination. Our team helps compile and organize the supporting materials FEMA expects to see and prepares a concise appeal narrative that ties the facts to the eligibility issue in question and positions the package for efficient Recipient/State and FEMA review.

When an adverse FEMA decision occurs, Plexos can quickly move the appeal from "issue identified" to "ready to submit" by using the same **disciplined approach** we have applied on large PA portfolios: developing structured trackers to manage deadlines and documentation, coordinating with stakeholders to close gaps, and delivering an appeal package that is **complete and audit-minded**. This approach is grounded in demonstrated outcomes, as seen in our New Mexico work where we have supported appeals resulting in FEMA approvals for high-value items and have managed multiple additional appeals through the review pipeline, reinforcing our ability to assemble defensible, well-supported submissions.

Reimbursement Support

Plexos applies the latest FEMA PA Program guidance and tools, using industry best practices to undertake the estimation, justification, and document production necessary to **comply with reimbursement standards**. Our team will support gathering, organizing, reviewing, and submitting reimbursement requests to GOHSEP, and addressing any questions based upon their review.

Plexos understands it is essential to document and report the City's recovery efforts, monitor program performance, and comply with federal and state requirements. We are adept at **managing the dynamic nature of the disaster recovery environment** where federal requirements can often vary by disaster, program requirements can shift during the lifecycle of implementation, and stakeholder needs incrementally change over time.

Closeout Support

Plexos approaches closeout as a **disciplined, documentation-first** effort that keeps the City aligned with both GOHSEP and FEMA through final reconciliation. Our closeout teams coordinate routinely with GOHSEP and FEMA to confirm expectations, address open items early, and ensure the administrative record **clearly supports reimbursement and final resolution**.

The Plexos team prepares all project documentation in real-time as each task in the process is completed. This allows us to have ready access to all project data and documentation upon approval of the payout of the final disbursement. Collating this information in the form and format each funding source required is then just a matter of business process so that the final closeout package can be timely delivered.

Because we employ advanced technology and robust document and data management processes, we can **streamline closeout package assembly**, reducing manual labor, and allowing our team to focus on the quality review of these packages prior to submission. Efficiently creating, processing, and submitting these packages at the close of each project, rather than waiting and grouping project closeouts, supports the City's own document management and oversight responsibilities.

d. Cost Proposal

Our cost proposal is based on fully burdened hourly rates for the core team identified in this proposal, the same personnel who will be responsible for day-to-day delivery, responsiveness, and follow-through from activation through closeout. As needs evolve, Plexos can quickly scale capacity by adding additional staff and specialized subject matter experts to match the incident's pace, workload, and technical requirements, while maintaining continuity of oversight and consistent documentation standards. Any expansion of staffing or scope will occur only at the City's direction and under written authorization, with work controlled through not-to-exceed tasking to ensure transparency and cost control.

See Attachment A on the following page.

ATTACHMENT A – HOURLY RATE SCHEDULE

Labor Category	Description	Hourly Rate
Program Manager	Overall project oversight and FEMA coordination	\$ 180.00
Senior Emergency Management Specialist	FEMA PA/HM technical expertise	\$ 160.00
Grants Management Specialist	Documentation, PWs, compliance	\$ 140.00
Field Coordinator	On-site monitoring and support	\$ 145.00
Administrative Support	Clerical and reporting support	\$ 50.00

All rates are fully burdened and include all costs, overhead, profit, and applicable taxes.

e. DBE Status

Plexos Group is not currently certified as a Disadvantaged Business Enterprise (DBE) and therefore no DBE documentation is included with this proposal.

ATTACHMENT B – NON-COLLUSION AFFIDAVIT

STATE OF Louisiana

PARISH/COUNTY OF East Baton Rouge Parish

BEFORE ME, the undersigned authority, personally came and appeared:

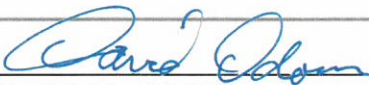
Name: David F. Odom, PE, PMP

Title: President and CEO

Company/Firm: Plexos Group, L.L.C.


who, being first duly sworn, did depose and state as follows:

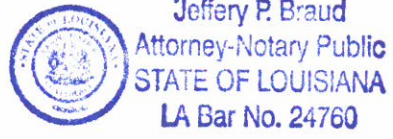
1. That the affiant is the duly authorized representative of the proposer submitting a proposal in response to the Request for Proposals for Emergency Management Consulting Services issued by the City of West Monroe, Louisiana.
2. That the proposal submitted by the above-named proposer was made without any prior understanding, agreement, or connection with any other person, firm, or corporation submitting a proposal for the same services, and was made without collusion, conspiracy, or fraud.
3. That the proposer has not directly or indirectly entered into any agreement, participated in any collusion, or engaged in any action intended to:
 - o Fix, maintain, or control prices;
 - o Eliminate or reduce competition; or
 - o Otherwise restrain free and open competition in connection with this procurement.
4. That no officer, employee, or agent of the City of West Monroe has received or will receive any financial benefit, gift, gratuity, or consideration for favorable treatment in connection with this proposal.
5. That the affiant understands that any false statements made herein may result in:
 - o Disqualification of the proposal;
 - o Termination of any contract awarded;
 - o Possible civil or criminal penalties under applicable state or federal law.

SIGNATURE: 
PRINTED NAME: David F. Odom, PE, PMP
TITLE: President and CEO
COMPANY NAME: Plexos Group, L.L.C.
DATE: 2/9/2026

NOTARY ACKNOWLEDGMENT

Sworn to and subscribed before me this 9th day of February, 2026

NOTARY PUBLIC: 
Printed Name: _____
Notary ID / Bar Roll No.: _____
My commission expires: At my death



ATTACHMENT C - DEBARMENT AND SUSPENSION CERTIFICATION

STATE OF Louisiana

PARISH/COUNTY OF East Baton Rouge Parish

The undersigned, as an authorized representative of the proposer, hereby certifies, to the best of its knowledge and belief, pursuant to 2 CFR §200.213, that neither the Proposer nor its principals:

1. Are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have within the preceding three (3) years been convicted of, or had a civil judgment rendered against them for:
 - a. Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract;
 - b. Violation of federal or state antitrust statutes relating to the submission of offers; or
 - c. Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are presently indicted for or otherwise criminally or civilly charged by a governmental entity with any of the offenses listed above; or
4. Have within the preceding three (3) years had one or more public transactions terminated for cause or default.

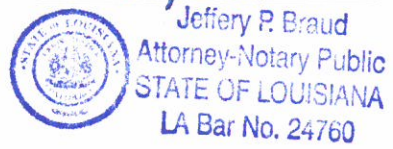
The undersigned further certifies that, as of the date of this submission, it has checked the System for Award Management (SAM.gov) and that neither the firm nor its principals are listed as excluded.

If the Proposer cannot certify any statement above, it shall attach a written explanation to this certification.

The undersigned acknowledges that falsification, misrepresentation or omission of facts may result in rejection of the proposal, termination of any resulting contract, disqualification from future procurements, and/or civil or criminal penalties under applicable state or federal law.

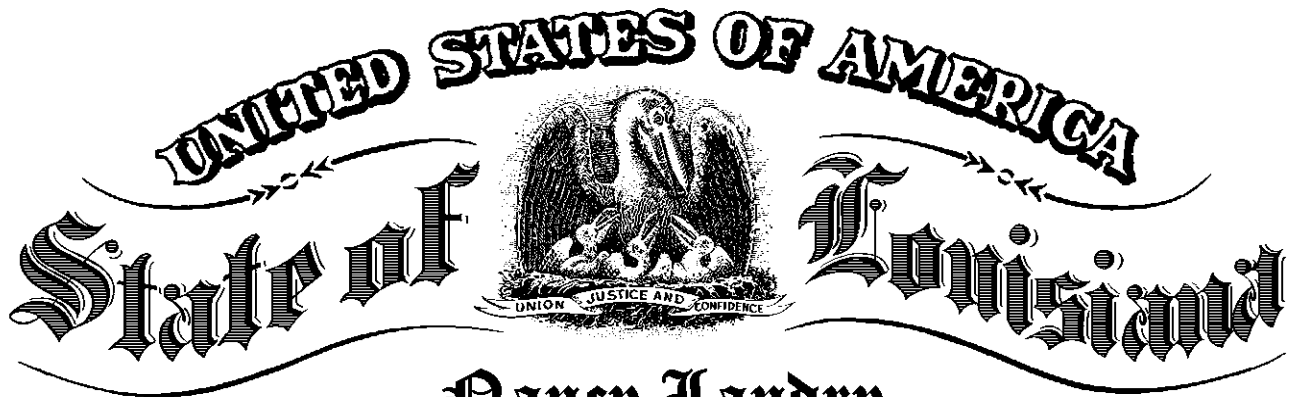
SIGNATURE: *David F. Odom*
PRINTED NAME: David F. Odom, PE, PMP
TITLE: President and CEO
COMPANY NAME: Plexos Group, L.L.C.
DATE: 2/9/2026

NOTARY ACKNOWLEDGMENT
Sworn to and subscribed before me this 9th day of February, 2026.
NOTARY PUBLIC: *JFB*
Printed Name: _____
Notary ID / Bar Roll No.: _____
My commission expires: at my death



5. W9 AND COI

If awarded, Plexos will provide a completed W-9 and all required insurance certificates upon contract award and prior to commencing services.



Nancy Landry
SECRETARY OF STATE

As Secretary of State of the State of Louisiana, I do hereby Certify that

PLEXOS GROUP, L.L.C.

A limited liability company domiciled in BATON ROUGE, LOUISIANA,

Filed charter and qualified to do business in this State on April 13, 2012,

I further certify that the records of this Office indicate the company has paid all fees due the Secretary of State, and so far as the Office of the Secretary of State is concerned, is in good standing and is authorized to do business in this State.

I further certify that this certificate is not intended to reflect the financial condition of this company since this information is not available from the records of this Office.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

December 23, 2025

Nancy Landry

Secretary of State

Web 40804797K



Certificate ID: 12129709#BR93

To validate this certificate, visit the following web site, go to **Business Services, Search for Louisiana Business Filings, Validate a Certificate**, then follow the instructions displayed.
www.sos.la.gov

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

**Give form to the
 requester. Do not
 send to the IRS.**

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	1	Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) Plexos Group L.L.C.		
	2	Business name/disregarded entity name, if different from above.		
	3a	Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) <u> P </u> Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) _____	4	Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ <i>(Applies to accounts maintained outside the United States.)</i>
	3b	If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions <input type="checkbox"/>		
	5	Address (number, street, and apt. or suite no.). See instructions. 1800 City Farm Drive, Building 4B	Requester's name and address (optional)	
	6	City, state, and ZIP code Baton Rouge, LA 70806		
	7	List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)																																																													
Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> , later.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="10" style="text-align: center;">Social security number</td> </tr> <tr> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> <td style="width: 30px; height: 20px;"></td> </tr> <tr> <td colspan="3" style="text-align: center;">-</td> <td colspan="3" style="text-align: center;">-</td> <td colspan="4"></td> </tr> <tr> <td colspan="10" style="text-align: center;">or</td> </tr> <tr> <td colspan="10" style="text-align: center;">Employer identification number</td> </tr> <tr> <td style="width: 30px; height: 20px; text-align: center;">4</td> <td style="width: 30px; height: 20px; text-align: center;">5</td> <td style="width: 30px; height: 20px; text-align: center;">-</td> <td style="width: 30px; height: 20px; text-align: center;">5</td> <td style="width: 30px; height: 20px; text-align: center;">0</td> <td style="width: 30px; height: 20px; text-align: center;">4</td> <td style="width: 30px; height: 20px; text-align: center;">0</td> <td style="width: 30px; height: 20px; text-align: center;">7</td> <td style="width: 30px; height: 20px; text-align: center;">9</td> <td style="width: 30px; height: 20px; text-align: center;">9</td> </tr> </table>	Social security number																				-			-							or										Employer identification number										4	5	-	5	0	4	0	7	9	9
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Employer identification number																																																													
4	5	-	5	0	4	0	7	9	9																																																				
Note: If the account is in more than one name, see the instructions for line 1. See also <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.																																																													

Part II Certification	
Under penalties of perjury, I certify that:	
1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and	
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and	
3. I am a U.S. citizen or other U.S. person (defined below); and	
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.	
Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.	
Sign Here	Signature of U.S. person Date <u>2/9/2026</u>

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they