



# **Cover Letter**

Metric Consulting, LLC • 13940 SW 136th Street, Miami, FL 33186 • www.metric-consulting.com

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December 18, 2024

City of Key West 1300 White Street Key West, Florida 33040

**Re: Emergency Management Consulting Services** 

Dear Mayor Danise Henriquez and RFP Selection Committee:

Metric Consulting, LLC (Metric), a Florida-based certified woman and minority-owned disaster recovery and grant management firm, is pleased to submit its "Emergency Management Consulting Services" proposal to the City of Key West (the City). Metric offers extensive disaster recovery experience throughout Florida, Georgia, Texas, South Carolina, and Louisiana, and our proposed team includes personnel with qualifications that exceed all aspects listed within the City's Scope of Services (Scope), including FEMA Public Assistance (PA) advisory services, FEMA hazard mitigation expertise, financial and grant management support, public insurance adjustment support, HUD Community Development Block Grant Disaster Recovery (CDBG-DR) services, as well as emergency preparation services, including training classes, an update to the City's Comprehensive Emergency Management Plan (CEMP), exercises and drills, and any additional special projects. Our team includes certified emergency managers and team members who are proficient in FEMA policy that will support the City upon activations in the Emergency Operations Center, and provide documentation and expenditure tracking.

Our parent company, Metric Engineering, Inc. (Metric Engineering), was founded as a transportation planning and engineering company in 1976 and has been at the forefront of the engineering landscape in Florida for the last 48 years. The emergency management division of Metric Engineering opened in 1992, and since then, Metric Engineering has successfully delivered disaster recovery and emergency management assistance to clients throughout Florida, Louisiana, Texas, along the Atlantic and Gulf Coasts, and into the Midwest. Metric Engineering's emergency management division ultimately became Metric Consulting, LLC in 2015. This allowed Metric to better serve our clients within the FEMA PA and grant management arena, as well as with economic revitalization, solutions for temporary and permanent housing, communications and outreach, environmental services, debris monitoring, and several additional services. We have broad knowledge of the FEMA PA Program, including hazard mitigation grants, assistance for housing and other needs, advanced knowledge of federal eligibility rules and guidelines, and experience managing a complete grant lifecycle. We have a litary of experience working alongside the Florida Department of Emergency Management (FDEM), the Florida Department of Environmental Protection (FDEP), the Florida Department of Transportation (FDOT), and several other local and private organizations and their grant processes. We have worked with each of these agencies and organizations to ensure the maximum reimbursement of costs for staff and resources for numerous clients throughout Florida, and we will work in tandem with the City to ensure that all projects are successfully completed and reimbursed.

Our team is supplemented by APTIM Environmental & Infrastructure, Inc. (APTIM) and RLKing Training,

LLC (RLKing Training). APTIM has provided emergency preparedness, response, and recovery services for federally declared disasters for more than 12 years, and their staff have mitigated adverse environmental, health, safety, and economic impacts associated with thousands of man-made and natural disasters. RLKing Training has been instructing and facilitating incident command, NIMS, and emergency management preparedness curriculum for over 20 years. Below, we have included key points that distinguish our team and our abilities:

#### **Firm Information**

Name: Metric Consulting, LLC

Address: 13940 SW 136th Street, Miami, FL 33186

**Phone Number:** (305) 235-5098

Website: https://metric-consulting.com

**Email:** suzanne.settoon@metric-consulting.com



- Firm Qualifications: Metric has served clients throughout Florida since its inception, including responding to over 35 declared disasters nationwide. Our corporate headquarters in Miami is just over 145 miles from the City, and we have eight additional offices throughout Florida that can provide support. We are providing similar services to numerous clients throughout the state, including the Key West Utility Board, the City of Pinellas Park, Franklin County, the City of Panama City, and several Districts within FDOT (including District 6, where the City is located). We have provided FEMA PA services to numerous entities throughout Florida, including Pasco County, and we have provided CDBG-DR Program support services for the Louisiana Office of Community Development, the Texas General Land Office, Terrebonne Parish, the State of New York's Governor's Office of Storm Recovery, the City of Panama City, and DeSoto County. Overall, our team has administered over \$500M in CDBG-DR Program funding over the last 10 years.
- Project Team: Our team is led by Suzanne Settoon, Vice President of Disaster Recovery & Resiliency, who worked on several large recovery programs during her eight-year tenure at FEMA's Louisiana Recovery Office, including Hurricane Katrina and the 2016 Louisiana floods. We have support from Metric Engineering, who can provide technical assistance in the development of infrastructure projects, including damage assessments, damage descriptions, Scope of Work for repair or replacement projects, estimated costs based on FEMA requirements, as well as GIS support, engineering inspection services, and Benefit-Cost Analysis (BCA). APTIM is available to assist with pre-event planning and response, training, hazard mitigation, and any other tasks that the City may need assistance with, and RLKing Training will spearhead all aspects of the emergency preparation scope.
- **Project Approach:** We have included a project approach that outlines our understanding of the nature of the project and the Statement of Work, including timelines for how we respond to FEMA PA and CDBG-DR project requests and task work orders. We have years of direct experience accurately and properly tracking direct administrative and project management costs in compliance with FEMA guidance and have successfully secured additional eligibility through Project Worksheets and reimbursement by the state. Systems will be in place from day one of the contract to ensure our team and the City's Force Account Labor staff are tracking their time and tasks to properly capture DAC/Management Costs in line with FEMA guidance. RLKing Training will draw upon their two decades of training and exercise experience to spearhead training classes, NIMS training, exercises and drills, and any special projects.
- Experience and References: We have included references from the Louisiana Office of Community Development, Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Pasco County, and Palm Beach County, as well as additional similar projects that illustrate our successful experience across the U.S., and our team's overall qualifications to exceed this contract's requirements.

We are committed to providing the City with outstanding service that results in cost-effective and community-driven solutions. We have assembled a first-class team, and we trust that our proposal provides extensive information on our ability to provide the services covered in the Scope of Work.

#### Primary Contact for this Response: Person

Suzanne Settoon Vice President, Disaster Recovery & Resiliency 13940 SW 136th Street Miami, FL 33186 (504) 494-4785 suzanne.settoon@metric-consulting.com

#### Person Authorized to Sign Agreements:

Veronica Benitez, Psy. D President 13940 SW 136th Street Miami, FL 33186 (305) 235-5098 veronica.benitez@metric-consulting.com

Sincerely,

**Veronica Benitez, Psy. D | President** veronica.benitez@metric-consulting.com (305) 235-5098



Tab I.

# **Organization Overview**

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## Prepare. Respond. Recover.

**Metric Consulting, LLC (Metric)** is a privately held, woman and minority-owned disaster recovery and emergency management firm with offices throughout Florida and in Louisiana. Our parent firm, **Metric Engineering, Inc. (Metric Engineering)**, was established in 1976, and is a Miami-based civil engineering firm with over 48 years of experience in transportation planning and engineering, and 30+ years of emergency management and disaster recovery experience. Up until the summer of 2015, our emergency management and disaster recovery services were performed through the Emergency Management Services division of Metric Engineering.

In 2015, Metric was created as a separate entity to best serve our disaster recovery clients while providing an expanding line of services that reaches beyond emergency response and into short and long-term recovery operations.

Our recovery services include grant and project management for FEMA Public Assistance (PA), the FEMA Hazard Mitigation Grant Program (HMGP), and HUD Community Development Block Grant Disaster Recovery (CDBG-DR) funded programs, as well as housing initiatives, environmental reviews, humanitarian services, and debris monitoring. Over the last 32 years, our disaster recovery staff has managed \$15 billion in grants, \$16 billion in FEMA PA reimbursement, and \$6 billion in housing projects.

Our team excels at preparedness, response, recovery, and mitigation, and we have helped our clients recover from some of the largest events in U.S. history, including Hurricane Andrew, Hurricane Katrina, Superstorm Sandy, Hurricane Michael, the Iowa Bird Flu, the Great Floods in Louisiana, and the COVID-19 pandemic. We have personnel with broad experience in FEMA PA, as well as various CDBG programs, including CDBG-DR, CDBG-Mitigation (CDBG-MIT), and CDBG CARES Act (CDBG-CV). Our staff have backgrounds in program and grant management, grant writing, housing assistance, humanitarian services, environmental reviews, debris monitoring, and several other areas under federal, state, and locally-funded programs. In addition, our team excels in program design and policy development, and we have experience with federal procurement and vendor management.

We have provided grant writing and administrative services for over a decade, and our team has successfully won funding for a diverse set of clients nationwide, including infrastructure development and maintenance, technology, transportation, workforce development, records management, energy efficiency, and sustainability projects.

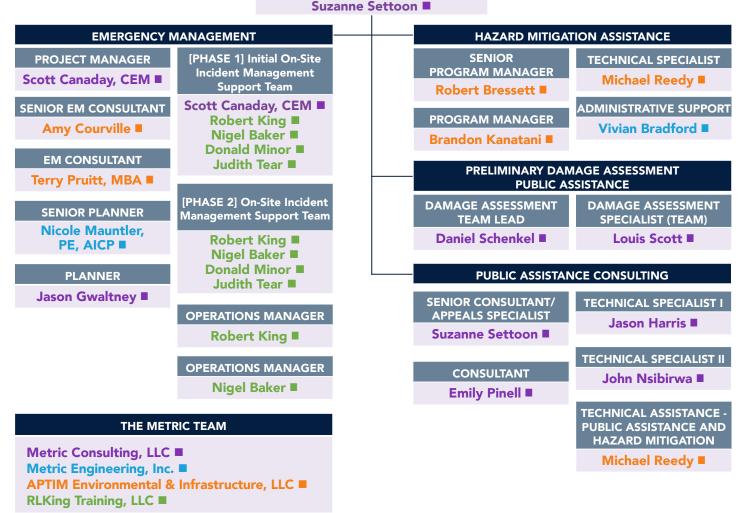




#### ORGANIZATIONAL CHART

#### CITY OF KEY WEST, FL

PROGRAM EXECUTIVE



#### **FINANCIAL DISCLOSURE**

Metric Consulting, LLC does not have any past or pending bankruptcy.

#### LITIGATION HISTORY

Metric Consulting, LLC does not have any litigation, arbitration, or disputes within the last five (5) years to disclose.

#### **CURRENT WORKLOAD**

Detailed summaries of our current projects and capacities are provided within the "Proposer's Qualifications Statement Form."



We are proud to work with clients across the U.S., providing comprehensive disaster recovery, humanitarian, and resilience services. From program and project management to debris monitoring, grant management, and eligibility guidance, our diverse offerings meet a wide range of needs. The LaDOTD, FDOT, TxDOT, and GLO are just a few clients that have trusted us for over a decade, spanning multiple contracts and activations. Some of our strengths include FEMA PA cost recovery, grant research and writing, grant management, CDBG and CDBG-DR program administration, housing programs and case management, the development of Hazard Mitigation Plans, HMGP applications, construction oversight and reviews, environmental assessments and reviews, COVID-19 recovery, administration of ARPA funding, the development of HOME-ARP Allocation Plans, debris monitoring, and the development of Debris Management Plans. Below, we have included testimonials from our satisfied clients that illustrate the positive impact our work has had on our clients and their communities.

Franklin County entered into contract with Metric Consulting, LLC to construct and submit the HOME-ARP Plan. The consultants were very knowledgeable and organized. They were always available to answer our questions and attended several public hearings on our behalf. Looking forward to working with Metric again in the future.

Genee' L. Cosby,

Franklin County Community Development Administrator Franklin County, Ohio

[Metric's] services to date have been invaluable. I cannot express how grateful I am to have had [Metric] by our side as we drafted the HOME-ARP Plan for the City of Columbus. Thank you for your work and your leadership. I think we made a great team and I really enjoyed working alongside the entire Metric team.

Lucie McMahon, City of Columbus Grants Management Coordinator Columbus, Ohio

Thank you Metric for all the assistance with our grant proposal. We think we have a great proposal with a very nice presentation. The CBP, SOPO, slides and summary are awesome due in large part to the questions you asked us, the suggestions you offered and the formatting you did.

Lynne Tejeda, Keys Energy Services General Manager & CEO Key West, Florida



Tab II.

# Qualifications

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## **Metric's Leadership Team**

Our leadership team brings a wealth of disaster management and recovery experience, which aligns with the City's requirements for emergency response and recovery services. We specialize in FEMA PA programs, hazard mitigation, and HUD CDBG-DR programs, with a proven track record of guiding municipalities through complex disaster recovery processes. Our team offers deep expertise in developing detailed Damage Descriptions and Dimensions, crafting compliant SOWs, and ensuring meticulous cost reconciliation and project closeouts. We excel in assisting with grant applications, managing eligible project formulations, and facilitating FEMA and HUD compliance. Our services include technical assistance for infrastructure assessments, coordination of hazard mitigation proposals, and audit response support. By leveraging our familiarity with federal disaster policies, we proactively resolve funding and eligibility issues, ensuring optimal reimbursement and compliance for all recovery efforts. We offer support in training, exercise development, and comprehensive emergency plan updates, which will ensure readiness for future events.



#### Suzanne Settoon | Vice President of Disaster Recovery & Resiliency

With 18 years of disaster recovery experience, Ms. Settoon specializes in FEMA PA and (HMGP, bringing expertise directly aligned with the City's emergency management needs. A former FEMA CORE employee and senior consultant, she has managed over \$220 million in FEMA-funded projects and secured critical funding, including \$2 million for the City of Central, Louisiana, through successful appeals. Her expertise includes developing Damage Descriptions and Dimensions (DDDs), Scopes of Work (SOWs), and managing compliance for FEMA PA projects. She excels in grant management and hazard mitigation planning, ensuring seamless execution from project formulation to closeout. Her hands-on experience in FEMA audits, cost tracking, and regulatory compliance will ensure optimized reimbursements and efficient disaster recovery operations for the City.



#### Juliann Bertone | Director of Long-Term Recovery

With 10+ years of experience in federal disaster recovery funding, Ms. Bertone is well-versed in managing HUD CDBG-DR and FEMA PA programs. She has overseen the full lifecycle of grants, including eligibility, compliance, and closeout, for projects such as a \$1.6 million HOME-ARP allocation for Nashua, New Hampshire, and FEMA PA advisory services for KEYS Energy Services. Her ability to coordinate multi-agency efforts and manage federal documentation requirements will ensure that the City's projects meet all regulatory standards and reporting needs. Her financial acumen and strong background in subrecipient oversight offer the City reliable grant and project management support throughout the recovery process.



#### Rick David | Director of Debris Operations

With over 10 years of disaster recovery experience and 24 years in IT, Mr. David specializes in FEMA PA compliance, grant management, and data systems administration for disaster recovery operations. He has secured \$66 million in FEMA reimbursements for Louisiana following Hurricanes Laura, Delta, and Zeta, and has extensive experience managing federally funded projects, including reconciling eligibility, documenting costs, and coordinating with FEMA, state, and local agencies. His expertise aligns closely with the City's needs, including developing systems for cost tracking, eligibility documentation, and grant reconciliation under FEMA PA and HMGP programs. He has successfully led operations for disaster recovery efforts, including damage assessments, cost reporting, and compliance audits.

#### **Resumes**

Resumes that detail academic and professional experience for our proposed staff are included in the "Attachments" section of our proposal.

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#### LIST OF FEDERAL, STATE, AND LOCAL FEMA, HUD, AND SIMILAR PROJECTS

Below, we have included federal, state, and local FEMA reimbursement projects that we have worked on within the past five (5) years, as well as similar projects for HUD, and other projects that align with the City's Scope.

Client	Contract	Contract Dates			
Commonwealth of Kentucky	HUD CDBG-DR Environmental Reviews	10/2024 - Present			
Texas General Land Office	Uniform Relocation Assistance for CDBG-DR Program	12/2023 - 08/2024			
Franklin County, Florida	Emergency Planning, Recovery, and Mitigation Services	11/2023 - Present			
City of Panama City, Florida	Disaster Recovery Consultant Services	10/2023 - Present			
City of Chipley, Florida	Federal Grant Development Services	07/2023 - 09/2023			
City of Morgan City, Louisiana	Federal Grant Development Services	07/2023 - 09/2023			
City of Pinellas Park, Florida	Grant Management Services	03/2023 - Present			
KEYS Energy Services	Emergency Management Consulting Services	02/2023 - Present			
DeSoto County, Florida	Environmental Reviews of HUD CDBG-DR, CDBG-MIT, and CDBG-CV Projects	05/2022 - Present			
City of Panama City, Florida	Environmental Reviews of HUD CDBG-DR, CDBG-MIT, and CDBG-CV Projects	12/2021 - Present			
Finney County, Kansas	COVID-19 Grant Management	07/2020 - 02/2021			
Louisiana Office of Community Development	HUD Restore Louisiana Homeowner Assistance Program	04/2020 - Present			
Pinellas County, Florida	Disaster Recovery Management Consulting Services	01/2020 - Present			
Pasco County, Florida	Disaster Related Recovery Services	07/2017 - 09/2023			
Texas General Land Office	HUD Homeowner Assistance Program	06/2012 - Present			

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#### THREE (3) EXAMPLES OF FEMA PA ADVISORY SERVICES

#### **PASCO COUNTY**

Disaster Related Recovery Services

Metric provided disaster recovery and hazard mitigation consulting. Metric served as a grant admin and HMGP recovery consultant and was responsible for establishing consistent oversight standards, providing proactive technical and communication, assistance organizing data and providing reporting, effective qualitymanagement protocols, reviewing and improving procedures, and providing financial management.

#### **Event: Hurricane Ian**

Metric compiled and reviewed over \$2 million in eligible FEMA PA project costs, including force account equipment, materials, and labor. Metric also analyzed field documentation and various Scopes of Work.

#### **Event: COVID-19**

The County issued COVID-19 Category B: Emergency Protective Measures, which involved recovery federal services for fundina programs as they related to the County's recovery measures. We assisted with FEMA PA Category B: Emergency Protective Measures, HHS reimbursements and grants, duplication of benefits, project closeout, appeals, CDBG-CV funds, date of loss, unemployment issues, and CARES Act guidance and grant management.

#### **Event: Hurricane Irma**

The County activated Metric to their EOC to ensure they were capturing every eligible dollar. Metric provided services regarding numerous FEMA issues, including eligibility, debris, contracting, and labor. Metric coordinated with FEMA and the County to prepare over \$10.4 million in PA Project Worksheet funds, including debris removal, emergency protective measures, and various permanent repair projects.

#### **CITY OF BIRMINGHAM**

Tornado Safe Room Wind Mitigation Project

An EF-5 tornado devastated the City of Birmingham, Alabama on April 27th, 2011. Metric provided technical assistance consulting and project management services for FEMA PA and HMGP funded projects in relation to this disaster. mitigation consultina Hazard included services planning, identifying, developing, and fully scoping 20 community safe room projects that were used to prepare and submit grant application requests to the Alabama Emergency Management Agency (AEMA) and FEMA on the behalf of the City of Birmingham. Metric prepared HMGP applications which fully addressed all AEMA and FEMA HMGP application requirements. This also included determining the hazard to be mitigated, identifying the problem that the safe rooms intended to alleviate, defining the scope of work for the wind mitigation projects, and providing digital latitudes and longitudes as well as maps and photographs of planned areas where safe rooms shall be constructed.

Metric prepared detailed project budgets including material, labor, equipment expenses, professional services, and any other project related costs, conducted a FEMA-acceptable benefit cost analysis, determined and identified any required professional design oversight and peer review, devised a project completion schedule, and described two alternatives for mitigating extreme wind events.

#### **GOHSEP**

Stafford Act and National Flood Insurance Act Technical Assistance

APTIM provided technical assistance to GOHSEP to administer and execute FEMA PA and HMGP. APTIM provided technical support for 2,655 applicants in the state for 15 open federally declared disasters since 2005. These disasters include Hurricanes Katrina, Rita, Gustav, Ike, and Isaac with damages exceeding \$13B.

APTIM performed project management, responded to task orders, and prepared work plans and mobilization plans, ensuring personnel met all performance and deliverable requirements on time and within budget. The APTIM Team met all FEMA, federal, state, and local government statutes, and regulations.

APTIM's team provided over 30 fulltime staff for this project including the following for the FEMA PA program:

- Cost estimators and analysts
- Insurance specialists
- Appeals and arbitration specialists
- DAC specialists
- Alternate/improved and SRIA Section 428 experts
- 406 hazard mitigation and BCA specialists
- Policy SMEs
- Procurement, debris, temporary facilities, and floodplain experts

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Tab III.

# Program Approach and Pricing

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#### STATE AND FEDERAL GRANT ASSISTANCE

We have in-depth experience and knowledge of federal regulations and funding sources, which we have gained from working with communities of all sizes throughout the United States. We will pursue all applicable and available funding sources that are available to the City in preparation for, or following a disaster event. Metric is prepared to assist the City with project and application development, and grant administration for common federal funding streams such as the FEMA PA and HMA programs - including the HMGP, Building Resilient Infrastructure and Communities (BRIC), and Flood Mitigation Assistance (FMA), as well as HUD's CDBG-DR and CDBG-MIT programs. Our breadth of knowledge across different recovery programs will minimize the potential for inter-agency conflicts and equip the City with the tools needed to resolve any disputes. Our understanding of each of these federal recovery programs allows us to maximize post-disaster opportunities and leverage available funding through the Infrastructure Investment and Jobs Act (IIJA), while ensuring no duplication in benefits. Our team is prepared to provide the City with highly qualified individuals who possess a comprehensive working knowledge of key infrastructure elements such as roads and bridges, utility systems, debris removal and disposal processes, environmental and historic compliance, insurance considerations, and cost estimating. These professionals are well-versed in disaster damage assessments, FEMA assistance programs, and the specific requirements for mitigation efforts. Their expertise is crucial in ensuring that the City receives the support needed to assess damages accurately, comply with federal and state regulations, and access the necessary funds to recover from and prevent future disasters. A core component of this service is assisting the City in applying for and managing mitigation grants that fund protective measures to safeguard public and private property. FEMA defines hazard mitigation as an action taken to reduce repetitive losses from future natural disasters. This includes protecting critical infrastructure, minimizing property damage, and reducing the financial and personal toll on residents. In the context of disaster recovery, "repetitive losses" refers to damages caused by recurring natural hazards, while "losses" encompass the financial burden of repairing or replacing damaged property and alleviating personal hardships. Our team will ensure that the mitigation measures proposed by the City align with FEMA's stringent program guidelines and eligibility requirements. We will also assist the City in identifying and applying for federal funds administered through the State for mitigation purposes. These funds are typically aimed at preventing future losses of lives and damage to property through the implementation of mitigation measures that are identified as beneficial to the disaster area. Our approach will involve working closely with City staff, the Local Mitigation Strategy (LMS) Chair, and FDEM to ensure all efforts are coordinated, compliant with state and federal regulations, and aligned with the City's disaster preparedness and recovery strategies.

In summary, our team will provide the City with individuals who have the expertise required to support the full scope of disaster damage assessments and assistance programs, particularly in the areas of roads, bridges, utility infrastructure, and compliance with environmental, historic, and insurance requirements. By working closely with City officials, the LMS Chair, and FDEM, we will ensure that all mitigation measures are strategically aligned, well-coordinated, and fully compliant with FEMA and state guidelines. Through our partnership, the City will be better positioned to secure federal and state grant funding that will protect its residents and property from future disasters, reduce repetitive losses, and promote long-term resilience.

#### HAZARD MITIGATION GRANT PROGRAM

There are two primary post-disaster hazard mitigation programs. Hazard mitigation authorized under Section 406 of the Stafford Act is available for any eligible permanent work project and is built into the FEMA PA Program. Metric ensures that each project that is submitted to FEMA for PA funding utilizes Section 406 funding when applicable. During the grant formulation phase, we will prepare a list of the most advantageous mitigation measures for each project for the City's consideration.



Through partnership with our team of FEMA subject matter experts and technical specialists, the City will have staff with the expertise to manage all aspects of the FEMA PA Program, including preparing proposals and grant applications, grant management, project formulation, policy strategy, and Section 406 mitigation. Section 404 mitigation is offered under the HMA Program, which is a competitive grant program that requires an application submittal. Through our planning and recovery team, we will work with the City to outline available funding to pair with viable projects. Our team is supported by grant writers, engineers, and cost estimators, who are all available to assist in the preparation of a Section 404 application.

#### COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM/DISASTER RECOVERY

Our team has in-depth knowledge regarding the requirements of CDBG-DR, CDBG-MIT, and CDBG-CV funded programs. Our expertise enables us to anticipate and avoid significant issues, both pre- and post-program launch. We have assisted grantees during all phases of CDBG-DR grant administration, from the development of Action Plans and Unmet Needs Assessments through project closeout. We have supported our clients in efforts that have included:

- Unmet Needs Assessments
- Action Plan writing and program design
- Eligibility and Duplication of Benefits reviews
- Implementation of the Uniform Relocation Assistance and Real Property Acquisition Act
- Policy development
- Regulatory coordination
- Case management
- Procurement development and oversight
- Construction management
- Reimbursement services

- Project monitoring and contractor oversight
- Payment reconciliation
- External relations and stakeholder engagement
- Financial management
- Tiered environmental reviews

#### **DEVELOPMENT/REVISION OF PLANS**

Metric has supported local government clients around the country in navigating the complex challenges associated with their emergency plans, policies, and procedures. Our team understands that successful programs are not driven by policy alone. Successful programs are driven by intentional design for action, innovative solutions to common problems, embedded compliance, and sound financial stewardship. We are ready to utilize our experience to guide the City through any emergency mitigation or management planning and expenditure process. We will ensure that all plans, policies, and procedures incorporate stakeholder input. We will also ensure they comply with all federal guidelines and regulations, including Emergency Management Performance Grant (EMPG) standards and other industry best practices. Regularly updating emergency management and hazard mitigation plans is essential to ensure that the City is well-prepared for future disasters. Our dedicated team will collaborate closely with City officials to thoroughly review, revise, and develop plans that not only address current risks but also reflect emerging threats and incorporate the latest best practices in emergency management. By maintaining a proactive approach, we aim to enhance the City's resilience against a variety of hazards while fostering a culture of preparedness among residents and stakeholders. Our process will initiate with an exhaustive review of the City's existing plans, including the Comprehensive Emergency Management Plan (CEMP), Continuity of Operations Plan (COOP), and Hazard Mitigation Plan (HMP). We will conduct a comprehensive gap analysis to identify outdated or incomplete sections of these plans, particularly concerning new risks such as sea-level rise and cyber threats, which have become increasingly relevant in today's landscape. This thorough assessment will provide a foundation for developing strategies that mitigate these risks effectively, ensuring that the City can respond adequately to potential emergencies. Recognizing that a successful planning process must reflect the diverse needs of all stakeholders, we will engage a broad spectrum of City officials, first responders, business leaders, and community organizations throughout the planning process.



By facilitating workshops, conducting interviews, and hosting public meetings, we will gather valuable input and feedback from those who will be directly impacted by the plans. This inclusive approach will not only enhance the plans' relevance but also foster a sense of ownership and collaboration among stakeholders, ultimately leading to more effective and widely supported emergency management strategies. The updated plans will be meticulously aligned with federal and state guidelines, including FEMA's Comprehensive Preparedness Guide (CPG) 101, the National Incident Management System (NIMS), and the Incident Command System (ICS). We will ensure that all revisions adhere to these standards, providing a solid framework for effective disaster response. We will integrate the latest best practices in emergency management, incorporating advanced techniques such as GIS-based risk assessments for better visualizations of vulnerabilities, real-time hazard monitoring systems for timely alerts, and resilient infrastructure design principles to withstand the impacts of disasters. Once the plans have been updated, we will implement a comprehensive series of training sessions and exercises to familiarize City personnel and emergency responders with the new procedures and protocols. This training will encompass various scenarios, enabling participants to understand their roles within the updated framework. Full-scale exercises simulating a range of disaster scenarios will be conducted to test the effectiveness of the plans in realworld conditions, providing an invaluable opportunity to identify strengths and weaknesses. Following these exercises, After Action Reviews (AARs) will be carried out to gather insights and feedback, allowing us to pinpoint areas for further improvement and adjustments. This continuous cycle of training, evaluation, and refinement will ensure that the City remains adaptable and responsive to any emerging threats, thereby enhancing overall community safety and resilience.



#### **DOCUMENTATION AND REPORTING**

## Transparent Reporting and Establishing Financial Controls -

We will collaborate with the City to release written, monthly project status updates to ensure transparent reporting, which will allow stakeholders to remain informed and empowered to make decisions. We will leverage data to produce ad hoc reports and internal or external facing dashboards to communicate and report on issues such as risk, program progress, milestones achieved, performance issues, program successes, compliance concerns, and program demographics. The City will most likely receive funding from multiple sources, and our team will prioritize expenditure of funding streams with more restrictive requirements to maximize funding across sources. By establishing financial practices and procedures pre-disaster, the City can mitigate funding delays or denials and avoid missing opportunities. Our team will work to ensure that the financial management systems are in place, including payroll, and that all transactions are being captured and processed according to applicable laws and regulations. By establishing financial management systems and policies pre-disaster, the City can reduce the time between disaster event and funding, as federal funders will be assured that the City is prepared to act as a responsible fiscal steward. We understand the importance of tracking management costs and staying within the City's anticipated budget, and we will consistently track, monitor, and communicate with the City.

#### **Emergency Management Plans, Policies, and Procedures**

Metric has supported local government clients around the country in navigating the complex challenges associated with their emergency plans, policies, and procedures, along with COVID-19 recovery. Our team understands that successful programs are not driven by policy alone. They are driven by intentional design for action, innovative solutions to common problems, embedded compliance, and sound financial stewardship. We have supported clients with grant administration topics including strategic planning, policy development, communications, technical assistance and interpretation of federal regulations, reporting, financial management, program design and implementation, audit preparation, and project closeout processes. We understand that a variety of plans and procedures may need to be researched, written, revised, or updated, including the City's Pre-Disaster Recovery Plan, its Debris Management Plan, Standard Operating Procedures (SOPs), the LMS Plan, and the Comprehensive Emergency Management Plan (CEMP).



#### FEMA PUBLIC ASSISTANCE

Our team includes a number of FEMA PA experts who can assist the City with a variety of projects, including Ms. Settoon, our Vice President of Disaster Recovery & Resiliency, who has over 18 years of experience in emergency management and disaster recovery with FEMA and the Small Business Administration (SBA). As a FEMA CORE employee at FEMA's Louisiana Recovery Office, Ms. Settoon served in multiple capacities, from Project Specialist to Public Assistance Group Supervisor. She has worked in the private sector for the last seven years, where she has continued to assist municipalities, school boards, and other public entities to ensure they increase their FEMA PA eligibility, identify FEMA HMGP opportunities, and successfully navigate the bureaucracy of compliance. As a team, Metric approaches FEMA PA collaboratively. We leverage relationships, insights, and practical knowledge to reduce the time between disaster event and cost recovery. We understand the regulations and details that govern the FEMA PA Program and we provide accessible interpretations of policy and actionable guidance. As a result, the City will receive fast results and will have peace of mind knowing that recovery funds are spent in compliance with governing regulations. As needed, or as requested by the City, we will also attend meetings with relevant local, state, and federal officials to address FEMA PA grant management eligibility and process issues. Overall, our FEMA PA approach is spearheaded by the following three phases:

- 1. Grant Formulation
- 2. Grant Management
- 3. Grant Closeout

#### LIFE CYCLE COSTING FOR THE FEMA PA PROGRAM

We utilize Life Cycle Costing (LCC) to ensure federal funds are spent efficiently and effectively when supporting communities post-disaster. When partnering with us, the City will gain access to a comprehensive approach that evaluates the total cost of ownership over the life of an asset, helping you make informed decisions about investments and ensuring long-term financial sustainability. For example, the City could use LCC to evaluate whether elevating homes in a flood-prone area is more cost-effective over the long-term than repeatedly repairing flood damage. Similarly, for a damaged public school, LCC could determine whether retrofitting the building to withstand future hurricanes is more cost-effective than simple repairs.

**Cost-Effectiveness Analysis:** Metric uses LCC to justify the funding of your projects by comparing long-term costs and benefits. This ensures that the chosen solutions provide the best value over time, rather than just the lowest initial cost. We provide detailed LCC analyses required for grant applications to demonstrate the cost-effectiveness of your proposed projects over their entire lifespan.

**Evaluation of Alternatives:** We help evaluate different recovery and reconstruction options by comparing their total costs over the life cycle. This includes considering more resilient and sustainable building practices that might have higher upfront costs but lower long-term expenses. Our LCC assessments show how incorporating resilience measures, such as flood-proofing or wind resistance, can reduce future disaster costs.

**Maintenance and Operating Costs:** We ensure that maintenance and operating costs are factored into your decision-making process. We help plan for the long-term sustainability of your project, avoiding future financial burdens. By evaluating the full life cycle, we ensure your projects do not have hidden costs that could become burdensome in the future.

**Repair vs. Replacement:** We use LCC to decide whether it is more cost-effective to repair an existing asset or replace it entirely. This decision considers not only immediate repair costs but also future maintenance and operational costs. We evaluate projects based on the expected lifespan and durability of materials and systems, promoting cost-effective solutions long-term.



**Grant Management and Compliance:** Throughout the grant lifecycle, we use LCC to monitor and manage costs, ensuring your project stays within budget and meets required cost-effectiveness criteria. We assist in documenting and reporting on LCC analyses as part of compliance with FEMA's funding requirements, providing detailed cost estimates and justifications for chosen solutions.

**Training and Guidance:** Metric provides training and technical assistance on conducting LCC analysis, ensuring all stakeholders understand the importance of considering long-term costs and benefits. We provide guidance documents outlining methodologies for performing LCC analysis, ensuring consistency and accuracy in the evaluation process.

**Infrastructure and Facility Projects:** For critical infrastructure projects such as bridges, roads, and public buildings, LCC is essential to ensure investments remain functional and cost-effective over their expected lifespans. We encourage the use of LCC in mitigation projects to justify the upfront costs of hazard mitigation measures, showing how they lead to reduced future disaster-related costs.

#### **GRANT FORMULATION**

Our team's knowledge of FEMA's Grants Portal, along with our commitment to streamlined processes for project development will provide the City with a seamless and effective pre-obligation phase.

The FEMA PA process begins with ensuring damages are accurately captured and completed within the City's Damage Inventory (DI). The DI is where the City will document all damages from an event. Most importantly, the DI needs to be completed with all damages identified within 60 days of the Recovery Scoping Meeting (RSM). The DI lays the foundation for project development, and plays a critical role in project grouping, setting site inspections, and developing a Scope of Work (SOW). If these items are not adequately captured, cascading impacts can cripple projects for the remainder of the project lifecycle.

During the grant formulation phase, our team will also begin tracking event-related costs, which will help set the City up to receive maximum reimbursement. We have a plethora of recovery professionals with the skills needed to complete damage assessments that exceed FEMA's expectations.

Overall, critical points under the grant formulation process include:

- Essential Elements of Information (EEIs)
- Damage Description and Dimensions (DDDs)
- Applicant Final Review

#### **Best Practice**

Metric will submit a memo with each EEI so the FEMA representative who is writing the City's project has context and a simple explanation of the project.

#### **Metric will:**

- Ensure the project scope is accurate and all damages are captured
  - Verify completed work is included
  - Confirm the cost estimate is close to the anticipated cost, if a fixed cost offer is not acceptable
- Certify that the cost reflects the fixed cost offer, if a fixed cost offer is accepted



### SUBSTANTIAL DAMAGE ASSESSMENTS

When buildings undergo repairs or improvements, it presents an opportunity for local floodplain management programs to reduce flood damage to existing structures. More than 21,000 communities participate in FEMA's National Flood Insurance Program (NFIP). To participate in the NFIP, communities must adopt and enforce regulations and codes that apply to new developments in Special Flood Hazard Areas (SFHAs). Local floodplain management regulations and codes contain minimum NFIP requirements that apply not only to new structures but also to existing structures that are "substantially improved (SI)" or "substantially damaged (SD)."

Substantial Damage Assessments (SDAs) are required to be performed following a disaster for all residential and commercial properties within a Special Hazard Flood Area (SFHA) to maintain NFIP eligibility. Our team is prepared to assist the City as needed and has subject matter experts on our team to help lead efforts. If conducted in accordance with DRRA 1206, Substantial Damage Estimator (SDE) costs are reimbursable through the FEMA PA Program. Our services for substantial damage assessments may include the following:

- Education/outreach for the NFIP community on SDE purpose and requirements
- SDE building assessment training for inspectors
- SDE field operations management
- Training on how to utilize FEMA's SDE 3.0 tool
- SDE data QA/QC
- Consulting the NFIP community with post-processing of SDE results

#### **GRANT MANAGEMENT**

A bulk of the work occurs in the grant management phase. FEMA and the State need to ensure that the City submits all the appropriate documentation and is following the project's approved SOW in order for the City to submit a Request for Reimbursement (RFR) and draw down its funds. We streamline the creation and submittal of RFRs in an expedited and efficient manner, allowing us to pave the way for the City to receive reimbursements quicker than other applicants in the state. We prepare for expeditious reimbursement by carefully accounting for all items throughout the process, which makes compiling an RFR a simple, straightforward process. As RFRs are approved and funding is released by FEMA, we will help the City's project stay on track by carefully monitoring each project against the planned outcomes. When a project slips as a result of budget overruns, schedule delays, or quality issues, we will work with the contractor and the City to get work back on track. In our experience, schedule delays are the most common reason a project is negatively impacted, and our team of technically trained project managers are skilled at efficiently getting programs back on track.

## PROJECT WORKSHEETS & DAMAGE ASSESSMENTS

Preparation and implementation of Project Worksheets is required for every disaster management and recovery project that is subject to FEMA funding. Our team of disaster response professionals can assist the City with identifying, documenting, and quantifying disaster-related permanent work damages to public infrastructure components, transportation systems, and facilities, and can provide Project Worksheets and Detailed Damage Inspection Reports. Our staff will also monitor reconstruction efforts to compare actual work being done vs. the scope of repair that was listed on the Project Worksheet, and we will close out all Project Worksheets on behalf of the City. We will work alongside our debris professionals to develop Project Worksheets for the City's Category A, Debris Project Worksheets, to ensure timely reimbursement to support recovery efforts. Our team includes staff who are versed in eligibility and documentation requirements for Project Worksheet development for Category B emergency work expenditures, which can be a very tedious process.



#### **FEMA APPEALS SUPPORT**

There are times when FEMA may not agree with information presented within a project and will deem portions of the project, or the entire project ineligible. In those limited cases, our team will work with the City to prepare policy-driven defense of the project.

Our approach to appeals starts with our design for operations and applications for funding. We design operational processes and Project Worksheets with a strong policy underpinning. This policy-driven approach allows us to prevent appeals and adverse determinations. When disagreements do come up, we attempt to mediate them on a policy basis, avoiding the cost and time delay of an appeal.

When appeals are necessary, we advocate for our clients' ability to pursue recovery projects and initiatives that align with their vision. We will work with the City to create

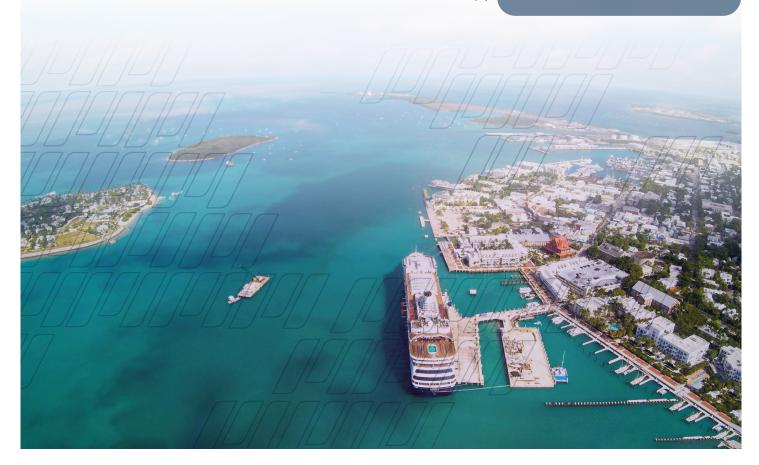
compelling, concise appeals packages for submission to state and federal entities.

Our team's personnel include subject matter experts, engineers, and other policy specialists who have successfully appealed FEMA funding decisions to the benefit of our clients around the country. We stand prepared to support the City in the event there is a need for appeals, including during instances of potential funding deobligations.

Overall, our team is ready and able to assist the City with all FEMA PA programmatic, financial, and process tasks at the City's request.

**SUCCESS STORY** 

Metric submitted a successful, policy-driven argument that was supported by common sense explanation to support the City of Cranston, Rhode Island in a FEMA appeal. FEMA's adverse determination was reversed, and the City of Cranston's questioned costs were reimbursed.





## **Detailed Work Plan to Kickoff FEMA Public Assistance Recovery**

Days 1-14	Days 15-60	Days 61-90	Long-Term Actions
<ul> <li>Conduct a kickoff meeting that includes Metric and the City.</li> <li>Identify damages and facilities that require comprehensive damage assessments.</li> <li>Form damage assessment teams to perform assessments that meet FEMA's specifications.</li> <li>Begin engagements with FEMA and FDEM (as required).</li> <li>Develop the Damage Inventory (FEMA Project Worksheet list).</li> <li>Review and respond to FEMA's comments.</li> </ul>	<ul> <li>Work with the City to establish the first 60-day schedule with three-month task and production goals for the program.</li> <li>Review current reporting structure and adjust to ensure the most efficient format for reporting to the City's accounting team for discussion between Metric and the City regarding monthly reports, quarterly reports, and City briefings.</li> <li>Establish Key Performance Indicators (KPIs) so Metric's staff can align metrics for overarching and longer-term production objectives, and ensure all parties agree on KPIs.</li> <li>Review Damage Description and Dimensions (DDDs) for all storm damages submitted to FEMA, and ensure they are properly documented, including debris removal, force account labor and equipment, emergency protective measures, temporary trailers, and permanent work projects.</li> <li>Ensure the grant and project management teams work in unison.</li> </ul>	<ul> <li>Continue agreed upon engagement plan with FEMA and FDEM.</li> <li>Work with the City's Risk Manager to understand expected insurance settlements by project.</li> <li>Assemble the backup and begin developing the Scope of Work for each project based on the DDDs for the City's approval, prior to submitting through the FEMA Grants Portal.</li> <li>Continue to coordinate with the City's Risk Manager on all insurance developments, so maximum efficiency can be achieved on efforts to be expended on FEMA's documentation requirements.</li> </ul>	<ul> <li>Provide insight and guidance regarding the availability of additional funding as it becomes available during the recovery phase.</li> <li>Collect, review, retain, and package grant data and backup.</li> <li>Assist in providing procurement guidance and with the development of RFQs for permanent work reconstruction (as needed).</li> <li>Reconcile Scope and cost through the comparison of cost estimates vs. actual costs.</li> <li>Develop eligibility arguments and justifications.</li> <li>Submit reimbursement requests to FDEM.</li> <li>Develop and submit all version requests and alternate, improved, or 428 project requests.</li> <li>Review pay requests for permanent work projects to ensure adherence to compliance requirements.</li> <li>Package and submit all final closeout documentation.</li> <li>Prepare and support all internal and external audit proceedings (if required).</li> <li>Provide monthly and executive reports to the City, and quarterly reports to FDEM, as required by FEMA and its various programs.</li> </ul>



#### **CONDUCTING EXERCISES**

the City's emergency preparedness, ensuring that a structured framework for continual improvement. response plans are tested, refined, and ready for real-world application. These exercises not only assess the City's capability to handle various disaster scenarios but also help identify gaps in response efforts and improve coordination among agencies and stakeholders. Our team follows a highly detailed approach in designing and facilitating exercises, from low-stress discussions to high-intensity simulations, ensuring they are developed in alignment with the Homeland Security Exercise and Evaluation Program (HSEEP) standards. This approach guarantees that all exercises provide meaningful, actionable insights while adhering to national best practices. Each exercise will be specifically tailored to reflect the hazards the City faces, including hurricanes, floods, and public health emergencies. By working closely with City officials, we will create realistic scenarios designed to test key capabilities such as resource coordination, communication, evacuation planning, shelter operations, and recovery efforts. Through these customized scenarios, local government staff and response teams will gain critical experience in addressing the specific challenges they are most likely to encounter. The exercises will be developed, conducted, and evaluated following HSEEP guidelines, ensuring that they meet national

Conducting regular exercises is a crucial part of standards for emergency preparedness and provide We will implement a range of exercise types to test various components of the City's emergency response system. All exercises will be designed to align with the five mission areas of prevention, protection, mitigation, response, and recovery. This ensures that the exercises not only test immediate response capabilities but also address broader strategies for reducing risk, safeguarding critical infrastructure, and improving long-term recovery efforts. Our experience in these mission areas will ensure that the City's staff receives training and exercises that enhance preparedness across the full spectrum of disaster management, from risk prevention to post-event recovery. All exercises will be led by experienced HSEEP practitioners, ensuring that every stage of planning, execution, and evaluation is conducted to the highest professional standards. By conducting these exercises within the HSEEP framework and addressing all five mission areas, the City will benefit from a structured and systematic approach to building resilience, improving coordination, and ensuring that its emergency response teams are fully prepared for any disaster. Through this process, the City will continuously improve its ability to protect residents, allocate resources efficiently, and quickly recover from future emergencies.

#### ELECTRONIC CLEARINGHOUSE FOR GRANT MANAGEMENT COSTS, DATA, REQUESTS

for grant management cost documentation. This initiative is essential for enhancing transparency and efficiency in managing multiple grant sources. To begin, we will implement a comprehensive electronic documentation system designed to securely store and organize all grant-related materials. This includes not only eligibility documentation but also financial reports, program costs, and any other relevant data. By utilizing a centralized platform, the City will benefit from streamlined access and retrieval of information, significantly improving the management of requests and reducing administrative burdens. Ensuring transparency and accountability is critical, and we are committed to adhering Generally Accepted Accounting Principles (GAAP) in all financial transactions. Our team has extensive experience in grant management, and will oversee the accurate reflection of all revenues and

We are well-prepared to meet the requirements expenditures. This meticulous approach will foster trust among stakeholders and regulatory bodies alike, ensuring compliance and integrity in financial reporting. Ongoing maintenance and support are vital for the long-term success of the electronic clearinghouse. Our approach includes establishing a dedicated staff to assist users with any queries or technical issues that may arise. This support will ensure that the system remains operational and user-friendly, minimizing downtime and disruptions. Through a combination of advanced technology, adherence to accounting standards, seamless integration with state systems, ongoing support, and robust training, we are committed to ensuring that all requirements are met and that grant funds are managed efficiently and transparently. This comprehensive approach will not only enhance operational effectiveness but also build trust and confidence among all stakeholders involved.



#### PROJECT WORKSHEET CLOSEOUT FOR CURRENT/FUTURE DISASTERS

implement a systematic approach to collecting and organizing all relevant documentation throughout the disaster recovery process. This includes gathering invoices, contracts, progress reports, and any other supporting materials that substantiate expenditures and activities related to the project. By maintaining meticulous records, we will facilitate a smooth and efficient closeout process. We will conduct thorough financial reconciliation to ensure that all expenditures align with the approved Project Worksheets. This process will involve verifying that costs are allowable, reasonable, and necessary, as outlined by FEMA.

To prepare effective closeout packages, we will We will prepare detailed financial reports that clearly document all expenditures, ensuring that our closeout packages provide a complete financial picture for FEMA review. Effective closeout preparation requires close collaboration with local authorities, project managers, and stakeholders involved in disaster recovery efforts. We will establish a communication plan to keep all parties informed throughout the closeout process, with regular check-ins and updates to address any concerns and ensure that all necessary information is gathered in a timely manner.

#### ASSIST & FACILITATE WITH THE REIMBURSEMENT AND GRANT MANAGEMENT PROCESSES

Navigating the complexities of federal reimbursement eligibility of projects for ongoing federal funding. and grant management processes is often a significant challenge for local governments, particularly in the aftermath of a disaster when resources are stretched, and immediate recovery is paramount. Our team is committed to providing the City's local government staff with comprehensive support across all aspects of these processes, ensuring that they can effectively manage disaster recovery and mitigation funding without the burden of administrative hurdles. A primary focus of our efforts will be assisting the City with the preparation and submission of RFRs, a critical step in the federal reimbursement process. These requests are essential for securing funding from FEMA and other relevant agencies, and our team will ensure that each RFR is meticulously prepared and fully documented. This includes gathering and organizing all necessary documentation, such as contractor invoices, labor timesheets, environmental compliance reports, and other supporting materials to substantiate the request. By ensuring compliance with FEMA's eligibility requirements, we will help the City expedite the reimbursement process and maximize federal funding opportunities.

Beyond the submission of RFRs, grant compliance and reporting will also be a key component of our support. We will work closely with local government staff to monitor the progress of funded projects, ensuring that all milestones, expenses, and deliverables are tracked accurately and on time. This oversight is crucial for maintaining the

Our team will also assist in the preparation and submission of Quarterly Progress Reports (QPRs) and any additional documentation required by FEMA, FDEM, and other agencies, ensuring full transparency and compliance with grant program rules.

In addition to managing the day-to-day aspects of the reimbursement and grant management processes, we understand the importance of building longterm capacity within the City's government. To that end, we will provide ongoing training and support to local government staff, equipping them with the knowledge and tools they need to effetively manage future disaster recovery and mitigation efforts. This will include training sessions on FEMA's PA Program, the HMGP, and other relevant federal grant programs.

Our team will also offer personalized, one-on-one assistance, guiding staff through the intricacies of the reimbursement process, grant management best practices, and compliance requirements. Through our highly detailed and structured approach, we aim to empower the City's local government staff, ensuring that they not only meet the immediate demands of federal reimbursement and grant management but also build the capacity to navigate these processes independently in the future. This combination of handson assistance and strategic training will strengthen the City's resilience, enabling the community to recover more quickly from disasters and be better prepared for future challenges.



#### OTHER PLANNING, TRAINING, EXERCISE, AND STAFF AUGMENTATION SERVICES, INCLUDING EOC SUPPORT, SHELTERING, LOGISTICS, ETC.

In addition to our core services around federal By efficiently managing the flow of essential resources, reimbursement and grant management, we offer a broad array of planning, training, exercise, and staff augmentation services that are designed to bolster the City's preparedness, response, and recovery capabilities. These services are crafted to support critical operations such as EOC activation, sheltering logistics, and resource management, ensuring the City is equipped to handle a wide range of disaster scenarios with efficiency and effectiveness.

Our team is experienced in providing expert support during an EOC activation, a central hub for managing disaster response operations. We will work closely with the City's local government staff to ensure the EOC functions smoothly during emergencies. This includes assisting with coordination between various agencies, managing real-time information flow, resource allocation, and making strategic decisions that are vital to effective disaster response. Our EOC support services will ensure that the City's operations remain organized, responsive, and adaptable during highpressure disaster events.

Sheltering is another critical area where we provide comprehensive support. In times of disaster, the safety and well-being of displaced residents are paramount. Our team will assist in the planning, coordination, and management of emergency shelter operations, ensuring that shelters are properly equipped, staffed, and able to meet the needs of the community. This includes establishing shelter layouts, ensuring compliance with health and safety protocols, and managing logistics related to food, water, medical supplies, and other essentials. We will also work to streamline sheltering processes so that resources are deployed efficiently and equitably.

Effective logistics management is at the core of any successful disaster response. Our team will provide planning and execution support for logistics operations, including the procurement and distribution of critical supplies and resources. Whether it is coordinating supply chains, managing inventory, or overseeing the transportation and deployment of goods, we will ensure that the City's logistics operations are agile and responsive to the evolving needs of the community during and after a disaster.

we will help the City avoid delays and ensure that lifesaving supplies reach those who need them most.

Training and exercises are integral to ensuring that the City's local government staff is fully prepared for future disaster events. Our team will deliver targeted training programs tailored to the City's specific needs, covering a wide range of disaster response functions. These programs will include comprehensive training on EOC operations, shelter management, and logistics coordination.

In addition, we will design and facilitate scenario-based exercises that simulate real-world disaster events, allowing staff to practice their response strategies in a controlled environment. These exercises will test the City's operational readiness, identify any gaps in response capabilities, and provide valuable insights for future improvements.

Staff augmentation is another key service we offer, particularly during periods of heightened demand when the City's internal resources may be stretched thin. Our team can provide temporary, qualified personnel to assist with a variety of critical functions during disaster events, including EOC support, shelter management, and logistics operations. By augmenting the City's workforce during these times, we ensure that essential operations can continue without disruption, even when local resources are limited or overwhelmed.

By integrating these services into the City's disaster preparedness and response framework, we can significantly enhance the City's resilience and capacity to respond to emergencies. Our holistic approach addresses both immediate response needs, such as EOC support and sheltering, and long-term preparedness, through ongoing training, exercises, and logistics planning.

This comprehensive support will enable the City to better protect its residents, manage resources effectively, and respond to disasters with confidence and precision, ultimately leading to faster recovery and a stronger, more resilient community.





#### **LOGISTICS**

By working collaboratively with internal and external stakeholders, our objective is to avoid delays, maximize eligible funding, and avoid appeals. Our staff has years of prior experience working directly with FDEM and FEMA. Our depth of experience and long-standing relationships will prove invaluable to the City's recovery. We utilize the latest technology for this collaboration such as Microsoft Office, including Teams to hold remote meetings and communications, SharePoint for seamless and encrypted file sharing and storage, as well as in-person meetings when requested. We feel that in today's advanced technology workspace, Metric can effectively meet these challenges, while remaining budget mindful to ensure the City recovers from a disaster as quickly and efficiently as possible. We routinely hold Teams meeting both internally and with our clients, and will supplement these with in-person meetings when needed. We will hold weekly status meetings to ensure a smooth and efficient recovery process, as well as routine emails and phone calls to assist in information gathering and process work flow routine. We understand that our reputation as a disaster recovery services provider is dependent on our capability to show up when our clients need us most. We have also seen examples where other firms have overcommitted their resources and are unable to respond to their clients' needs effectively. At Metric, we carefully consider our current workload and commitments with our ability to take on additional clients. To ensure we do not overextend ourselves and take on work beyond our capacity, we evaluate the workload of our proposed personnel to ensure that they not only have the availability to respond but that each staff member has the appropriate skills and experience for their assigned roles. Additionally, at the project's initiation and through its duration, we will work with the City to develop a Workforce Management Plan that will allow us to optimize how, when, and where we complete our work, and who is best suited to perform the job. An effective plan is a continuous process that helps streamline operations across all functions.

#### **DESIGNATED OFFICE**

The office serving this contract is located in Miami, Florida, and all work performed on this contract will be based out of that office. Although we have a remote workforce across several states in the Southeast, all work is approved by staff who are based out of Miami. We have also included a table that displays the Metric office locations throughout the state.

#### LIMITATIONS

Metric does not see any limitations to our ability to perform the services requested. Our corporate headquarters is located at 13940 SW 136th Street, Miami, FL, and our proposed Project Manager/ Sr. Emergency Management Consultant lives in southern Lake Placid, in Highlands County. As a result of our proximity, Metric can be at the City in a few hours, and our PM can be on-site within 12 hours from notification. If US 1 is compromised, Metric will utilize one of the many local airports to fly into Marathon or Key West International airports to access the City.

Office Location	Address
Lake Mary	525 Technology Park, Suite 153 Lake Mary, FL 32746
Tampa	8875 Hidden River Parkway, Suite 300 Tampa, FL 33637
Jacksonville	11760 Marco Beach Drive, Suite 1 Jacksonville, FL 32224
Ft. Lauderdale	2200 W. Commercial Blvd Ft. Lauderdale, FL 33309
Miami	13940 SW 136th Street Miami, FL 33186
Panama City	2616 Jenks Avenue Panama City, FL 32405
Panama City Beach	13405 Panama City Beach Parkway Suite D & E Panama City Beach, FL 32407
Chipley	1343 Brickyard Road Chipley, FL 32428



#### ATTACHMENT - A

#### PRICE PROPOSAL FORM

Proposal costs are inclusive of all related expenses including, but not limited to, contract administration, technical assistance to the City, personnel training and certification, TDMS management, services for security, safety, and associated actions necessary for implementation of emergency management operations by the Proposer as defined in the Contract.

PROPOSAL FROM:

Company: Metric Consulting, LLC

Address: 13940 SW 136th Street, Miami, FL 33186

Phone/ Fax: (305) 235-5098

To furnish all materials, equipment and labor and to perform all work in accordance with the Contract Documents for: **Emergency Management Consultant Services**, located within The City of Key West, Florida.

To: THE OFFICE OF THE CITY CLERK

CITY OF KEY WEST

ATTN: CITY CLERK

1300 White St.

Key West, FL 33040

- 1.0 The undersigned Proposer proposes and agrees, if this proposal is accepted, to enter into a Contract with The City in substantially the form as the contract included in the Proposal Documents to perform all work and any additional services as specified or indicated in the Proposal Documents at the unit prices and within the times indicated in this proposal and in accordance with the other terms and conditions of the Proposal Documents.
- 2.0 Proposer accepts all of the terms and conditions of the Invitation for Proposal and Instructions to Proposer(s), including without limitation those dealing with the disposition of proposal security. The proposal will remain subject to acceptance for 90 days after the proposal opening, or for such longer period of time that Proposer may agree to in writing upon request of The City.



- 3.0 In submitting this proposal, Proposer(s) represents, as set forth in the contract, that:
  - A. The Proposer has examined and carefully studied the Proposal Documents, the other related data identified in the Proposal Documents, and the following Addenda, receipt of all, which is hereby acknowledged;
  - B. Proposer has had an opportunity to visit the Site and become familiar with and is satisfied as to the general, local and Site conditions that may affect cost, progress, and performance of the Work;
  - C. Proposer is familiar with and is satisfied as to all federal, state and local Laws and Regulations that may affect cost, progress and performance of the Work;
  - E. Proposer has given The City written notice of all conflicts, errors, ambiguities, or discrepancies that Proposer has discovered in the Proposal Documents, and the written resolution thereof by the City is acceptable to Proposer;
  - F. The Proposal Documents are generally sufficient to indicate and convey understanding of all terms and conditions for the performance of the Work for which this Proposal is submitted.
- 4.0 Proposer further represents that this proposal is genuine and not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Proposer has not directly or indirectly induced or solicited any other Proposer(s) to submit a false proposal; Proposer has not solicited or induced any individual or entity to refrain from producing a Proposal; and Proposer has not sought by collusion to obtain for itself any advantage over any other Proposer(s) or over The City.
- 5.0 Proposer acknowledges that there are no quantities guaranteed, and unit cost information is solely for the purpose of comparison of Proposal(s), and final payment for all Unit Price Proposal items will be based on actual services provided, determined as provided in the Contract Documents.
- 6.0 Proposer acknowledges that all unit costs include any necessary insurance and bonds.



Table A – PROPOSAL SCHEDULE

Item	Quantity Hours	Unit Price	Extended Total
	per Event	(Fixed Fee)	TOTAL
Emergency Respon	se Activatio	) <b>n</b>	
Project Executive	80	\$ 200.00	\$16,000.00
Subject Matter Expert	80	\$ 195.00	\$15,600.00
Project Manager	160	\$ 165.00	\$26,400.00
Public Adjuster	320	\$ 145.00	\$46,400.00
Senior Closeout Specialist	80	\$ 165.00	\$13,200.00
Closeout Specialist	160	\$ 145.00	\$23,200.00
Other: List specialty Environmental Specialist	40	\$ 145.00	\$5,800.00
Item	Quantity Class	Unit Price (Fixed Fee)	Extended Total
TRAINING CLASSE	S (FIXED F	EE)	
IS 300 – Intermediate Incident Command System	2	\$6,000.00	\$12,000.00
IS 400 – Advanced Incident Command System	2	\$4,000.00	\$8,000.00
CEMP Refresher Incident Commander (IC)	1	\$ 4,800.00	\$4,800.00
		J.	
Comprehensive Emergency Management Plan (CEMP); Hazard Annexes and associated emergency response and contingency plans Annual Update (FIXED FEE)	1	\$24,000.00	\$ 24,000.00
EXERCISES AND DRII	LLS (FIXEI	) FEE)	



CEMP Exercise	1	\$19,500.00	\$19,500.00
ICS Forms Drill	1	\$14,500.00	\$14,500.00
Joint Information Center (JIC) Drill	1	\$22,500.00	\$22,500.00
PREPAREDNESS EVE	ENTS (FIXE)	D FEE)	
City Emergency Operations Center (EOC) Facilitation	1	\$28,000.00	\$28,000.00
Alternate City EOC Facilitation (IMT)	1	\$28,000.00	\$28,000.00
SPECIAL PROJECTS (HOURLY RATE):	Proposed	Hourly	Extended Total
GRANT RESEARCH AND APPLICATION	Hours	Rate	
Project Manager or Lead Consultant	80	\$175.00	\$14,000.00
Project Engineer or Lead Planner	120	\$135.00	\$16,200.00
Associate	80	\$145.00	\$11,600.00
Staff Assistant	40	\$85.00	\$3,400.00
TOTAL PROPOSEI	D CONTRAC	CT PRICE	\$353,100.00

Confirmation of Signature on Price Proposal Information: In the event of any discrepancies between the Price Proposal and the Draft Contract, the terms of the Draft Contract shall take precedence.

Metric Consulting, LLC	
Name of Proposer	
1 1/4	_
Signature of Proposer	
President	
Title	





### PRICING FROM DRAFT CONTRACT

Position	Rate/Hour						
Emergency Management							
Senior EM Consultant	\$170.00						
EM Consultant	\$160.00						
Senior Planner	\$175.00						
Project Manager	\$165.00						
Planner	\$135.00						
[Phase 1] Initial On-Site Incident Management Support Team Activation (IMST) Fee	\$175.00/person						
[Phase 2] Emergency Management Coordinator (IMST Overhead Teams; Team Leader)	\$150.00/person						
Operations Manager (Any IMST Command or General Staff position)	\$150.00						
Operations Specialist (Any non-general/command IMST position)	\$125.00						
Hazard Mitigation Assistance							
Senior Program Manager	\$185.00						
Program Manager	\$165.00						
Technical Specialist	\$175.00						
Administrative Support	\$85.00						
Preliminary Damage Assessment - Public Assistance							
Damage Assessment Team Lead	\$145.00						
Damage Assessment Specialist (Team)	\$125.00/person						
Public Assistance Consulting							
Senior Consultant/Appeals Specialist	\$185.00						
Consultant	\$145.00						
	¢1/F 00						
Technical Specialist	\$165.00						



Tab IV.

# Familiarity with Florida and the Florida Keys

Metric Consulting, LLC • 13940 SW 136th Street, Miami, FL 33186 • www.metric-consulting.com



## F

#### **FAMILIARITY WITH FLORIDA AND THE FLORIDA KEYS**

Metric has a proven track record of providing comprehensive emergency management services throughout Florida, including extensive experience in the Florida Keys. With over three decades of support for EOC operations since 1992, we have been integral to disaster response and recovery efforts across the state.

In the Florida Keys, which fall under FDOT District 6 (Miami-Dade and Monroe Counties), we have provided debris monitoring services to assist communities in their recovery from hurricanes and other natural disasters. Our team has successfully managed large-scale debris removal operations, ensuring compliance with FEMA regulations and FDOT guidelines to secure reimbursements and streamline recovery timelines.

Metric also is proud to have a contract with KEYS Energy Services to provide FEMA Public Assistance advisory services, hazard mitigation expertise, and financial and grant management support. This partnership has deepened our understanding of the vulnerabilities faced by KEYS Energy Services, including those arising from the region's exposure to hurricanes, flooding, and environmental risks.

Metric is available to the FDOT to provide expert support for a variety of emergency scenarios. Our team has extensive experience coordinating debris monitoring during high-impact events such as Hurricanes Irma and Ian. We ensure safe, efficient, and environmentally responsible debris removal from both public and private properties. Additionally, we support immediate disaster response operations by conducting damage assessments, managing resource allocation, and executing logistical planning to streamline recovery efforts.

We also specialize in addressing challenges related to flooding and storm surge, which are frequent concerns in low-lying areas like the Florida Keys. Our services include providing environmental solutions and mitigation strategies to minimize erosion and protect critical infrastructure. This comprehensive approach ensures that FDOT and its stakeholders are well-equipped to manage emergencies and enhance community resilience effectively. Our approach prioritizes collaboration with local governments, FDOT, and community stakeholders to ensure tailored, efficient, and equitable responses to emergencies.

Additionally, our expertise in debris monitoring has been instrumental in restoring critical infrastructure, reducing recovery costs, and minimizing environmental impacts. By leveraging our extensive experience and resources, Metric remains committed to enhancing disaster resilience and recovery in Florida, particularly in the vulnerable and vital region of the Florida Keys.



Tab V.

Client References

Metric Consulting, LLC • 13940 SW 136th Street, Miami, FL 33186 • www.metric-consulting.com

.....



#### **CLIENT REFERENCES**

Metric is proud to offer extensive expertise in emergency management and grant administration services, fully aligned with the City's Scope of Services. Our proven capabilities include FEMA PA support, from developing Damage Descriptions and SOWs to managing Project Worksheets, cost reconciliation, and appeals. We excel in hazard mitigation planning under Sections 404 and 406, identifying and preparing mitigation projects with BCA to reduce future risks. We specialize in comprehensive financial and grant management, ensuring accurate cost tracking, compliance, and efficient reimbursements through detailed documentation and pre-audit preparation. Our team provides seamless interagency coordination and technical support, helping municipalities meet regulatory requirements while optimizing federal and state funding. With a strong track record in disaster recovery, Metric ensures the City will achieve its recovery goals efficiently, from application through closeout.

Additionally, Metric offers tailored training programs and exercises aligned with the City's CEMP. Our team conducts NIMS training, customized ICS courses, and CEMP refreshers to ensure readiness for incident response. We design and deliver HSEEP-compliant drills and full-scale exercises, integrating real-world scenarios to evaluate emergency response capabilities and inter-agency coordination. These initiatives enhance preparedness, refine operational strategies, and ensure compliance with state and federal training requirements. Metric ensures the City will achieve its recovery and preparedness goals efficiently, from application through closeout.

Reference	Contact Information
PASC COUNTY FLORIDA OPEN SPACES. VIBRANT PLACES. Disaster Related Recovery Services	Patrick W. Ballinger   Grants Coordinator 8731 Citizens Drive   New Port Richey, FL 34654 pballinger@pascocountyfl.net   (727) 847-2411 Contract Dates: 07/2017 - 09/2023
Louisiana Office of Community Development Disaster Recovery  Restore Louisiana Homeowner Assistance Program	<b>Jeff Haley</b>   Deputy Executive Director 1201 N. Third St., Suite 3-150   Baton Rouge, LA 70804 jeff.haley@la.gov   (225) 342-7412 Contract Dates: 2016 - Present
Stafford Act and National Flood Insurance Act Programs: Technical Assistance	Daniel Crothers   Section Chief-Public Assistance Technical Services, GOHSEP 7667 Independence Blvd   Baton Rouge, LA 70806 daniel.crothers@la.gov   (225) 267-2761 Contract Dates: 2016 - 2019
Palm Beach County Emergency Management Training & Exercises	Fredrick DeTar   Emergency Program Manager 20 South Military Trail   West Palm Bch, FL 33415 fdetar@pbcgov.org   (561) 712-6337 Contract Dates: 2016 - 2019

Key West, FL



Tab VI.

# **Attachments**

Metric Consulting, LLC • 13940 SW 136th Street, Miami, FL 33186 • www.metric-consulting.com

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#### PROPOSAL FORM

To:	Office of the City Clerk, The City of Key West						
Address:	1300 White Street, Key West, Florida 33040						
Project Title: Emergency Management Consulting Services							
Proposer's contact person for a	additional information on this proposal:						
Company Name: Metric Cons	sulting, LLC						
Contact Name & Telephone #	Suzanne Settoon   (504) 494-4785						
Email Address: suzanne.settoon@metric-consulting.com							

#### PROPOSER'S DECLARATION AND UNDERSTANDING

The undersigned, hereinafter referred to as the "Proposer," certifies that the only individuals or parties interested in this proposal are those explicitly named herein. The Proposer affirms that this proposal is fair, free from fraud, and made without collusion with any officials of the Owner. Furthermore, the Proposer confirms that there is no connection or collusion with any other individual submitting a proposal for this contract.

The Proposer also declares that they have thoroughly examined the Contract Documents related to the Scope of Work and have personally inspected the site (if applicable). The Proposer is satisfied with the quantities of materials and equipment required and the conditions of work involved. The Proposer acknowledges that the description of work quantities provided is brief and intended solely to convey the general nature of the work, aligning with the detailed requirements outlined in the Contract Documents, which are incorporated as part of this Proposal.

#### CONTRACT EXECUTION AND BONDS

The Proposer agrees that, if this proposal is accepted, they will sign the Contract in the form attached hereto within ten (10) days—excluding Saturdays and legal holidays—following the Notice of Award. The Proposer will also provide proof of holding the necessary licenses, bonding requirements (if applicable), and certificates as specified in the Contract Documents.

#### CERTIFICATES OF INSURANCE

Proposer agrees to furnish the City, before commencing the work under this contract, the certificates of insurance as specified in these documents.

#### <u>ADDENDA</u>

The	Bidde	r he	reby	acknowledge:	s that l	ne/she/t	hey has	receive	d Addeno	da No's.	1	<u>.</u>	2	_,
3	_,4	,	<u>5</u> ,	,, _	,		<del></del> ,	<del></del> ;	<del></del> ,					

(Proposer shall insert No. of each Addendum received) and agrees that all addenda issued are hereby made part of the Contract Documents, and the Proposer further agrees that their proposal's includes all impacts resulting from said addenda.

Section VI - Attachments 28



#### SALES AND USE TAXES

The Proposer agrees that all federal, state, and local sales and use taxes are included in the stated bid prices for the work.

SURETY			
N/A			_ whose address is
N/A	, <u>N/A</u>	,N/A ,	N/A
Street	City	State	Zip
Proposer			
The name of the Proposer submitting the	is proposal is		
Metric Consulting, LLC			_ doing business at
13940 SW 136th Street	, Miami	,FL	, 33186
Street	City	State	Zip
which is the address to which all commushall be sent.	unications concerned wit	h this proposal a	nd with the contract
The names of the principal officers of the or of all persons interested in this proposed			r of the partnership,
Veronica Benitez, Psy. D	President		
If Sole Proprietor or Partnership			
IN WITNESS hereto the undersigned ha	as set his (its) hand this _	16th day of Do	ecember_ 2024.
Signature of Fidder			
President			
Title			



If Corporation
IN WITNESS WHEREOF the undersigned corporation has caused this instrument to be executed, and its seal affixed by its duly authorized officers this day of 2024.
(SEAL)
Metric Consulting, LLC
Name of Corporation
By: Veronica Benitez, Psy. D
Title: President
Attest:
Sworn and subscribed before this 16th day of December, 2024
NOTARY PUBLIC, State of Florida, at Large JESSIE SANTISTEVAN MY COMMISSION # HH 089196
My Commission Expires: April 3, 2025  Bonded Thru Notary Public Underwriters



#### <u>ATTACHMENT – B</u> PROPOSER'S GENERAL OPERATION PLAN

Detailed descriptions of how the Proposer would plan, organize, initiate, and evaluate:

• Annual reviews of the City's CEMP and Hazard Annex review, and associated emergency response and contingency plans

Although the City is not bound by Florida Administrative Code (FAC) 27P-6.0023, which requires County Comprehensive Emergency Management Plans (CEMPs) and County Emergency Management Programs adhere to this strict code, it is a best practice to follow this guidance much like the counties do. This will assist in seamless interaction with Monroe County should the need arise and will ultimately assist in building the best plan possible. Following the States' recommendations, extensive compliance criteria crosswalk, and the capabilities assessment crosswalk, the City will have all bases covered that have been identified by the State Emergency Response Team. This will help ensure during a disaster, the maximum allowable reimbursement is obtained and ultimately the best CEMP to protect the citizens and visitors of Key West.

Metric will utilize this FAC as a basis of our review process, utilizing the provided crosswalks to ensure the City's CEMP is of the highest standard. In addition to this, we will ensure that if the City has identified any hazard or vulnerability not depicted by the FAC, Metric will ensure this is identified, updated and applied to the City's CEMP. Our staff will meet virtually and/or in person with every department head and stakeholder identified in the current CEMP. Using the crosswalks, we will thoroughly review the preparedness, response, recovery and mitigation activities, and we will ensure all critical functions are not only identified but also that the City can fulfill these critical functions and update each one accordingly. If applicable, our staff will make suggestions to best practices to ensure the most robust and complete CEMP is produced for the City. We strive to create plans that encompass all of the needs and requirements of our clients and fulfill all the regulations applicable to the plans and their contents. Metric's planning goals include obtaining input from all personnel involved in the planning process, so that the final product is truly valuable.

Once all updates are identified and thoroughly discussed, Metric staff will make the applicable changes, identifying each update with track changes. When this is completed, we will share these mark ups with applicable City staff to ensure these changes meet their intent. Once these are confirmed, Metric will produce a draft version for each section to be thoroughly reviewed by all stakeholders prior to the section's finalization. We will utilize edit bars to identify text that has been updated from previous versions. This will assist staff to quickly identify any changes to the document. Once this process is completed, the entire CEMP will be assembled in both a Word format and a PDF version. We will hyperlink the PDF version for the most efficient means to advance to a topic from the table of contents. The City can choose to distribute PDF versions, saving printing cost, or print a select amount of complete CEMPs.

Metric understands this will be a tedious process but a necessary one to ensure the plan is the most comprehensive, taking the all-hazards approach, to ensure the citizens and visitors of the City remain safe during an emergency and the City is capable to prepare, respond, recover, and mitigate any identified danger. This process is a similar process to what Monroe County executes every four years.



#### <u>ATTACHMENT – B</u> PROPOSER'S GENERAL OPERATION PLAN

Detailed descriptions of how the Proposer would plan, organize, initiate, and evaluate:

• City associate emergency management training

Metric and our partners will strive to plan, design, facilitate, and manage classes and exercises of any format and scale where participants can learn and increase their preparedness and response capabilities. While adhering to the Homeland Security Exercise and Evaluation Program (HSEEP), our exercises use the latest multimedia technology, adding an engrossing, rich environment that offers a sense of realism to an ordinary tabletop exercise. We offer a flexible sequence of events that depends on the exercise participant's actions, and no one exercise is ever the same. We take pride in offering training and exercises tailored to current policies and procedures that are in place and offer a flexible sequence of events that depend on the participants' actions. This ensures participants are trained and ready to respond to a real emergency.

We will meet with the City's staff to determine exercise and training needs and desires and will tailor our delivery to meet these needs. We will ensure each class is registered with the State of Florida and the Florida Division of Emergency Management (FDEM). This will ensure that each participant will receive state certificates that can be used to meet the requirements of position specific roles and responsibilities. This will allow the City to rely on a robust team that can handle any emergency that the City is faced with.

Our team takes pride in providing training on the Incident Command System (ICS), National Incident Management System (NIMS), EOC Operations, and other emergency management concepts. As a result of our trainers' hundreds of years of cumulative experience and our ability to cover information in a way that resonates with the students, we understand which methods of instruction work and those that do not. We prepare students for their roles in the EOC or roles in a field-level Incident Command Post. This training enhances the students' ability to manage the complex demands of disasters. Our instructional goals are to involve every student in the educational process so that the takeaway is extremely high with all students.

We have taught a great number of classes for individual agencies as well as for FDEM. At Metric, we strive to plan, design, facilitate, and manage classes and exercises of any format and scale where participants can learn and increase their preparedness and response capabilities. We always adhere to the HSEEP, using the latest multimedia technology, adding an engrossing, rich environment that offers a sense of realism to an ordinary tabletop exercise.



#### ATTACHMENT - C

#### **Proposer's Qualifications Statement Form**

The undersigned guarantees the truth and accuracy of all statements, and the answers contained herein.

1. Please describe your company in detail: For ease of review, we have included additional sheets to answer each question within the Proposer's Qualifications Statement Form. 2. The address of the principal place of business is: 3. Company telephone number, fax number and e-mail addresses: 4. Number of employees: Number of employees or subcontractors to be assigned to this 5. project (per event) and what is capacity? Company Identification numbers for the Internal Revenue Service: 6. 7. Provide Occupational License Number (and County), if applicable, and expiration date:



8.	How many years has your organization been in business?  Does your organization have a specialty?	
9.	What is the last project of this nature or magnitude that you have completed?	
	Please provide project description, reference and cost of work	completed
10.	Have you ever failed to complete any work awarded to you? If so, where and why?	-
11.	Give names, addresses and telephone numbers of two individuals, corporations, agencies, or institutions for which you have previously performed work. List of ALL disaster response contracts performed in the last 5 years, including customer name, total contract amount and yards removed. Use a separate tab if necessary.	_
•	Name:	
•	Address:	
•	Telephone No:	
•	Disaster response Contract Performed:	
		<del></del>



•	Ad	ldress:					
•		lephone No: saster Respo		,	erformed:		
	pro eve	the followingress as of the tof co-ventual In Progress	e dat ire, li	e of submis st the infor	ssion of this	proposal. (I	In the
Name of	•	Owner		Value	Contra	acted	% of
Project					Compl	etion	Completion to
					Dat	te	Date
(Conti	nue	list on insert	sheet	, if necessa	ry.)		
13.	proj	the Proposer ect site and caplete plan fo	loes t	he Propose	r or Represe	ntative hav	e a
14. Provide a list of subcontractors, the work to be performed, and also a list of major materials suppliers for this Project?  Table B-2: Subcontractors							
Sub-Contra	acto	r Name	Add	ress		Work to	be Performed
		***************************************					44 May 1897 Phys. 1897 at Psychological
				· · · · · · · · · · · · · · · · · · ·			

(Continue list on insert sheet, if necessary)



The foregoing list of subcontractor(s) may not be amended after award of the contract without the prior written approval of the City Manager.

ger,
What equipment do you own that is available for the work?  PROVIDE LIST IN EXIBIT A
What equipment will you purchase for the proposed work?  (Continue list on insert sheet, if necessary)
What equipment will you rent for the proposed work?  (Continue list on insert sheet, if necessary)
State the names of the proposed project team and include resumes and give details of his or her qualifications and experience in managing similar work.  (Continue list on insert sheet, if necessary)
State the true, exact, correct and complete name of the partnership, corporation or trade name under which you do business and the address of the place of business. (If a corporation, state the name of the president and secretary. If a partnership, state the names of all partners. If there is a trade name, state the names of the individuals who do business under the trade name.)
The correct name of the bidder is:



19.2.	The business is a (Sole Proprietorship) (Partnership) (Corpora
19.3	The names of the corporate officers, or partners, or individuals doing business under a trade name, are as follows:

SUBMITTED BY: Metric Consulting, LLC

SIGNATURE:

PRINT NAME: Veronica Benitez, Psy. D

TITLE: President



The undersigned guarantees the truth and accuracy of all statements, and the answers contained herein.

#### 1. Please describe your company in detail:

Metric Consulting, LLC (Metric) is a privately held, woman and minority-owned disaster recovery and emergency management firm with offices throughout Florida. Our parent firm, Metric Engineering, Inc. (Metric Engineering), was established in 1976, and is a Miami-based civil engineering firm with over 48 years of experience in transportation planning and engineering, and 30+ years of emergency management and disaster recovery experience. Up until the summer of 2015, Metric's emergency management and disaster recovery services were performed through the Emergency Management Services division of Metric Engineering.

In 2015, Metric was created as a separate entity to best serve our disaster recovery clients while providing an expanding line of services that reaches beyond emergency response and into short and long-term recovery operations.

Our recovery services include grant and project management for FEMA Public Assistance (PA), the FEMA Hazard Mitigation Grant Program (HMGP), and HUD Community Development Block Grant Disaster Recovery (CDBG-DR) funded programs, as well as housing initiatives, environmental reviews, humanitarian services, and debris monitoring. Over the last 31 years, our staff has managed \$15 billion in grants, \$16 billion in FEMA PA reimbursement, and \$6 billion in housing projects.

Our team excels at preparedness, response, recovery, and mitigation, and we have helped our clients recover from some of the largest events in U.S. history, including Hurricane Andrew, Hurricane Katrina, Superstorm Sandy, Hurricane Michael, the Iowa Bird Flu, the Great Floods in Louisiana, and the COVID-19 pandemic. We have personnel with broad experience in FEMA PA, as well as various CDBG programs, including CDBG-DR, CDBG-Mitigation (CDBG-MIT), and CDBG CARES Act (CDBG-CV).

Our staff have backgrounds in program and grant management, grant writing, housing assistance, humanitarian services, environmental reviews, debris monitoring, and several other areas under federal, state, and locally-funded programs. In addition, our team excels in program design and policy development experience, as well as experience with federal procurement and vendor management.

We have provided grant writing and administrative services for over a decade, and our team has successfully won funding for a diverse set of clients nationwide, including infrastructure development and maintenance, technology, transportation, workforce development, records management, energy efficiency, and sustainability projects.



#### 2. The address of the principal place of business is:

13940 SW 136th Street, Miami, FL 33186

3. Company telephone number, fax number and e-mail addresses:

**Telephone Number:** (504) 494-4785 | **Fax Number:** (305) 235-5271 | **Email Addresses:** suzanne.settoon@metric-consulting.com | Vice President of Disaster Recovery & Resiliency veronica.benitez@metric-consulting.com | President

4. Number of employees:

54

5. Number of employees or subcontractors to be assigned to this project (per event) and what is capacity?

Metric Consulting, as the prime contractor, alongside our subcontractors APTIM Environmental & Infrastructure, LLC and RLKingtraining, LLC, is well-equipped to meet the staffing needs outlined in the RFP. Based on the positions requested in the sample contract, we have designated 19 team members to provide the required services.

We understand that the staffing needs for any event can vary significantly depending on its scope and complexity. As such, we pride ourselves on our ability to rapidly ramp up staffing levels during large-scale events and scale appropriately as the program transitions to closeout. Metric Consulting is a full-service disaster recovery firm with a deep bench of professionals experienced in all aspects of planning, response, recovery, and mitigation. This ensures that we can seamlessly adapt to the program's evolving needs.

Upon activation, the team members assigned to the City will be fully available to support the program for as little or as much time as needed. The Program Manager will be responsible for efficiently deploying the designated team members to deliver a successful program while maintaining open communication with the City regarding staffing requirements and adjustments.

Our approach ensures the City receives the right level of support at every stage of the program, balancing flexibility and responsiveness to achieve project goals effectively.



The undersigned guarantees the truth and accuracy of all statements, and the answers contained herein.

**6.** Company Identification numbers for the Internal Revenue Service:

47-4413674

7. Provide Occupational License Number (and County), if applicable, and expiration date:

N/A

**8.** How many years has your organization been in business? Does your organization have a specialty?

Metric Consulting, LLC has been in business since 06/17/2025. Metric is a full-service disaster recovery and emergency management firm that specializes in FEMA PA, hazard mitigation assistance, grant management, debris monitoring, and environmental services. We also provide construction management, program design, case management, and project management.



The undersigned guarantees the truth and accuracy of all statements, and the answers contained herein.

**9.** What is the last project of this nature or magnitude that you have completed?

Metric Consulting's most recent relevant experience involves providing disaster recovery and hazard mitigation consulting services for Pasco County, Florida, across multiple federally declared disaster events. As the County's grant administration and hazard mitigation recovery consultant, Metric delivered comprehensive disaster recovery support for events including Hurricane Ian (2022), COVID-19 (2020), Hurricane Irma (2017-2018), and Hurricane Hermine (2017).

For Hurricane Ian, Metric managed and reviewed over \$2 million in FEMA Public Assistance (PA) eligible costs, including force account equipment, materials, and labor, while ensuring compliance with FEMA PA requirements through data analysis and Scope of Work reviews. During the COVID-19 pandemic, Metric supported the County's recovery efforts by assisting with FEMA PA Category B Emergency Protective Measures, Health and Human Services reimbursements, duplication of benefits, CARES Act guidance, and grant management. For Hurricane Irma, Metric was activated to the County's Emergency Operations Center (EOC), where the team prepared over \$10.4 million in FEMA PA Project Worksheet funds covering debris removal, emergency protective measures, and permanent repair projects. Following Hurricane Hermine, Metric reviewed all Project Worksheets, identifying over \$100,000 in additional reimbursable costs overlooked by FEMA, resolving disputes, and preparing appeals for unfavorable determinations.

Metric's scope of services for these projects included FEMA PA and HMGP grant administration, financial and programmatic compliance, debris removal monitoring, disaster recovery management, training, and policy and procedure development. Across these events, Metric provided technical expertise, proactive communication, quality management, and comprehensive oversight to ensure all eligible costs were captured and appropriately reimbursed. The total value of recovery funding managed by Metric spanned over \$13.7 million.

#### Reference:

Pasco County Office of Emergency Management:

Patrick W. Ballinger Grants Coordinator Pasco County, Florida (727) 847-2411 x8457 pballinger@pascocountyfl.net

This work highlights Metric Consulting's capability to manage projects of similar magnitude, providing end-to-end disaster recovery services, financial oversight, and compliance with federal and state requirements.



The undersigned guarantees the truth and accuracy of all statements, and the answers contained herein.

**10.** Have you ever failed to complete any work awarded to you? If so, where and why?

No, Metric Consulting, LLC has not failed to complete any work that has been awarded to the firm.

11. Give names, addresses and telephone numbers of two individuals, corporations, agencies, or institutions for which you have previously performed work. List of ALL disaster response contracts performed in the last 5 years, including customer name, total contract amount and yards removed.

Reference No. 1

Name: Jeff Haley

Address: P.O. Box 94095, Baton Rouge, LA 70804

**Telephone No.:** (225) 342-7412

Disaster response contract performed: Restore Louisiana Homeowner Assistance Program

Reference No. 2

Name: Patrick W. Ballinger

Address: 8731 Citizens Drive, New Port Richey, FL 34654

**Telephone No.:** (727) 847-2411

Disaster Response Contract Performed: Disaster Related Recovery Services



The undersigned guarantees the truth and accuracy of all statements, and the answers contained herein.

12. List the following information concerning all contracts in **progress** as of the date of submission of this proposal. (In the event of co-venture, list the information for all co-ventures.)

**Table B-1: In Progress Contracts** 

Name of Project	Owner	Value	Contracted Completion Date	% of Completion to Date
HOME-ARP Program Administration	City of Nashua, New Hampshire	\$197,000	04/23/2025	40%
ARPA Grant Administration	Saline County, Kansas	\$200,000	05/23/2023	90%
Environmental Review of CDBG-DR, CDBG- MIT, CDBG-CV Projects	City of Panama City, Florida	\$315,000	10/01/2025	70%
Restore Louisiana Homeowner Assistance Program	Louisiana Office of Community Develop- ment	\$3,300,000	04/21/2027	50%
Environmental Service Reviews	Commonwealth of Kentucky	\$23,868	06/25/2025	30%
Emergency Management Contractual Services	Washington County, Florida	Continuing Services Contract	12/14/2016	Task Order Based
Emergency Planning, Disaster Recovery, and Mitigation Grant Program	Franklin County, Florida	Continuing Services Contract	12/21/2026	Task Order Based
Disaster Recovery Services with Contract and FEMA Provisions	City of Panama City, Florida	Continuing Services Contract	11/11/2027	Task Order Based
Emergency Management Consulting Services	Keys Energy Services, Florida	Continuing Services Contract	02/08/2026	Task Order Based
Grant Management Services	City of Pinellas Park, Florida	Continuing Services Contract	03/22/2028	Task Order Based
Comprehensive Disaster Recovery Management Consulting Services	Pinellas County, Florida	Continuing Services Contract	01/14/2025	Task Order Based



The undersigned guarantees the truth and accuracy of all statements, and the answers contained herein.

13. Has the Proposer or Representative inspected the proposed project site and does the Proposer or Representative have a complete plan for performance of disaster response services?

Metric has inspected the Comprehensive Emergency Management Plan that was provided by the City in Addenda #1, and our team has a complete plan for performance of disaster response services.

14. Provide a list of subcontractors, the work to be performed, and also a list of major materials suppliers for this Project?

**Table B-2: Subcontractors** 

Sub-contractors Name	Address	Work to be Performed
APTIM Environmental & Infrastructure, LLC	6401 Congress Ave, #140 Boca Raton, FL 33499	<ul> <li>Public insurance adjustment support</li> <li>FEMA 404 and 406 hazard mitigation expertise</li> </ul>
RLKingtraining, LLC	1800 The Oaks Blvd Kissimmee, FL 34746	<ul><li>Training classes</li><li>Exercises and drills</li></ul>

The foregoing list of subcontractor(s) may not be amended after award of the contract without the prior written approval of the City Manager.

15.	What equipment do you own that is available for the work?

**16.** What equipment will you purchase for the proposed work?

N/A

17. What equipment will you rent for the proposed work?

N/A

N/A



The undersigned guarantees the truth and accuracy of all statements, and the answers contained herein.

Role

18. State the names of the proposed project team and include resumes and give details of his or her qualifications and experience in managing similar work.

**Proposed Staff** 

Vivian Bradford

**Emergency Management** 

Emergency Management	
Scott Canaday, CEM	Project Manager
Amy Courville	Senior EM Consultant
Terry Pruitt, MBA	EM Consultant
Nicole Mauntler, PE, AICP	Senior Planner
Jason Gwaltney	Planner
Scott Canaday, CEM, Robert King, Nigel Baker, Donald Minor, Judith Tear	[Phase 1] Initial On-Site Incident Management Support Team Activation (IMST) Fee
Robert King, Nigel Baker, Donald Minor, Judith Tear	[Phase 2] Emergency Management Coordinator (IMST Overhead Teams; Team Leader)
Robert King	Operations Manager (Any IMST Command or General Staff position)
Nigel Baker	Operations Specialist (Any non-general/command IMST position)
Hazard Mitigation Assistance	
Robert Bressett	Senior Program Manager
Brandon Kanatani	Program Manager
Michael Reedy	Technical Specialist

Preliminary Damage Assessment – Public Assistance		
Daniel Schenkel	Damage Assessment Team Lead	
Louis Scott Damage Assessment Specialist		
Public Assistance Consulting		
Suzanne Settoon	Senior Consultant/Appeals Specialist	
Emily Pinell	Consultant	
Jason Harris	Technical Specialist I	
John Nsibirwa	Technical Specialist II	

Administrative Support



The undersigned guarantees the truth and accuracy of all statements, and the answers contained herein.

19. State the true, exact, correct and complete name of the partnership, corporation or trade name under which you do business and the address of the place of business. (If a corporation, state the name of the president and secretary. If a partnership, state the names of all partners. If there is a trade name, state the names of the individuals who do business under the trade name.)

The correct name of the bidder is: Metric Consulting, LLC | 13940 SW 136th Street, Miami, FL 33186

The business is a (Sole Proprietorship) (Partnership) (Corporation). Metric Consulting, LLC is classified as a Limited Liability Company.

The names of the corporate officers, or partners, or individuals doing business under a trade name, are as follows: N/A

TITLE: President



#### ATTACHMENT D

#### Familiar with the City's Comprehensive Emergency Management Plan (CEMP) and Hazard Annex

This Statement is to Attest That Proposer	
Metric Consulting, LLC	is Familiar with the City's
Comprehensive Emergency Management	Plan (CEMP) and Hazard
Annex.	
SUBMITTED	
BY: Metric Consulting, LLC	
1/1/1	
SIGNATURE:	
PRINT NAME: Veronica Benitez, Vsy. D	



### ATTACHMENT E ANTI-KICKBACK AFFIDAVIT

STATE OF Florida	)	
	:	SS
COUNTY OF Miami-Dade		

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: Veronica Benitez, Psy. D

Sworn and subscribed before me this 6th day of December 20 24

NOTARY PUBLIC, State of Florida at Large

My Commission Expires:

JESSIE SANTISTEVAN
MY COMMISSION # HH 089196
EXPIRES: April 3, 2025
Bonded Thru Notary Public Underwriters



## ATTACHMENT F SWORN STATEMENT UNDER SECTION 287.133(3)(A) FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

This sworn statement is submitted with Bid or Proposal for Emergency Management Consulting Services	
This sworn statement is submitted by Metric Consulting, LLC (name of entity submitting sworn statement)	
whose business address is 13940 SW 136th Street, Miami, FL 33186	
and (if applicable) its Federal Employer Identification Number (FEIN) is 47-4413674	
(If the entity has no FEIN, include the Social Security Number of the individual	
signing this sworn statement N/A	
My name is Veronica Benitez, Psy. D  (please print name of individual signing)	
and my relationship to the entity named above is President	
I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), <u>Florida Statutes</u> , means violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the Unite States, including but not limited to, any bid or contract for goods or services to be provided to any public of an agency or political subdivision of any other state or of the United States and involving antitrust, frauctheft, bribery, collusion, racketeering, conspiracy, material misrepresentation.	
I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.	
I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means	
1. A predecessor or successor of a person convicted of a public entity crime; or	
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prime facile use that one person controls another	



person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

- 7. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
- 8.

8.	Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies).
	There has been a proceeding concerning the conviction before a hearing of the State of Florida Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)
	The person or affiliate was placed on the convicted vendor list. There has been a subsequen proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)
	The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)  (signature)
STATE	OF Florida
COUNT	of Florida ry of Miamy - Dade
	PERSONALLY APPEARED BEFORE ME, the undersigned authority,

Veronica Benitez, Psy. D	Who, after firs	t being sworn by me, affixed his/her	
(name of individual signing)	10 1 gga 1 1 4 4 5 5 6 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6		
signature in the space provided above on this	16th	_day of _December	, 2021.

My commission expires:

JESSIE SANTISTEVAN MY COMMISSION # HH 089196 EXPIRES: April 3, 2025 Bonded Thru Notary Public Underwriters Lasie Santislevo STARY PUBLIC

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### ATTACHMENT G CITY OF KEY WEST INDEMNIFICATION FORM

To the fullest extent permitted by law, the CONTRACTOR expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees \*(herein called the "indemnitees") from liabilities, damages, losses and costs, including but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the CONTRACTOR, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claims by indemnitees for indemnification shall be limited to the amount of CONTRACTOR's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the CONTRACTOR under Workers' Compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the CONTRACTOR or of any third party to whom CONTRACTOR may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of the work.

CONTRACTOR:	13940 SW 136th Street, Miami, FL	SEAL
	Address	
	Signature	
	Veronica Benitez, Psy. D Print Name	•
	President Title	-
	12/16/2024	
	DATE	



### $\frac{\text{ATTACHMENT H}}{\text{EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT}}$

STATE OF Florida
: SS
COUNTY OF Miami-Dade )
I, the undersigned hereby duly sworn, depose and say that the firm of Metric Consulting, LLC
provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.
By: Veronica Benitez, Psy. D   President
Sworn and subscribed before me this $10^{4}$ day of $2024$ .
*
Jessie Lautstwe
NOTARY PUBLIC, State of Florida at Large
JESSIE SANTISTEVAN MY COMMISSION # HH 089196 EXPIRES: April 3, 2025 Bonded Thru Notary Public Underwriters



### ATTACHMENT I CONE OF SILENCE AFFIDAVIT

STATE OF Florida )
: SS
COUNTY OF Miami-Dade )
I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Metric Consulting, LLC
have read and understand the limitations and procedures regarding communications concerning City of
Key West Code of Ordinances Sec. 2-773 Cone of Silence.
By: Veronica Benitez, Psy. D   President
Sworn and subscribed before me this
16th day of <u>December</u> 2024.
Jessie Santislavo
NOTARY PUBLIC, State of
My Commission Expires: April 3, 2025



#### ATTACHMENT J NON-COLLUSION AFFIDAVIT

with any official of the Owner, and that the Proposal is made without any connection or collusion with

COUNTY OF MONROE	: SS )
I, the undersigned hereby declares t named herein, that this Proposal is, ir	nat the only persons or parties interested in this Proposal are those all respects, fair and without fraud, that it is made without collusion

By: Veronica Benitez, Psy. D President

Sworn and subscribed before me this

STATE OF FLORIDA

6th day of December, 20

any person submitting another Proposal on this Contract.

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: April 3, 2025

JESSIE SANTISTEVAN
MY COMMISSION # HH 089196
EXPIRES: April 3, 2025
Bonded Thru Notary Public Underwriters



## ATTACHMENT K LOCAL VENDOR CERTIFICATION PURSUANT TO CITY OF KEY WEST CODE OF ORDINANCES SECTION 2-798

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

- a. Principle address as registered with the FL Department of State located within 30 miles of the boundaries of the city, listed with the chief licensing official as having a business tax receipt with its principle address within 30 miles of the boundaries of the city for at least one year immediately prior to the issuance of the solicitation.
- b. Maintains a workforce of at least 50 percent of its employees from the city or within 30 miles of its boundaries.
- c. Having paid all current license taxes and any other fees due the city at least 24 hours prior to the publication of the call for bids or request for proposals.
  - Not a local vendor pursuant to Code od Ordinances Section 2-798
  - Qualifies as a local vendor pursuant to Code od Ordinances Section 2-798

If you qualify, please complete the following in support of the self-certification & submit copies of your County and City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business Name	Phone:
Current Local Address: (P.O Box numbers may not be used to establish status)	Fax:
Length of time at this address	
Signature of Authorized Representative STATE OF COUNTY OF	Date
The foregoing instrument was acknowledged before me	e this day of, 20
(Name of officer or agent, title of officer or agent) or has produced_	Name of corporation acknowledging as identification
(type of identification)	
	Signature of Notary
Return Completed form with Supporting documents to: City of Key West Purchasing	Print, Type or Stamp Name of Notary
	Title or Rank



## ATTACHMENT L AFFIDAVIT ATTESTING TO NONCOERCIVE CONDUCT FOR LABOR OR SERVICES

Entity/Vendor Name: Metric Consult	ing, LLC	
Vendor FEIN: 47-4413674		
Vendor's Authorized Representative:	Veronica Benitez, Psy. D   I	President
		(Name and Title)
Address: 13940 SW 136th Street		
	State: FL	Zip: 33186
Phone Number: (305) 235-5098		
Email Address: veronica.benitez@me	etric-consulting.com	

As a nongovernmental entity executing, renewing, or extending a contract with a government entity, Vendor is required to provide an affidavit under penalty of perjury attesting that Vendor does not use coercion for labor or services in accordance with Section 787.06, Florida Statutes.

As defined in Section 787.06(2)(a), coercion means:

- 1. Using or threating to use physical force against any person;
- 2. Restraining, isolating, or confining or threating to restrain, isolate, or confine any person without lawful authority and against her or his will;
- 3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or service are not respectively limited and defined;
- 4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
- 5. Causing or threating to cause financial harm to any person;
- 6. Enticing or luring any person by fraud or deceit; or
- 7. Providing a controlled substance as outlined in Schedule I or Schedule II of Section 893.03 to any person for the purpose of exploitation of that person.

As a person authorized to sign on behalf of Vendor, I certify under penalties of perjury that Vendor does not use coercion for labor or services in accordance with Section 787.06. Additionally, Vendor has reviewed Section 787.06, Florida Statutes, and agrees to abide by same.

Certified By: Veronica Benitez, Psy. D	, who is authorized to sign on
behalf of the above referenced company.	
Authorized Signature:	
Print Name: Veronica Benitez, Psy. D	
Title: President	



### ATTACHMENT M VENDOR CERTIFICATION REGARDING SCRUTINIZED COMPANIES LISTS

Respondent Vendor Name: Metric Consu	Iting, LLC	
Vendor FEIN: 47-4413674		
Vendor's Authorized Representative Name and Title: Veronica Benitez, Psy. D   President		
Address: 13940 SW 136th Street		
City: Miami State: FL	Zip: <u>33186</u>	
Phone Number: (305) 235-5098	veronica.benitez@metric-consulting.com Email	

Section 287.135(2)(a), Florida Statutes, prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars (\$1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies that Boycott Israel List, Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject such company to civil penalties, attorney's fees, and/or costs and termination of the contract at the option of the awarding governmental entity.

Certified By:	Veronica Benitez, Psy. D	President	,
	Print Name	Print Title	
Authorized Signature:	1/1/2		
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# ADDENDUM NO. #1 Emergency Management Consulting Services RFP #25-001

This addendum is issued as supplemental information to the Invitation to Bid package for clarification of certain matters of both a general and a technical nature. The referenced Invitation to Bid package is hereby amended in accordance with the following items:

- 1. Clarification of Specifications: [No Changes]
- 2. Changes to Submission Requirements: [No Changes]
- 3. Updates on Project Timeline: [No Changes]
- 4. Responses to Questions: [No Changes]
- 5. Additional Resources: Additional resources are provided below this Addendum No. #1

All other terms and conditions of the original Invitation to Bid remain unchanged. Bidders are encouraged to review this addendum carefully and incorporate the changes into their bids. Bids submitted without acknowledgement may be considered non-responsive.

Signature

Metric Consulting, LLC

Name of Business





## ADDENDUM NO. 2 Emergency Management Consulting Services RFP 25-001

This addendum is issued as supplemental information to the Request for Proposal package for clarification of certain matters of both a general and a technical nature. The referenced Request for Proposal package is hereby amended in accordance with the following items:

- 1. Clarification of Specifications: [No Changes]
- 2. Changes to Submission Requirements: [No Changes]
- 3. Updates to Project Timeline: [No Changes]
- 4. Responses to Questions:
  - 1) Can you please confirm if resumes are outside of the 20 page limit for the "Responses to the RFP" section in proposal responses?
    - Answer: Yes, resumes are outside the 20-page limit and can be submitted as an appendix.
  - 2) Will the City allow offerors to provide resumes as an appendix at the end of proposal responses?

Answer: Yes, resumes can be submitted as an appendix.

3) Question 11 in the "Proposer's Qualifications Statement Form" ask offerors to "Give names, addresses and telephone numbers of two individuals, corporations, agencies, or institutions for which you have previously performed work. List of ALL disaster response contracts performed in the last 5 years." Can the City please confirm if offerors are required to submit two references or if offerors are required to provide a list of all disaster response contracts performed in the last five years?



Answer: Please submit two references and provide their names, addresses and telephone numbers, corporations, agencies, or institutions for which you have previously performed similar work.

4) Question 12 in the "Proposer's Qualifications Statement Form" ask offerors to "List the following information concerning all contracts in progress as of the date of submission of this proposal". Will the City allow offerors to provide only projects in progress that are similar in scope to this opportunity to avoid long lists containing projects that are not similar in nature to this opportunity?

Answer: The City will require only projects in progress that are similar in scope to this opportunity.

5) What do the City Emergency Operations Center Facilitation and Alternate City EOC Facilitation line items entail? Specifically what positions are expected to be filled?

Answer: These would be positions in our EOC in the event of a catastrophic long-term event. For example, Logistic Section Chief, Planning Section Chief, Operations Section Chief, Safety Officer. These back up positions would be to give our primary city employees that ordinarily fill these positions rest and replacement for a short period to rest and a chance to recharge during a catastrophic long-term event. Typically, for normal emergency events, we would not need these backup positions filled.

Additional Resources: [No Changes]

All other terms and conditions of the original Request for Proposal remain unchanged. Proposers are encouraged to review this addendum carefully and incorporate the changes into their bids. Bids submitted without acknowledgement may be considered non-responsive.

Signature

Name of Business

Metric Consulting, LLC





# ADDENDUM NO. 3 Emergency Management Consulting Services RFP 25-001

This addendum is issued as supplemental information to the Request for Proposal package for clarification of certain matters of both a general and a technical nature. The referenced Request for Proposal package is hereby amended in accordance with the following items:

- 1. Clarification of Specifications: [No Changes]
- 2. Changes to Submission Requirements: [No Changes]
- 3. Updates to Project Timeline: [No Changes]
- 4. Responses to Questions:
  - 1) Can the City please clarify if references to TDMS are intentional and if debris monitoring is included in this solicitation's scope of work?

Answer: TDMS reference was not intentional and debris monitoring is not a segment of this RFP.

5. Additional Resources: [No Changes]

All other terms and conditions of the original Request for Proposal remain unchanged. Proposers are encouraged to review this addendum carefully and incorporate the changes into their bids. Bids submitted without acknowledgement may be considered non-responsive.

Signature

Metric Consulting, LLC

Name of Business





# ADDENDUM NO. 4 Emergency Management Consulting Services RFP 25-001

This addendum is issued as supplemental information to the Request for Proposal package for clarification of certain matters of both a general and a technical nature. The referenced Request for Proposal package is hereby amended in accordance with the following items:

- 1. Clarification of Specifications: [No Changes]
- 2. Changes to Submission Requirements: [No Changes]
- 3. Updates to Project Timeline: [No Changes]
- 4. Responses to Questions:
  - 1. The Price Proposal Form on pages 39-40 of the RFP does not include several of the positions that are listed in the pricing table of the draft agreement on page 72. Should proposers include hourly rates for the additional positions that are listed within the draft agreement, such as the "Hazard Mitigation Assistance" and "Preliminary Damage Assessment Public Assistance" sub-categories?

Answer: Please include the hourly rates for all positions referenced in the draft agreement and provide them in the Price Proposal Form on pages 39-40.

2. On page 19 of the RFP, "Pricing" is currently listed under the "Program Approach and Pricing" section, which counts towards the 20-page response limit. Will the City consider excluding the Price Proposal Form (Attachment A) from the 20-page response limit?

Answer: Yes, the City will allow the Price Proposal Form to be excluded from the 20-page response limit.



3. Several of the items/qualifications that the City is requesting under the "Organization Overview" section on page 18 of the RFP are also included within the Proposer's Qualifications Statement Form (Attachment C) on pages 42-46 of the RFP. Are proposers allowed to reference the Proposer's Qualification Statement Form (Attachment C) within the "Organization Overview" section of their response, or are these items required to be included in both areas?

Answer: Kindly include the information only in the Proposer's Qualifications Statement Form (Attachment C) and avoid duplicating it in multiple sections.

5. Additional Resources: [No Changes]

All other terms and conditions of the original Request for Proposal remain unchanged. Proposers are encouraged to review this addendum carefully and incorporate the changes into their bids. Bids submitted without acknowledgement may be considered non-responsive.

Signature

Metric Consulting, LLC

Name of Business





# ADDENDUM NO. 5 Emergency Management Consulting Services RFP 25-001

This addendum is issued as supplemental information to the Request for Proposal package for clarification of certain matters of both a general and a technical nature. The referenced Request for Proposal package is hereby amended in accordance with the following items:

- 1. Clarification of Specifications: [No Changes]
- 2. Changes to Submission Requirements: [No Changes]
- 3. Updates to Project Timeline: [No Changes]
- 4. Responses to Questions:
  - 1) Will the City consider the required litigation history to be excluded from the 20 page limit in the "Response to the RFP" section? Answer: No, the City would like for the required litigation history to be included in the 20-page response.
- 5. Additional Resources: [No Changes]

All other terms and conditions of the original Request for Proposal remain unchanged. Proposers are encouraged to review this addendum carefully and incorporate the changes into their bids. Bids submitted without acknowledgement may be considered non-responsive.

Signature

Metric Consulting, LLC

Name of Business



### **Scott Canaday, CEM**

### **Project Manager**





#### **Technical Expertise**

- FEMA PA & Hazard Mitigation Grant Management
- Emergency Response Planning
- Incident Command
- Disaster Recovery
   Operations & Logistics
   Support
- Grant Writing
- CDBG and Funding Reimbursement Processes
- Comprehensive Emergency Management Plan Development

# Years of Experience 20

#### **Education**

- M.S., Executive Fire Service Leadership, Grand Canyon University
- B.S., Aeronautical Technology/Avionics, Purdue University

### Certifications

- Certified Emergency Manager (CEM)
- Florida Emergency Preparedness Association
- Continuity of Operations Planner (L-550)
- Fire Safety Inspector
- Safety Officer
- Driver Operator
- Live Fire Instructor
- All-Hazards Position Specific Operations Section Chief, Emergency Management Services International

### **Professional Profile**

Mr. Canaday is an experienced Emergency Management Specialist with over 20 years of expertise in disaster recovery, FEMA PA program management, and emergency planning. He has managed disaster response and recovery efforts for various municipalities, supporting projects through site inspections, damage inventory, Project Worksheet reimbursement processing, and project closeouts to maximize available funding. He has served as Project Manager for multiple clients, including the Village of Estero, Sebring Airport Authority, and the State of Montana, where he provided FEMA PA support and managed financial tracking, data retention, and compliance with federal requirements. Mr. Canaday's extensive background includes writing and reviewing RFPs, managing comprehensive emergency management programs, and serving as Incident Commander during major storm events such as Hurricane Irma and Tropical Storm Debbie. His hands-on experience in FEMA PA, grants management, and hazard mitigation planning, combined with his leadership in emergency operations, makes him an invaluable asset for any team.

### **Experience**

**10/2024 – Present:** <u>Project Manager</u> | City of St. George, Louisiana: Leading the effort of a creation of an All Hazard Mitigation Plan.

### **Previous Experience**

**11/2023 – 10/2024:** <u>Project Manager</u>: Mr. Canaday served as a Project Manager for the City of North Port, the Village of Estero, and the State of Montana.

<u>City of North Port, Florida:</u> Mr. Canaday provided FEMA PA support, including site inspection for damage inventory, Project Worksheet formulation, reimbursement processing, and project closeouts to maximize available recovery funding. He provided invoices and back-up data tracking for accurate invoicing and data retention, and routinely held in-person and virtual meetings to verify and expedite work processes.

Village of Estero, Florida: Mr. Canaday provided FEMA PA support, including site inspections for damage inventory, Project Worksheet formulation, reimbursement processing, and project closeouts. He drafted an Emergency Response Plan for the Village, which ensured each department's utilization was maximized for emergencies, including planning, activation, response, and recovery.





### Scott Canaday, CEM - Project Manager

<u>State of Montana:</u> Mr. Canaday provided large and small project closeout review following COVID-19, scheduled, facilitated, and closed out Recovery Transition Meetings following the large and small project closeouts for COVID-19, and assisted in the development of weekly reports to the State.

**01/2019 – 11/2023:** <u>Project Manager</u> | **APTIM Environmental & Infrastructure, LLC:** Mr. Canaday served as a Project Manager on contracts with the Village of Estero, the Sebring Airport Authority, Orange County Emergency Management, Palm Beach County, Clay County, the City of Bonita Springs, as well as a Deputy Project Manager for the Florida Division of Emergency Management.

<u>Village of Estero, Florida</u>: Mr. Canaday provided FEMA PA support, including site inspection for damage inventory, Project Worksheet formulation, reimbursement processing, and project closeouts to maximize available recovery funding. He provided invoices and back-up data tracking for accurate invoicing and data retention, and routinely held in-person and virtual meetings to verify and expedite work processes.

<u>Sebring Airport Authority:</u> Mr. Canaday provided FEMA PA Program support, including Project Worksheet formulation, reimbursement processing, and project closeouts. Mr. Canaday routinely met with Sebring Airport Authority personnel to verify and expedite work processes.

Orange County Emergency Management: Mr. Canaday developed a Resource Management and Logistical Plan, and coordinated and oversaw over 50 training courses, including COVID-19 community response, active shooter, hurricane activations, and a simulated cyber attack on a utility department. He invoiced and backed up documentation for all projects, including various grant funding opportunities to support each initiative. He also ensured all training and exercises were compliant with the Homeland Security Exercise and Evaluation Program, as well as with FDEM.

<u>Palm Beach County Emergency Management:</u> Mr. Canaday led planning and training services, which included developing a County Resource Distribution Plan to track and distribute commodities. He also updated the County's Continuity of Operations Plan to meet Emergency Management Accreditation Program requirements.

<u>Clay County Emergency Management:</u> Mr. Canaday led the County's planning and training services, including the creation of a Comprehensive Emergency Management Plan and a Cost Recovery Plan. He also assisted the County with CDBG home buyout grants to identify eligible candidates of homes with repetitive losses.

<u>City of Bonita Springs, Florida:</u> Mr. Canaday served as the Project Manager for a FEMA hazard mitigation project, including providing FEMA PA and hazard mitigation grant support, as well as reviewing and identifying projects that were eligible for funding. He also assisted the City with the identification of a CDBG home buyout grant that could be utilized to identify eligible candidates of homes with repetitive losses.

Florida Division of Emergency Management: Mr. Canaday served as the Deputy Project Manager for FDEM's on-site Emergency Operations Center during COVID-19, where he assisted with statewide response, providing management of logistical support for field teams for numerous sites. He provided support to various state and federal vaccination sites, including churches, walk-up and drive-through sites, and mobile hospitals, as well as warehouse asset management for over 18,000 assets.





### Scott Canaday, CEM - Project Manager

**11/2018 – 01/2019:** Disaster Recovery Center Manager | IEM International, Inc.: Mr. Canaday was the Disaster Recovery Center manager for the State of Georgia, where he represented two Disaster Recovery Centers that supported Hurricane Michael. He was the liaison between FEMA, GEMA, and the applicants affected by Hurricane Michael. He was responsible for accurate documentation of survivor needs, and collaborated with other DRC managers and FEMA representatives to ensure all resources were efficiently sought and used.

O9/2016 – 05/2018: Director | Highlands County Public Safety: In collaboration with the County Administrator, Mr. Canaday participated in the formulation of policy decisions related to divisions and programs under the Public Safety Department as well as throughout the County Administration. He was responsible for preparing and presenting a variety of reports to the County Administrator, County Commission, and federal, state, and local agencies. Additionally, he served on various boards, acting as a liaison for the Public Safety Department to the Board of County Commissioners. Mr. Canaday worked closely with department managers in key human resource functions, including selecting, promoting, developing, appraising, disciplining, and, when necessary, discharging employees, all in accordance with procedures established by the Board. He also played a central role in overseeing the development, interpretation, and implementation of all divisional procedures and policies to ensure compliance with County, state, and federal policies, guidelines, rules, regulations, and laws. As part of his financial responsibilities, Mr. Canaday oversaw the preparation, review, and administration of yearly and long-range operational budget plans, ensuring the efficient and effective use of available revenues and funds under his supervision. Furthermore, he directed the formulation and development of budgets and presented relevant data to the Board at each stage of the annual budget cycle for all divisions within the Public Safety Department.

**05/2010 – 09/2016:** <u>Director</u> | **Highlands County Emergency Management:** Mr. Canaday served as the Incident Commander for multiple EOC activations, overseeing responses to Tropical Storms Debbie and Isaac, Hurricane Matthew, and Hurricane Irma. He also managed multi-unit responses to large brush and commercial fires in and around Highlands County, Florida. In addition, he provided critical assistance with Individual Assistance for survivors of Tropical Storm Debbie and coordinated both Public and Individual Assistance for Highlands County residents impacted by Hurricane Irma. As the lead for the HMGP in Highlands County, Mr. Canaday was instrumental in fortifying the Special Needs Shelter and its backup facility. He also spearheaded the CDBG Program, which installed four generators at county shelters and the EOC, along with a fifth mobile generator for shelters that could also serve as a backup for the EOC or government center.

Mr. Canaday conducted hazard analyses using CAMEO software and reported findings to the State of Florida. He authored critical documents such as the Comprehensive Emergency Management Plans, Terrorism Annexes, Hazardous Materials Response Plans, Local Mitigation Strategy, Radiation Response Annexes, and various grant proposals and apparatus specifications. His support extended to disaster response and recovery operations across the state and region, where he took on roles such as Incident Commander, Operations Chief, Planning Chief, Safety Officer, Logistics Chief, and Task Force/Strike Team Leader, both on-scene and within EOCs.

In his leadership role, Mr. Canaday planned and directed the activities of the Emergency Management Division, coordinating fire, hazardous materials, and Long-Term Recovery Team responses. He conducted public educational programs on emergency management for various community groups and regularly conferred with governmental, civic, and health officials to secure their cooperation in emergency preparedness activities.





### Scott Canaday, CEM - Project Manager

Additionally, Mr. Canaday advised superiors and other key stakeholders on the status of emergency readiness efforts. He developed and implemented specialized course materials, training aids, visual aids, publications, and special exhibits to enhance preparedness. He also coordinated disaster preparedness resources with all County operational services, overseeing key plans such as the County Standard Operating Procedures/Standard Operating Guidelines, Comprehensive Emergency Management Plan, Haz-Mat Plan, Terrorism Plan, and Shelter Plan. To further strengthen the County's preparedness, Mr. Canaday planned, designed, and participated in tabletop, functional, and full-scale exercises and simulations, ensuring effective and coordinated emergency responses to civil disasters.

01/2009 – 05/2010: <u>Planner</u> | Highlands County Emergency Management: Mr. Canaday conducted site inspections for hazardous materials, ensuring compliance with federal and state regulations by completing all required reports and documentation. He maintained and regularly updated the Emergency Management Hazardous Materials Plan through collaboration and education with local businesses, ensuring they were informed about safety protocols and legal obligations.

In his role, Mr. Canaday also maintained and revised the Highlands County Comprehensive Emergency Management Plan, Standard Operating Guidelines, and other emergency mitigation, response, and recovery plans as needed by the Office of Emergency Management. He developed and coordinated emergency exercises, providing guidance and technical advice to County departments. After each exercise, he critiqued participants' performance and offered recommendations for improvement.

Mr. Canaday provided hazardous substance expertise, offering planning and educational support to County first responders. Additionally, he responded to emergency incidents involving hazardous conditions, where he served as a resource, participated in incident command, and engaged in on-scene firefighting when necessary.



### **Amy Courville**

### **Senior EM Consultant**





#### **Technical Expertise**

- Emergency/Disaster
   Management
- EMAP Business Consultant
- Disaster Science
   Management

# Years of Experience

#### **Education**

- M.S., Physiology
- B.S., Biological Sciences
- Undergraduate Studies,
   Disaster Science Minor

### Certifications

- EMAP Trained Business Consultant
- Louisiana Emergency Preparedness Association— Board Member

### **Professional Profile**

Ms. Courville brings thoughtful leadership and disaster science management acumen to prepare for, plan, and manage large-scale emergency management projects throughout the U.S. Ms. Courville is a problem solver who coordinates with all parties to identify and implement the best solutions to prepare communities to respond and recover from all hazards. Ms. Courville provides executive level emergency management consulting and direct operational support to coordinate assets, direct activities, and liaison with agency representatives. As one of APTIM's key consultative leaders, Ms. Courville utilizes her deep knowledge of emergency management and disaster response services to provide comprehensive and cost-effective solutions to effectively plan, identify risks, organize and execute to meet mission requirements, on time and in full contract compliance. Ms. Courville directly manages the oversight of complex disaster programs to help communities maximize reimbursement funding and navigate complex federal requirements. She provides senior level consulting and management for clients to assess their needs, develop an effective and resourced plan, and execute emergency tasks in an Emergency Operations Center (EOC), Joint Field Office (JFO), Mobile Command Center, Virtual EOC, or other field office. Services included readiness planning, exercise development and execution, response housing and sheltering, emergency operations support, logistics, and grants management.

### **Experience**

# 09/2021 - 10/2022: <u>Deputy Program Manager</u> Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana:

On GOHSEP Non-Congregate Sheltering Program, Ms. Courville was responsible for developing the processes, tools, and standards for outreach to survivors to register them, make eligibility determinations, match their household with a sheltering solution, shelter them and coordinate their transition to a Recovery Housing solution. In this capacity, she developed the program steps, and proposed registration requirements to ensure quality customer service to the survivors. Ms. Courville stood up the program call center, registration website, and created and maintained best practices for outreach and coordination with the survivors through the difficult and challenging process of recovery. These program functions had to be developed and implemented within a regulatory and statutory framework relating to FEMA public assistance and the non-congregate sheltering (NCS) policies and disaster specific NCS policy.





### Amy Courville - Senior EM Consultant

**O8/2020 – 12/2021:** Program Manager | Calcasieu Parish Police Jury (CPPJ), Disaster Response Services, Louisiana: As Program Manager, Ms. Courville led delivery of temporary emergency power and related services to CPPJ throughout the Parish for concurrent events including Hurricanes Laura and Delta and Winter Weather Storm Uri. Mobilized onsite to provide immediate temporary power to various Parish facilities and mitigate hazardous conditions to protect property from further damage caused by lack of electricity and other utilities following the catastrophic 2020 Hurricanes Laura and Delta and extraordinary2021 extreme winter weather. Provided supervision, labor, materials, tools, equipment, and subcontracted items necessary upon request from the Parish. In response to Hurricane Laura, managed the delivery and operations of over 60 generators across Calcasieu Parish, delivering over 10,000 kilowatts of power supported by a team 24/7 until power restoration was completed to all assigned facilities. All billable activities (assets and labor) were tracked by location for detailed reporting, and units were monitored remotely and onsite with recorded check-ins and photographs. This resulted in fully auditable records with invoice formats aligned with the Parish's reimbursement specifications through their insurance and FEMA Public Assistance policy guidelines. Developed and delivered solutions for juveniles and animal care facilities for the winter weather ensuring critical care could be provided uninterrupted for duration of the unknown impacted severity and timeline.

03/2020 - 07/2023: Response Director—Deputy Program Manager | Florida Division of Emergency Management (FDEM) Standby Services and Supplies Logistics Contract, Florida: As Response Director and Deputy Program Manager, Ms. Courville coordinated APTIM's Disaster Response for COVID-19 and Hurricanes Elsa, Sally, Ian, Nicole and consulted the team on response to Hurricane Idalia. Work includes deploying and stationing on-site in the state's Emergency Operations Center (EOC), deploying and managing APTIM's Mobile EOC, and coordinating in-field operations. For Hurricane Ian disaster response Ms. Courville provided oversight for the delivery and management of a logistics staging area, base camp services, sanitation services, emergency power, barging services, and support services throughout Florida. For COVID-19, the team successfully provided over 365 days of 24/7 operational services and on-site EOC staffing, offering customized systems so that services provided are closed-out ready each month. The team was tasked with several missions for testing sites, vaccination sites, mobile hospitals, screening sites, and warehouse support. The team provided asset management for over 18,000 individual assets utilizing professional onsite quality and safety asset managers and technology. For Hurricane Ian, the team was again on-site at the State EOC prior to landfall to begin planning potential response activities and remained on-site throughout the response. Ms. Courville worked both out of the EOC, in APTIM's team Mobile Command Center on-site at the EOC, and at strategic locations from the Mobile Command Center in the impacted area.

**O2/2019 – 05/2023:** Deputy Program Manager | Federal Emergency Management Agency Individual Assistance Support Contract, Central and Western United States: As Deputy Program Manager, Ms. Courville coordinated with the Program Manager to manage the APTIM team's efforts and delivery of services to FEMA. Ms. Courville assisted the PM in coordinating all assets, direct activities, and liaison with FEMA headquarters, regional, and field operations points of contact to deliver emergency response services. Ms. Courville attended FEMA meetings and served as the APTIM representative in the Program Manager's absence. Services provided by APTIM included steady state services maintaining a roster of subcontractors prepared to respond to mass care and disaster housing needs across the United States. The team conducted regular meetings, exercise, and training to remain ready and provides mission-based services as tasked. The APTIM team was assigned to FEMA Regions VI, VII, VIII, IX, and X as the primary provider of services and secondary point of contact for the remainder of the FEMA regions.





### Amy Courville - Senior EM Consultant

09/2017 – 11/2017: Chief of Staff | San Jaun, Puerto Rico: As Chief of Staff, Ms. Courville worked to set-up the APTIM operation in San Juan coordinating with local and mainland project and company team members to establish an efficient organization for providing response and recovery operations. Ms. Courville coordinated with teaming companies and Puerto Rico government clients to inform resource needs in the immediate aftermath of Hurricanes Irma and Maria. Due to the conditions during set-up, it was imperative to quickly customize and implement procedures for sustainable safe, secure, and coordinated team organization that could be later easily adapted as conditions improved.

**Operational Plan, Louisiana OCD-DRU, Baton Rouge, Louisiana:** Ms. Courville and APTIM staff brought their experience in implementation of the Rapid Repair FEMA pilot Sheltering and Temporary Essential Power (STEP) program in response to Hurricane Sandy to the State of Louisiana. The operational plan was written in coordination with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and OCD-DRU with the purpose of preparing the state for a program to repair damage residences in the most expeditious manner and where practical to minimize expenditure on disposable temporary repair. Ms. Courville was on the writing team to draft, review, edit, and finalize the plan for the state and attended planning and coordination meetings.

**04/2013 - 06/2023:** Project Manager | FEMA Hazard Mitigation Grant Program, Multiple Parishes, Louisiana: Louisiana is currently working on Hazard Mitigation Projects from the 2005, 2008, and 2012 Hurricane seasons. Ms. Courville manages over 40 mitigation projects in nine parishes. These projects require advanced knowledge of FEMA mitigation, individual local government structure, customer service to homeowners and citizens affected by disasters, and coordination with the state mitigation team. The mitigation projects range from residential acquisition, elevation and rehabilitation to small-scale and large-scale infrastructure mitigation projects.

11/2012 – 03/2013: Chief of Staff | Program Management Services for the Rapid Repairs Program, New York City Department of Environmental Protection, Hurricane Recovery Officer, New York, New York: As Chief of Staff, Ms. Courville worked directly with the NYC Project Manager, APTIM Project Manager, and deputy Project Managers. The fast-paced response activities to meet New York City's sheltering needs required the coordination and deployment of over 300 APTIM staff. APTIM responded to multiple high priority requests from the client and immediate project needs requiring quick actions throughout the five boroughs of New York City. Ms. Courville assisted the Project Managers with coordinating staff, meetings, high priority tasks, and the development of policies and procedures. Ms. Courville's experience on other federally funded response projects, familiarity with senior FEMA leadership assigned to the project, and understanding of FEMA policies and procedures was greatly utilized on the FEMA Sheltering and Temporary Essential Power Pilot funded program. Over 11,700 residential buildings were repaired through the program in less than 4 months resulting in over 20,000 habitable residential units previously inhabitable due to the effects of Hurricane Sandy.





### Amy Courville - Senior EM Consultant

**12/2009 – Present:** Emergency Manager | Provides Senior level consulting and comprehensive and cost-effective emergency management and disaster recovery services focused on streamlining access and utilization of services for public and private-sector clients. Services focus on readiness planning, response housing and sheltering, logistics, and grants management. Leads state and local level program management, staff augmentation, and oversight of complex disaster response and recovery programs. Develops all hazard emergency response plans and programs, exercises, training, and debris management plans. Manage federal grant programs and provide strategic policy advice to help communities maximize recovery funding and navigate complex federal requirements. Applies operational experience, international planning, training, and exercise experience and commitment to continued education to provide emergency management response and recovery consultation in all areas of emergency management. Working knowledge of insurance claims, continuity of operations, direct support services to workforce, resilience and mitigation, public health surveillance systems, pandemic preparedness and response, disaster response logistics and grants management of federally funded disaster response, recovery, and resilience programs.

10/2009 - 10/2012: Staff Supervisor | Supplemental Staffing Services: FEMA and HUD Grant Administration for Hurricanes Katrina, Rita, Gustav, and Ike, Louisiana Office of Community Development-Disaster Recovery Unit, Baton Rouge, Louisiana: As Staff Supervisor, Ms. Courville managed 60+ supplemental staff positioned in locations throughout Louisiana for the Unit CDBG recovery programs. As part of her responsibilities, she coordinated with Unit directors and managers to identify and resolve issues. She filled staffing needs and organized staff skill sets and time to provide coverage to assigned work. She oversaw the increase in staff from less than 10 to greater than 60 personnel. Staff supplemented OCD-DRU programs including housing (Parish Implemented Programs, Homeowner Technical Assistance, Grant Recovery, Small Rental Pilot Program, Rental Programs, Constituent Services, Social Services), Infrastructure, Economic Development, Compliance, Financial Monitoring and Auditing, Comprehensive Resiliency, and Outreach. The staff also assisted with overall outreach and strategy for the HMGP statewide elevation program including developing a Contractor Registry, coordination with the Louisiana State Licensing Board of Contractors, and Parish Permitting Offices. The team of construction coordinators and construction liaisons and homeowner liaisons also assisted with the Construction Advisory Services for The Construction Advisory Services Team will assist grant recipients by guiding them through the contract, construction, and payment process. The goal of the team is to assist homeowners in completing projects, ensuring compliance with programmatic guidelines, and assisting them in re-establishing occupancy of their residence. The level of assistance provided by the team is dependent on the homeowner's request for assistance.

**2002 – 2012:** Emergency Management Consultant | East Baton Rouge Parish, Louisiana: Ms. Courville previously provided EOC staffing for disaster activations for Tropical Storm Isidore (2002), Hurricane Lilly (2002), Hurricanes Katrina and Rita (2005), and Hurricane Gustav (2008) serving in several functions as needed. Provided consulting services assisting the Medical Response Coordinator in developing a plan of action and information for the Metropolitan Medical Response System (MMRS) for the region including the 2010 Pandemic Plan. Participated in design and conduct of workshops, tabletop exercises, and expositions related to the fields of Homeland Security and Emergency Management. Provided Debris Management consulting services in response to Hurricane Isaac (2012). Updated and submitted the Parish's Debris Management plan attaining state approval of the plan.



### **Terry Pruitt, MBA**

### **Emergency Management Consultant**





#### **Technical Expertise**

- Emergency/Disaster
   Management
- Logistics and Scheduling
- Strategic Planning & Execution
- Emergency Health and Safety (EHS)
- Team Training and Development

# Years of Experience 20

#### **Education**

- M.B.A., Project
   Management/Process

   Improvement
- B.S., Health Management

#### Certifications

- NFPA 1021-I-II: Fire Officer
- NFPA 1041-I-II: Fire Instructor
- NFPA 1521: Fire Department Safety Officer
- IS-633: Debris Management Plan Development
- IS-772: Individual Assistance Preliminary Damage Assessment
- IS-1000: Public Assistance Program and Eligibility
- IS-00020.21: Diversity Awareness Course
- IS-00100: Introduction to the Incident Command System
- IS-00102: Preparing for Federal Disaster Operations: FEMA Response Partners

### **Professional Profile**

Mr. Pruitt is a seasoned emergency management leader and first responder with diverse experience in emergency and disaster preparedness, mitigation, response, and recovery, as well as firefighting and emergency medical assistance. Expertly develops and implements safety prevention and emergency service crisis solutions in support of organizational objectives and compliance requirements. Retired Sergeant of the United States Army and Air Force honorably discharged.

### **Experience**

**08/2024 – Present:** Project Manager | Manages the Disaster Recovery projects in providing technical support, advisory services, and oversight of federally funded programs to support public agencies and commercial businesses through the recovery lifecycle. Services include project delivery, staff augmentation, strategic planning, developing continuity operation and emergency management plans, designing and facilitating emergency management and live incident exercises, conducting specialized training for the public and private sector, universities and organizations, and providing leadership in emergency operations and response.

05/2021 - 10/2021: <u>Project Manager</u> | CalRecycle Hazard Debris and Tree Removal Monitoring Services; CalOES; \$52.5; San Jose, California:

Organized and lead key components of the company's emergency recovery and project management efforts. Developed comprehensive recovery strategies, overseeing damage assessment teams, and ensuring seamless coordination of resources for effective rebuilding. Responsible for organizing complex data into actionable recovery plans, liaising with highlevel stakeholders, and managing cross-functional teams to achieve recovery objectives. Utilizes advanced principles, theories, and techniques to solve complex problems and exercises significant judgment and initiative in performing the duties.

10/2021 – 08/2024: <u>Incident Commander</u> | U.S. Army Corps of Engineers, ACE Temporary Emergency Power Missions, Houston, Texas: Oversaw the deployment of hundreds of trained personnel and resources across the United States and its territories responding to emergencies and aid in disaster response and recovery. Under the National Response Framework and authorities of the Stafford Act and coordination with FEMA to support state and local government.





### Terry Pruitt, MBA - Emergency Management Consultant

### **Certifications (Continued)**

- IS-00200 ICS for Single Resources and Initial Action Incidents
- IS-00240 Leadership and Influence
- IS-00315 CERT and Incident Command System
- IS-00403 Introduction to Individual Assistance

05/2016 - 05/2021: Emergency Preparedness Coordinator | Total Safety, Houston, Texas: Mr. Pruitt directed a team of 10 direct reports while driving safety awareness, injury prevention, and employee engagement. He liaised with Exxon Mobil (EM) vendors, clients, and personnel to resolve EHS-related issues and meet daily EHS needs. He multiple comprehensive EHS and fire-related training programs/materials and instructed EM staff on all topics. He audited EM safety procedures and inspected jobsites to identify potential safety hazards and recommend improvements. Led JHA safety meetings with EM to identify issues and develop proactive solutions that mitigate productivity loss. Mr. Pruitt assessed adverse working conditions for potential accidents and delivered adverse risk-eliminating solutions to EM. He partnered with EM and various vendors to identify and meet emergency service equipment requirements for new and/or renovated fire stations; included designing and purchasing equipment. Tracked emergency service equipment inventory and AR to ensure timely invoice payments and equipment receipt. Ensured strict compliance with EM fire policies and procedures, as well as EHS, OSHA, and NFPA standards/regulations.



### Nicole Mauntler, PE, AICP

Senior Planner





Technical Expertise
Highway/Roadway Design
Multimodal Design
Pedestrian Improvements
Drainage Design
Utility Coordination
Site Development
PD&E

**Years of Experience** 16 Years

# **Education**B.S., Civil Engineering, University of Florida

### **Professional Registrations**

- Florida Professional Engineer #76962
- AICP Certified Planner #34611
- Envision Sustainability Professional #55292

### Certifications

- FDOT Specifications
- FDOT Advanced Temporary Traffic Control (TTC) (01/2025)
- Stormwater Management Inspector #19594

### **Professional Profile**

Ms. Mauntler's current role at Metric Engineering is the PD&E Division Manager. She serves as Project Manager for PD&E studies, Deputy Project Manager for Planning studies, and as Roadway and Drainage Engineer on Design projects. She is highly experienced in all aspects of highway design, as well as drainage, utility coordination, planning, ADA Reviews, and site development design. Her recent focus has been on PD&E project development and has worked on every type of project from Categorical Exclusions to Environmental Impact Statements. She also has prepared specification packages and construction cost estimates.

### **Experience**

<u>Deputy Project Manager/Engineer:</u> <u>Districtwide Systems Planning Consultant (General Planning Consultant), (3 contracts 2005-current), FDOT District 3: Ms. Mauntler's primary focus is Transportation Alternatives Program Constructability Reviews; TRIP application reviews; Master Plan, Action Plan, Corridor Plan and Feasibility Study reviews. *Projects completed under this contract:*</u>

- US 98 Realignment Feasibility Study, FDOT District 3: This project is a Feasibility Study for a Realignment for US 98, a Strategic Intermodal System (SIS) Corridor, from SR 189 to the Brooks Bridge through downtown Fort Walton Beach. This study will also analyze improvements to SR 85 from US 98 to Hollywood Blvd and SR 145 from US 98 to SR 85. The Feasibility Study is to provide documented information necessary to determine fatal flaws, logical termini, purpose and need, and corridors or alternatives that meet performance metrics identified in the purpose and need.
- US 98 Gulf Breeze Feasibility Study, Santa Rosa County, FDOT District 3: This project is a Feasibility Study to evaluate the potential for additional vehicular and multi-modal capacity to US 98 with the intent of improving capacity and operational issues along the corridor. The project included traffic analysis, interchange configuration modifications, local coordination, and the development of a purpose and need statement; and whether the project should advance to the Project Development and Environment Study phase. Ms. Mauntler served as Deputy Project Manager on this contract.
- SR 85 Eastern Crestview Bypass, Okaloosa County, FDOT District 3: This project is a Feasibility Study for a new alignment to the east of the City of Crestview which connected on the northern and southern termini to SR 85. The purpose of the Feasibility Study is to provide documented information necessary to determine fatal flaws, logical termini, purpose and need, and corridors or alternatives that meet performance metrics identified in the purpose and need. Ms. Mauntler served as Deputy Project Manager on this contract.

PD&E Engineer: Urban and Rural Counties Trail Rehabilitation Study, FDOT District 2: Metric is supporting the District 2 Planning Department by providing data collection and the condition of trails located on and off the State Highway System in the District. This project involves data collection and reporting of trail characteristics, base mapping, and trail condition surveys within the 18 counties of District 2. The trail characteristics being collected and documented include pavement condition, pavement widths, shoulder types and widths, intersection names and locations, bridge numbers and locations, and more. This project also includes optional services such as safety inspections, pedestrian traffic counts, and environmental reviews that may be needed to prioritize trail rehabilitation projects.

City of Cañon City Multi-Modal Master Plan: Metric is currently in the process of finalizing the Multimodal Master Plan for the City of Cañon City, a project that involves improving the City of Cañon City's transportation infrastructure and addressing important mobility demands. The plan considered the pertinent components of existing plans and developed additional elements to provide a safe, integrated network for pedestrians, bicyclists, and other alternative transportation modes throughout the city, with connections to other regional networks where possible.



### **III metric** | Nicole Mauntler, PE, AICP – Senior Planner

City of Pembroke Pines Transportation Master Plan: Metric recently completed this master plan contract with the City of Pembroke Pines to improve the City's transportation system and address key mobility needs to maintain livable neighborhoods. The plan will improve connectivity through all modes of travel, alleviating congestion, and improving safety for residents, visitors, and businesses in the City. Financial and funding analysis will be performed by identifying historical, current, and projected income and expenditures to determine local funding availability.

**PD&E Public Involvement – continuing, FDOT District 7:** This contract is intended to provide staff extension to the District 7 Planning and Environmental Office. At its base, the contract will provide public engagement support for a variety of projects from planning, and design, through to construction, or maintenance. It will also provide support for high profile projects such as the Tampa Bay Next. This contract will also be utilized to initiate a novel approach to transportation, taking on a proactive stance rather than reactive. Community conversations will be held to support meaningful engagement with stakeholders along corridors to determine the needs of the area. The identified improvements will undergo analysis to determine potential effects, as well as conceptual plan development.

Districtwide Efficient Transportation Decision Making (ETDM) Consultant (Subconsultant to Atkins North America, Inc.) (January 2021 – January 2031), FDOT District 3: Services performed under this contract are for the District's Environmental Management Office (EMO) and are in support of the Department's Efficient Transportation Decision Making (ETDM) process. As a subconsultant to Atkins, tasks include providing technical services, analyses, coordination, and support in implementing the ETDM and Sociocultural Effects (SCE) programs. Specific support tasks include interaction with MPOs, TPOs, regional planning councils, units of local government, and the general public in regard to the District's planning, project development, and environmental permitting processes. Other miscellaneous tasks include GIS analyses, miscellaneous studies, agency coordination, environmental reviews and documents report writing, and various other technical support. Several tasks related to the programs and activities encompassed by the ETDM Process are used by the Department to implement early coordination and planning, as well as environmental linkage requirements of existing and future transportation authorization bills.

General Engineering Consultant Services (Sub to HNTB), FDOT District 3: Services under this GEC contract include engineering, architectural, technical, management, and administrative services to assist various projects within the Work Program, as well as to support the operation, maintenance, and construction of the State Highway System. As a subconsultant to HNTB, services include planning support, PD&E/environmental management, design support, project control support, administrative project support, right-of-way support, right-of-way mapping, materials and geotechnical support, construction engineering management, traffic operations, maintenance engineering management, and surveying.

**Districtwide RCI/SLD Data Collection (Feb. 2020 – Feb. 2025), FDOT District 3:** This scope of work includes collecting, processing, and reporting general descriptive data for a series of Department databases and computer systems, including but not limited to: onsystem and off-system roadways for the Roadway Characteristics Inventory (RCI), and the Highway Performance Monitoring System (HPMS). Some additional tasks associated with this contract include design traffic reports, speed and vehicle occupancy studies, and 3D/4D Visualization support services.

TWO #3: RCI Data Collection for the Department's QA/QC Program: Collect, process, and report RCI data in FDOT District 3. Additionally, Metric was responsible for the maintenance, implementation and training required to successfully implement the district Quality Assurance/Quality Control (QA/QC) program.

PD&E Study Race Track Road at SR 5 (US 1), (2022-2025) FDOT District 2: Race Track Road at US 1 is a vital intersection located on the Duval and St. Johns County line. This intersection ties into the fast-growing Nocatee community and is adjacent to a rail line owned by Florida East Coast Railway. This PD&E study will look at alternatives to improve the currently strained intersection while minimizing impacts to the natural, social, and physical environment. Our PD&E staff will work alongside the Department to help repurpose old racetrack land into the Grand Cypress which will support mixed-use development for the community. Additionally, this project will work to reduce current intersection congestion. Overall, this project will be completed through Phase I which includes the execution of various studies and then through Phase II which supports the development of design work. This project is anticipated to roll into final design with an anticipated construction date of 2027.

Project Manager: PD&E for SR 368/23rd Street from US 98 Flyover to SR 390 (St Andrews Blvd) in Bay County PD&E, FDOT District 3: 23rd Street is an urban minor arterial within the City of Panama City and unincorporated Bay County. The corridor provides a direct connection to Port Panama City's (PPC) Dyers Point (West Terminal), allowing for the facility to be a Strategic Intermodal System (SIS) corridor. The existing 23rd Street corridor is a 4-lane facility with a two-way left turn lane. Improvements to be analyzed include an additional lane in each direction, bicycle and pedestrian facilities, and access management upgrades. The PD&E Study is to consider widening from a four lane to six lane typical section.

Roadway Engineer: Design of SR 83 from SR 10 (US 90) to North of Gum Creek Road, FDOT District 3: This resurfacing project includes resurface travel lanes, auxiliary lanes, medians, and paved shoulders on SR 83 from the pavement change just north of US 90 to the pavement change south of CR 185. Our team was also able to identify the need for Complete Streets implementation in future projects, which our designs within this contract will help to accommodate for the District. Specifically, Metric is developing roadway designs involving cross slope corrections, drainage, and utility coordination as well as traffic related designs such as S&PM and lighting.



### **Jason Gwaltney**

### **Planner**

# // metric consulting

### **Technical Expertise**

- Emergency Management
- Plan Development
- Catastrophic Incident Response and Recovery Planning
- Public Health Emergency Planning
- Mass Fatality Planning
- Continuity of Operations/Continuity of Government Planning
- Business Continuity Planning
- Logistics Planning
- Emergency Planning for Utilities
- After-Action Report Development

### Years of Experience

12

#### **Education**

Master of Public Administration, University of San Fransisco, 2007

Bachelor of Science, Interdisciplinary Sciences, University of West Florida, 2001

#### **Certifications**

- 2008-16/Incident Command System 100, 200, 300, 400
- 700a NIMS
- 800b National Response Framework
- IS 700a, 701a, 702a, 703a, 706, FEMA Professional Development Series, Homeland Security Exercise and Evaluation
- IS-1300, Intro to COOP Virginia Department of Emergency Management Web EOC

### **Professional Profile**

Jason Gwaltney has over 16 years' experience in emergency and business continuity management specializing in the development of strategic, operational, and tactical plans for local and state governments, utilities, multijurisdictional planning regions, and private businesses. Additionally, he has served in local and state Emergency Operations Centers helping organizations respond to several real incidents (i.e., earthquake, tsunami, influenza pandemic, winter storm, and civil unrest).

Mr. Gwaltney offers unique perspectives and innovative approaches to preparedness challenges, influenced by his diverse background of experience in contingency management. From serving organizations through his own consulting firm, Cornerstone Emergency Planning, and form his experience working for APTIM, AECOM, URS, the U. S. Air Force, the Bank of America, and the Contra Costa County Department of Public Health, Mr. Gwaltney has gained an extensive understanding of emergency management and business continuity approaches, concepts, and policy. In his career, Mr. Gwaltney has written almost 100 contingency plans.

Mr. Gwaltney has an expert understanding of the National Incident Management System, National Response Framework, National Disaster Recovery Framework, FEMA's Comprehensive Preparedness Guide (CPG 101, V2), FEMA's Continuity Circular, and California's Standardized Emergency Management System as well as other local, regional, state, and military emergency planning policies.

### **Experience**

**2020 – Present:** Lead Planner | City of Healdsburg, After-Action Report/Improvement Plan for the Kincade Fire, Healdsburg, CA: Mr. Gwaltney is currently assisting the City of Healdsburg facilitating an afteraction review of the City's response to the 2019 Kincade Fire. To date, he has reviewed existing plans and incident documentation and conducted interviews of EOC and other key personnel. He has also developed an initial draft of the After-Action Report and Improvement Plan, documented observations and provided analysis and recommendations. The final report will be used as a roadmap for the City to enhance the City's emergency management program.





### | Jason Gwaltney - Planner

**2019 – 2020:** <u>Senior Planner</u> | Orange County Department of Emergency Management, Resource Management and Logistics Plan, Winter Park, FL: Mr. Gwaltney is currently assisting Orange County Department of Emergency Management in the development of their Resource Management and Logistics Plan. As part of the effort, he led the execution of a resource gap assessment, comparing the resources necessary for an effective response to different hazards to those in the County's inventory. He has also provided advice on plan content and has completed the initial draft of the plan.

**2019:** <u>Lead Planner</u> | Clay County Department of Emergency Management, Public Safety Facility Continuity of Operations Plan, Green Cove Springs, FL: Mr. Gwaltney assisted Clay County in the development of a Continuity of Operations Plan for their Public Safety Facility. As part of the effort, he analyzed facility risks and vulnerabilities, identified mission essential functions, identified key personnel, and developed alternative approaches to continuing the execution of the mission essential functions.

2017 – 2020: <u>Lead Planner/Project Manager</u> | FEMA Public Assistance Consultant, Pasco County, Florida: Mr. Gwaltney assisted the City of San José - managing the effort to update their Emergency Operations Plan (EOP) and developing an Emergency Operations Center (EOC) Operations Guide and six support annexes (Debris Management, Mass Care and Shelter, Damage Assessment, Crisis Communications, Evacuation, and Recovery). Mr. Gwaltney led the Plan and Policy Review and developed the draft and final EOP, EOC Operations Guide (including position-specific checklists), and Debris Management and Damage Assessment support function annexes. He also managed all plan development, ensuring that updates to the EOP and support annexes were effectively integrated, and consistency was achieved and maintained across all plans.

**2016 – 2017:** <u>Senior Continuity Planner</u> | City of Oakland Emergency Management Services Division, Analyze and Update Emergency Operations Plans, Oakland, CA: Mr. Gwaltney reviewed and updated the City's COOP and 15 COOP annexes for each city department. His efforts involved analysis and evaluation of existing COOPs, stakeholder outreach, interviews of department leadership; coordination meetings, and the development of updated COOPs. Mr. Gwaltney also assisted the City of Oakland, by providing services to update their Emergency Operations Plan (EOP), Emergency Support Functions (ESFs), Incident and Supporting Annexes, Disaster Recovery Framework (DRF), Recovery Support Functions (RSFs) Annexes, and their draft Recovery Ordinance.

**2016 – 2018:** Project Manager | Emergency Operations Plan Update, City of Sacramento, Department of Utilities, Sacramento, CA: Mr. Gwaltney led the revision of approximately 30 Emergency Action Plans (EAPs) that cover all aspects of the department's operational functions and address multiple applicable threats and hazards, consolidating them into a streamlined and functional Emergency Operations Plan (EOP). These revisions maintained compliance with state and Federal guidance and regulations. As the project manager, Mr. Gwaltney led a team of emergency planners and subject matter experts, providing guidance and direction in the facilitation of a strategic planning process, execution of a plan and policy review, and the development of a comprehensive EOP.





### | Jason Gwaltney - Planner

**2015:** Senior Continuity Planner | Metropolitan Transportation Commission, Continuity of Operations Plan, Oakland, CA: Mr. Gwaltney supported the development of a Continuity of Operations Plan for the Metropolitan Transportation Commission (MTC). He provided subject matter expertise on continuity planning that included the identification and prioritization of essential functions, recovery objectives, and the identification of specific actions MTC can take to, following and incident, to mitigate disruption and continue to provide essential services. The COOP includes a risk analysis, profiles of the essential functions, concepts for continuing operations, and checklists to support continued operations.

**2014 – 2015:** Lead Planner/Project Manager | City of Sacramento Department of Utilities, Flood Emergency Action Plan (EAP), Sacramento, CA: Mr. Gwaltney and his team supported the City of Sacramento by developing flood-specific EAPs for the city's Department of Utilities and three partner agencies, in addition to developing an overarching regional Flood EAP. These plans comply with the California Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and California Water Code Section 9650 requirements. Mr. Gwaltney coordinated the development of EAPs for the participating agencies, as well as having primary responsibility for drafting the comprehensive regional master EAP. Mr. Gwaltney also managed the activities of planning staff assigned to EAP development duties.

2015: <u>Senior Planner</u> | Elk Grove Water District, Emergency Response Plan, Elk Grove, CA: Led the development of an Emergency Response Plan (ERP) for the District. The ERP provides District personnel with the necessary information to anticipate District needs in the event of an emergency and to adequately prepare for such an event. The ERP also includes Emergency Action Plans for specific incidents and a supplemental Incident Recovery Plan to guide the District on how to recover from an incident. Development of the ERP included an analysis of the District's current plans and assessments.

**2012 – 2014:** Lead Planner | Bay Area UASI, Regional Catastrophic Planning Grant Program (RCPGP) – Catastrophic Earthquake Logistics Plans, San Francisco Bay Area CA: Mr. Gwaltney led the development of a regional plan and local government annexes for each of the 12 counties in the Bay Area UASI region. The plan provides a concept of operations for commodity distribution and critical lifelines (fuel, water and wastewater, and electrical power) restoration for local, state and federal government agencies responding to a catastrophic earthquake. The plan also includes annexes for each of the 12 counties and two core cities in the Bay Area UASI region, a Commodity Point of Distribution Manual and Field Operations Guide, a Logistics Staging Area Manual and Field Operations Guide. The project involved the collaboration of stakeholders and subject matter experts at the federal, state, and local government levels.



### **Robert (Bob) King Operations**

### **Operations Manager/Phase 1 IMST**

### **Professional Qualifications:**

Mr. King has more than forty-years of experience in emergency services and thirty-years instructional experience.

### **Emergency Services:**

RLKingTraining

May 2013 - Present

 Consultant and instructor. Services include providing cities and counties with emergency management "best practices", EOC design and staffing, and exercises and after-action reviews of both exercises and incidents. Instructional capabilities in NIMS courses, All-Hazards curriculum, "G" series curriculum and basic incident command courses.

### **NSB Advanced Enterprise**

2020 COVID-19 IMT Command and General Staff for West Palm Beach, Fl. March 2020 –
 September

### City of Kissimmee, Fl.

Fire Chief, April 2003 - May 2013

### City of Rochester, NY

 Rochester Fire Department - Progressive promotion through the ranks of the department from firefighter to Executive Deputy Chief, May 1976 – 2003

### Instructional:

### **RLKingTraining**

 Development of client specific exercises and plans; instructor of NIMS All-Hazards position specific incident management, ICS, and emergency management curriculum. 2010-present

### **NSB Advanced Enterprise**

All-hazards curriculum instructor. 2018-present

### Blue Skies Prof. Services

• Exercises and instructional support for Florida-based clients. 2012-present

#### **Hinnant Solutions**

Program development and instructor. 2005- 2013

#### DHS/FEMA

 Certified instructor for Incident Command and All-Hazards position specific curriculum. 2006 – present

### State of Florida

• Approved instructor in emergency management and incident command courses. 2004 - present



### State of New York

Incident Command Instructor 1988-2003

### Monroe Community College

Adjunct faculty in Fire Science program and Public Safety Training Facility instructor 1988- '03

### Rochester FD

 Recruit Training Officer 1986-'92; Hazardous Materials Training officer 1988-'90; Special Operations, incident command, and leadership 1993- '03

### **Relevant Experience:**

### **Emergency Services**

- COVID-19 Incident Management Team served as Operations Section Chief on SW Florida IMT for Department of Health COVID-19 Testing assignment; served as Safety Officer for NSB IMT for State sponsored regional testing site in Jacksonville, Florida, this site did over 2000 test a day.
- Fire Chief chief executive officer for Department of one-hundred four employees, providing fire, EMS, and specialized rescue response to a population of over 60,000; Budget of \$12 million dollars; Emergency Management, contract negotiations, fire station design & construction and response to major incidents.
- Incident Management City of Kissimmee: incident commander for three (3) hurricanes that
  impacted City of Kissimmee in 2004 and several tropical storms 2005-2012; deployed to
  Mississippi as part of Florida's Katrina response as an incident commander in Hancock County,
  MS. 2005; member of federally recognized Regional Domestic Security Task Force (RDSTF) TypeIII Incident Management Team, participation in full-scale and functional exercises as incident
  commander and liaison 2008-present.
- Executive Deputy Chief: second in command of department with administrative and supervisory responsibility for five hundred fifty uniformed and civilian employees. Direct day-to-day activities with the Suppression Division, Emergency Management Bureau, Training & Support Services Division, Health and Safety Bureau, and the Hose and Supply Depot. Developed annually and responsible for a \$36 million-dollar operating budget and a \$3 million dollar capital budget. Respond to all multiple alarm fires and major incidents as the Incident Commander.
- Incident Management City of Rochester: City's incident commander for 2003 ice storm
  impacting over 300,000; incident commander for freight train derailment and fire 2001;
  Operations section chief for blizzard in 1995; incident commander for numerous Type 4
  incidents, including fires, vehicle accidents, mass-casualty incidents, and hazardous materials
  spills; Operations section chief for many all-hazard incidents; EOC Fire Branch for 1991 ice storm
  and 1993 blizzard.

#### Instructional:

- State of Florida Division of Emergency Management instructor for State/federal courses for twelve-years in areas of incident command, emergency management curriculum and EOC operations. Presenter at Governor's Hurricane Conference ten-years; involved in the development of the instructor certification process and incident management team certification and credentialing process.
- RLKingTraining instructor in all-hazards incident management curriculum, national incident management system courses, and emergency management curriculum. Develop exercises of all



- types for cities and counties; and conduct HSEEP compliant after-action reviews and improvement plans for exercises, events, and incidents of significance.
- NSB Advanced Enterprise, Blue Skies Professional Services and Hinnant Solutions instructor for the all-hazards incident management curriculum, national incident management system courses, and leadership curriculum. Presenter at Florida Emergency Preparedness Association annual meeting for five-years. Development of client-specific training and p exercises.
- **Department of Homeland Security/FEMA** certified instructor for incident command system curriculum since 2006 and All-Hazards position specific courses since 2009. Presented this curriculum throughout the State of Florida both as a contractor and as representative of the Division of Emergency Management.
- **State of New York** certified by State Fire Marshal and Dept. of Municipal Police as incident command and hazardous materials instructors. Instructed police, fire, and emergency medical agencies throughout the State for five-years.
- Monroe Community College Involved as instructor/facilitator with the TEAM Command and as
  adjunct faculty within the Fire Protection Technology programs (FPT). Responsibilities included:
  course development and revision in hazardous materials, incident management and fire
  protection disciplines. Instructor/Lecturer in Hazardous Materials, Incident Command, Incident
  Management System, Command Post Operations, Disaster Management, and Fire Brigade.
- Rochester Fire Department Recruit Training: Involved in all aspects of recruit training program. Developed and incorporated new classroom materials including lesson plans, test, and performance evaluations. Trained over 160 fire recruits. Hazardous Materials Training Officer: Responsible for all aspects of training for the 40-person hazardous materials team. Developed and implemented department wide hazardous materials training and exercise program. Special Operations: instructed FD and surrounding jurisdictions in hazardous materials, confined space, and rope rescue operations. Introduced unified command training to City emergency response personnel. Director of Training and Support Services: Deputy Chief's position responsible for all training for fire department, including State training compliance, department and OSHA mandated training, curriculum development and update, instructor qualification/training, and city-wide emergency management exercises. Conducted emergency management, hazardous materials, and leadership training to city/county supervisors and directors.

### **Education and Training:**

Monroe Community College Associate of Liberal Arts 1994

### **Professional Achievements and Associations:**

- National Fire Academy/Emergency Management Institute
- Numerous continuing education classes, seminars, and courses.
- Florida Fire Chiefs Association
- Central Florida Fire Chief's Association
- Florida Emergency Preparedness Association
- International Association of Fire Chiefs



### **Nigel Baker**

### **Operations Manager/Phase 1 IMST**

### **Professional Qualifications:**

- 31 years in the Fire Service & Emergency Medical/Management Services Field
  - Retired in 2017 as Division Chief, Operations / Emergency Management, Homeland Security, & Communications- Palm Beach County Fire Rescue (PBCFR)
  - Member of the PBC Fire Rescue Reserve Battalion
- 18 years with Florida Forest Service Type II Interagency Incident Management Team
  - Served as Blue Team Planning Section Chief
- 5 years as Incident Commander/ Team Coordinator, Southeast Florida Region 7 Type III All Hazards Incident Management Team (AHIMT)
- District Chief, Operations (Battalion 2); District Chief, Operations (Battalion 4)
- Battalion Chief Communications Center and Fire Operations Office; Battalion Chief Staffing Office
- Battalion Chief Public Information Officer; Executive Assistant to Fire Chief
- Captain, Operations (Battalion 3); Firefighter, Operations (Battalion 3)

### **Relevant Experience:**

### **Work Experience**

### **Palm Beach County Fire Rescue**

**March 2013 – December 2018** 

### Division Chief, Emergency Management, Homeland Security, & Communications

- Served as PBCFR representative to all Emergency Management agencies within Palm Beach County.
- Responsible for fire rescue emergency management & Incident Action Plans, as well as
  development of the Palm Beach County All Hazards Incident Management Team (PBC AHIMT
  aka SE FL Region 7 AHIMT).
- Coordination & development of National Incident Management System (NIMS) position specific training for PBCFR.
- PBCFR representative to the Palm Beach County Sheriff's Office (PBSO) Regional Fusion Center.

### **Palm Beach County Fire Rescue**

**January 2012 – March 2013** 

### **Division Chief Operations Division**

- Extensive dealings with personnel issues, operational elements, internal affairs investigations, station assignments, collective bargaining concerns, & liaison with other fire rescue organizations within Palm Beach County.
- Responsible for >1200 firefighters and having 7 Battalion Chiefs; 4 Fire Operations Officers, & a Staffing Officer as direct reports, assist in the management and development of >300-milliondollar operational budget, 49 stations, 1800 sq/mi.
- Management of all Operational issues including training, budget and finance, agency & union contracts. Also, served on department staffing committee, apparatus committee, chairman of department awards banquets.



### Palm Beach County Professional Firefighters & Paramedics Local 2928

January 2010 – December 2011

### **District Vice President**

 Negotiation of labor contracts, collective bargaining agreements, memos of understanding and settlement of grievances as well as participation in public relations campaigns of officials.

### **Palm Beach County Fire Rescue**

June 2005 - January 2012

### **District Chief - Battalion 2**

- Oversight of 36-million-dollar budget, 9 fire stations & 220 personnel.
- Served as the liaison & local fire chief for the Royal Palm Beach Acreage, the Village of Wellington, the Village of Royal Palm Beach, the Town of Loxahatchee Groves & Indian Trails Water Improvement District.
- Managed all aspects of Battalion 2 including training, finance & personnel & assisted in the building & design of new fire stations.

### **Palm Beach County Fire Rescue**

January 2000 - June 2005

### **District Chief - Battalion 4**

- Oversight of 21-million-dollar budget, 6 fire stations & 130 operational personnel.
- Served as liaison and local fire chief 5 cities, the Coalition of Boynton West Residential
  Associations (COBWRA) >100k residents, the Alliance of Delray Residence Association >75k
  residents, King's Point, as well as 10 Community Emergency Response Teams (CERT).
- Managed all aspects of Battalion 4 including training, finance & personnel and assisted in the building and design of new fire stations.

### **Palm Beach County Fire Rescue**

March 1996 – January 2000

### Battalion Chief, Communications Center, Fire Operations Office, Staffing Office & Public Information Officer

- A member of the team responsible for management & development of PBC Communications Center with over 60 personnel including an Alarm Office Manager a Training Specialist, a Quality Improvement Coordinator, 4 Fire Operations Captains & 4 Dispatch Supervisors.
- Assisted the Deputy Chief of Operations in the staffing & placement of more than 750 assigned personnel.

### Palm Beach County Fire Rescue

March 1996 – September 1996

### Executive Assistant to the Fire Chief and Department Public Information Officer

- Extensive dealings with personnel matters, operational elements, station equipment assignments, & liaison with other fire rescue organizations in Palm Beach County.
- Coordinated all public information & public relations development & products for external/ internal customers.
- Extensive dealings with local, regional, state & national news media related to targeted safety related media messaging.

### Palm Beach County Fire Rescue

1995 - 1996

### **Station Captain**

• Provided direct supervision during 24-hour shift to a fire station crew of 9 to 11 personnel.



- Responded to emergency incidents and provided command, control, & coordination as Incident Commander (IC) on large & small event scenes.
- Provided training, prepared incident reports & inspections, participated in community events & open houses, & completed performance reviews for firefighters, paramedics, & driver operators.

### **Palm Beach County Fire Rescue**

1993 - 1995

### **Interim EMS Lieutenant**

Responsible for providing medical supervision to I 5 paramedics through 5 fire stations.
 Responded to major medical incidents in a supervisory role to provide coordination & medical control. Additional responsibilities included managing battalion pharmacy, providing necessary advanced training of paramedics, controlled substances, & ordering medical supplies.

### **Palm Beach County Fire Rescue**

**September 1987 – 1993** 

### Firefighter/EMT/Paramedic

• Responding to emergency fire & medical incidents, patient care, incident reports, & Emergency Medical Services personnel on Rescue/Ambulance unit.

### **Instructional Experience**

- Palm Beach State College 15 years Command; Control; NIMS/ICS/USFA All Hazards Position Specific; Florida State Fire College course curriculum
- Palm Beach County School Board- 5 years School Hazard and Safety training
- South Technical Education Academy- 5 years Fire & Emergency Medical Services training
- RLKing Training- 4 years NIMS/ICS/USFA All Hazards Position Specific
- Blue Skies Professional Services- 4years NIMS/ICS/USFA All Hazards Position Specific
- Complex Coordinated Terrorist Attack- 3 years coordination of Palm Beach County participants at Emergency Management Institute (EMI)
- Countering Violent Extremism- 3 years coordination of Palm Beach County community partners
   & participating agencies
- Radiological Reception Center coordination of Palm Beach County participating agencies & All Hazards Incident Management Resources
- Florida Hurricane, Disaster, & Emergency Management Evaluator, Trainer, & Observer
- International Association of Firefighters Local 2928- 6 years CPR & Medical training

### **Education and Training:**

- Master of Public Administration Degree
- Bachelor of Science Degree Fire & Emergency Services Management
- Associate Science Degree Fire Science Management
- Associate Science Degree Emergency Medical Services Management
- Nationally Qualified to instruct All FEMA All Hazards Position Specific; AH Train the Trainer
- Courses; USFA O-305 Instructor; Multiple FEMA Emergency Management courses
- Attended the USFA/NFA Executive Fire Officer Program (EFOP)
- Florida State Certified Paramedic; Firefighter; Inspector; Instructor III (FCDICE provider)
- Completed FEMA Advanced Professional Series (APS) Certificate program
- Instructor at the Florida Forest Service Withlacoochee Training Center since 2004
- Approved Emergency Management Institute (EMI) Contract Instructor



### Donald (DJ) Minor

### Phase 1 IMST

### **Professional Qualifications:**

Charismatic and dependable teacher with years of experience delivering educational assistance and instruction to various levels of learners. Committed to providing students with necessary tools to achieve academic goals, and cooperative teamwork.

Over the past 30 years, Mr. Minor has served as a Captain, Battalion Chief, and Division Chief at Palm Beach Gardens Fire Rescue in Palm Beach Gardens, Florida.

Mr. Minor also serves as an IST member for the Department of Homeland Security Urban Search & Rescue teams where he coordinates response activities between the federal government and state official ESF's 4 and 9.

Mr. Minor currently serves as an active member on the South Florida Urban Search & Rescue team (FL-TF2). Mr. Minor also serves as an Incident Commander and Planning Section Chief on the Region 7 All Hazards Incident Management Team for the state of Florida.

Mr. Minor has been deployed to such events as Hurricane Katrina, Super Storm Sandy, and Earthquake in Haiti and served as the incident commander in multiple major sporting events.

### **Relevant Experience:**

FEMA May 2012 – Present

### **US&R Instructor**

- Observed and evaluated students' performance, behavior, social development and physical health.
- Communicated frequently with students and faculty to provide feedback and discuss instructional strategies.
- Enhanced students learning by optimizing wide range of instructional approaches and innovative classroom activities.

# Palm Beach State College, Lake Worth, FL Adjunct Instructor

Nov. 2015 - Present

- junct instructor
  - Retained interested and maximized receptive learning by educating students using hands oninstructional techniques.
- Organized classroom materials to help other instructors prepare for daily instruction and activities.
- Tutored struggling students individually and in small groups to reinforce learning concepts.

### **Division Chief of Supporting Services**

### **Division Chief of Training**

### **Palm Beach Gardens Fire Rescue**

Jan. 1996 - Retired

### **Planning Section Chief**

- Regency Square Mall (FDEM) COVID 19 Testing Site August 2020 October 2020
- Regency Square Mall (FDEM) COVID 19 Vaccination Site February 2021 March 2021
- Gateway Mall (FEMA) COVID 19 Vaccination Site March 2021



Lee County ASC (FDEM) Hurricane Ian - October 2022

#### **Incident Commander**

- Gateway Mall (FEMA) COVID 19 Vaccination Site March 2021 June 2021
- (FDEM) Surfside Building Collapse July 2021
- Lee County ASC (FDEM) Hurricane Ian October 2022 November 2022

### **Operation Section Chief**

SEOC (FDEM) Hurricane Ian September – October 2022

### **All Hazards Incident Management Instructor**

January 2020 - Present

- ICS Command Classes
- All Hazards Incident Management Classes
- 0305 NFA Incident Management Class
- E/G/K2300 Series
- E110 Foundations of Emergency Management Train the Trainer

Instructor 3 June 2015 - Present

Paramedic May 2010 - Present

Firefighter July 1995 - Present

Training Officers Associations of the Palm Beaches (Active Member)

May 2012 - Present

### **Education and Training:**

### **Professional Achievements and Associations:**

Master's in Emergency Management: American Military University

Bachelor of Arts: Public Administration Barry Universit



### **Judith Tear**

### Phase 1 & 2 IMST

### **Professional Qualifications:**

Motivated Emergency Preparedness and response trainer/ Mitigation specialist/ PIO who has the breadth of knowledge and experience to lead, support and train for emergency management. Exceptional team leader with an outstanding work ethic. Skilled in writing reports, updating records, and handling simultaneous tasks in a fast-paced setting. Extensive knowledge and experience in risk assessment, emergency response planning, disaster response, recovery, and training/exercises.

- Designed, conducted, and evaluated over 47 disaster exercises in the state of Florida
- Trained over 2700 students in Florida Incident Command Classes and All Hazard Classes since 2005
- Responded to Seventeen Type 1 and Twenty-one Type 2 national all hazard incidents

### **Relevant Experience:**

Florida Forest Service, Withlacoochee Forest Center

**April 2014 – August 2022** 

### Mitigation Specialist/Information Officer

- Responsible for developing and implementing regional Wildfire Prevention programs and collaborated in the development of state program; worked with local communities to mitigate wildland fire risk and prevent avoidable property loss by providing local decision-makers, fire departments and others with education, information, and tools.
  - Operate as the Mitigation Specialist/PIO for Florida Forest Service, Withlacoochee Forest Center (Lake, Sumter, Pasco, Citrus and Hernando Counties).
  - o Participate as a member on county Local Mitigation Strategy Committee's.
  - Participate as part of the Joint Information System in all five counties.
  - Responsible for all internal and external communication for the Withlacoochee Forest Center, including Wildland Fire.
- Notable Accomplishments:
  - Served as Plans Sections Chief for Florida Forest Service in Tennessee Wildfires (2017) and Hurricane Michael (Bay County 2018)
  - Served as Type 2 Plans Section Chief on State of Florida Green Team and has deployed Nationally as a PIO, Plans Section Chief and Fire Prevention Team Member Type 2. (2015-2021)

### Florida Department of Health – Citrus County, Florida

October 2002 – April 2014

### **Emergency Coordinator/PIO**

- Served as Public Information Officer for the Citrus County Health Department, working in collaboration with the State Department of Health office. Emergency Operations planner and trainer, working with local, state and federal entities.
- Notable accomplishments:
  - Served as Incident Commander for Region IV Disaster Community Health Assessment Teams in 2004 hurricane season
  - Served as Plans Section Chief as part of Region IV EMAC deployment to Hancock County,
     MS during Post Hurricane Katrina 2005



- Held multi -roles within the planning section for National Special Events Super Bowl 2009, Republican National Convention 2012
- Served as Plans Section Chief for Hurricane Sandy response, Rockaways, NY 2012 –NYC-DOH

### Citrus County Sheriff's Office – Lecanto, Florida

December 1999 – October 2002

### **Emergency Planner**

- Responsible for the developing and coordinating emergency response planning and implementation.
  - Maintained current understanding of local, state, and federal guidelines for emergency response.
  - o Built and strengthened relationships with area governments, departments, and agencies to manage effective planning and implementation of emergency response strategies.
- Notable Accomplishments:
  - Assisted in development and implementation of the first FEPA / FDEM Emergency
     Management Academy in the State of Florida 2001
  - Director, 02/1997 to 12/1999
  - American Red Cross Service Center Crystal River, Florida
  - Service Center Director, responsible for the overall management and supervision of all activities within region; promoting disaster preparedness and response programs.
  - Spearheaded innovative approaches to resource allocation and strategic planning.
  - Oversaw operations and provided corrective feedback to achieve daily and long-term goals.

### **Education and Training:**

Instructor – Florida Department Emergency Management

Instructor – Department of Homeland Security

Instructor – American Heart Association

Facilitation Instructor – National Wildfire Coordinating Group

Trainer – FEMA / Emergency Management Institute Train the Trainer-All Hazard Position Specific

### **Professional Achievements and Associations:**

National Type II Plans Section Chief

National Type II Information Officer

State of Florida Type II Prevention Team Member

State of Florida Type III Plans Section Chief



### **Robert Bressett**

### **Senior Program Manager**





### **Technical Expertise**

- Disaster Recovery Operations
- Electrical Utility
- Large Disasters
- Disaster Recovery Reimbursement
- Mitigation

# **Years of Experience** 17

#### **Education**

- M.S., Environmental Management, University of Houston
- B.S., Environmental Management, University of Houston

#### Certifications

- Emergency Management Institude: 26 ICS Courses
- FEMA Public Assistance
   Operations I and II
- Continuity of Operations (COOP) Awareness (FEMA)
- Damage Assessment for Public Works (FEMA)

### **Professional Profile**

Mr. Bressett has expert-level knowledge and experience with federal laws, regulations, and policies. He has over 17 years of experience assisting recipients and subrecipients navigating complex and challenging federal grants programs, including floodplain requirements, hazard mitigation, and funding options. Between 2007 and 2019, he was the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) lead consultant for policy clarification, including the GOHSEP Technical Section, the Legal and Appeals Sections, and the Grants Management and Closeout Sections.

### **Experience**

**2020 – Present:** Senior Project Management Specialist | Public Assistance Subject Matter Expert, Grant Management Consulting, Beauregard Electric Cooperative Inc., DeRidder, Louisiana: BECI is a rural electric cooperative engaged in the distribution of electricity. BECI and its residential and commercial customers were severely impacted by three major disasters affecting a large electric distribution network. Recently, BECI applied for and was approved for PA Program assistance for FEMA disasters DR-4559-LA (Laura) and DR-4570-LA (Delta). Provides critical policy interpretation and data analytical skills to the BECI project. Assists the Project Manager with developing various policy strategies and supporting documents to facilitate BECI receiving maximum FEMA funding for their Category F Project Worksheet estimated to be approximately \$70M.

2019 – Present: <u>Subject Matter Expert</u> | FEMA PA Policy and QA/QC; FEMA Public Assistance and Disaster Recovery Management Services PID; Paradise, California: Attended meetings with FEMA and Cal OES and provided FEMA PA policy analysis and guidance. This included the potential use of PID's damaged facilities funding for optional applications, such as for alternate, improved, or alternative procedures projects (Stafford Act Section 428). Assisted with developing and reviewing critical Damage Description narratives, Scopes of Work narratives, Detailed Estimates, and Hazard Mitigation submittals representing over \$100M in FEMA funding.





### | Robert Bressett - Senior Program Manager

**2019 – Present:** <u>Subject Matter Expert</u> | Program and Construction Management Contract; Bossier Parish; Benton, Louisiana: Senior level consultant to Bossier Parish, a joint government, providing FEMA PA policy guidance. The APTIM contract with this client is a result of the disastrous flooding that occurred in Louisiana in 2016. Besides being a subject matter expert in FEMA Policy, he is also educating this client with the Louisiana GOHSEP Grants Management and Closeout processes. Educating the parishes with how FEMA uses the CEF, and its associated allocations (Parts A-H) to formulate PWs for damaged facilities' restoration. Involved with the cost analysis and reconciliation of APTIM's billable expenses and FEMA eligible funding to facilitate FEMA funding reimbursement and projects' closeout involving over \$3M. Participation includes coordination and meetings with the Parishes' and APTIM's engineers and attorneys, and sub-contractors, the GOHSEP Technical Section, Grants Management, and Closeout Teams.

2016 – 2019: <u>Senior Advisor for Public Assistance</u> | Public Assistance Policy and Problem Resolution; Stafford Act and National Flood Insurance Act Programs: Technical Assistance Contract; Louisiana GOHSEP; Baton Rouge, LA: Supported Louisiana GOHSEP disaster recovery operations, serving as an advisor based on his knowledge of the federal regulations. Assisted GOHSEP management and staff to resolve program issues. Directly and indirectly involved in over 2,000 projects and wrote over 1,000 letters/"white papers" on behalf of GOHSEP and the State of Louisiana applicants.



### **Brandon Kanatani**

### **Program Manager**





#### **Technical Expertise**

- CDBG-DR
- HMGP
- FEMA Public Assistance
- Grant Management
- Construction Management
- Quality Control

# Years of Experience 20

#### **Education**

- Construction Management,
   Louisiana State University
- Certificate of Infrastructure in Disaster Management, TEEX, College Station, TX

### Certifications

- Infrastructure Disaster
   Management Certificate
- National Grants
   Management Association
- Army Corps of Engineers CQM
- IS-100: Introduction to Incident Command System
- IS-200: ICS for Single Resources and Initial Action Incidents
- IS-300: Intermediate ICS for Expanding Incidents
- IS-400: Advanced ICS for Command and General Staff, Complex Incidents
- IS-700: National Incident Management System
- FEMA Procurement Under Grants Training

### **Professional Profile**

Mr. Kanatani specializes in project management, grants management, and quality control. He has 20 years of experience in grant management, disaster services, construction management, and quality control, and has supported 14 FEMA disaster declarations. Mr. Kanatani's extensive experience includes projects across Florida, Louisiana, Texas, and California, serving in multiple capacities, including Construction Manager, Project/Grants Manager, and QC Manager.

### Experience

**O4/2023 – Present:** Recovery Specialist | FEMA Public Assistance and Disaster Recovery Services, Paradise Irrigation District, Paradise, California: Assist with the District's interactions with FEMA and Cal OES, facilitating smooth project formulation process. The nature of catastrophic damage paved the way for innovative applications of code upgrades, mitigation, and improved projects resulting in programs that will lead to a more resilient community. Projects currently total over \$125M across PA, HMGP and Community Development Block Grant (CDBG) programs, and state grants.

10/2023 – Present: Recovery Specialist | Disaster Public Assistance and Grant Management Services, San Lorenzo Valley Water District, Boulder Creek, California: Providing technical assistance and project management expertise and guidance for five disasters. Assisting in APTIM's effort in documenting damaged inventory and structures and developing Project Worksheets for FEMA's PA Program. Facilitating and guiding the District's interactions with FEMA and Cal OES, for a smooth project formulation process.

**2023 – Present:** Project Manager | Louisiana Hazard Mitigation Grant Management, Multiple Parishes, Louisiana: Managing 40+ Hazard Mitigation Grant projects from Hurricanes Katrina, Rita, Gustav and Ike. Assisting clients on FEMA HMGP guidelines in concert with Louisiana GOHSEP. Reviewing contractor invoices and scopes of work to determine eligibility, project milestones, coordination with engineering and contractors, completing Reimbursement Requests, Contract Work Summary's, attending meetings with Parish, GOHSEP and FEMA representatives and finalizing closeout packages of the grants.





### Brandon Kanatani - Program Manager

**2023 – Present:** <u>Project Manager</u> | **St. Mary Parish Water and Sewer Commission #4 American Rescue Plan Act (ARPA) Grant Management, St. Mary Parish, Louisiana:** Provide Grant Management services to manage more than \$5M in ARPA allocation for drinking water improvements. Advised and consulted clients on U.S. Treasury guidelines in concert with Louisiana OCD.

### **Previous Experience**

**2022 – 2023:** <u>Project Manager</u> | Statewide CDBG Programs, Florida Economic Opportunity, Various Locations, Florida: Provided monitoring and QA/QC closeout file review for Community Development Block Grant Disaster Recovery (CDBG-DR) funded projects. Provided on-site monitoring for Hurricanes Hermine and Matthew CDBG-DR programs. Provided closeout file review for the Florida Housing Rebuild and Rehabilitation Program, verifying all program policies were followed inc. eligibility, duplication of benefits, environmental review and construction.

**2022 – 2023:** <u>Project Manager</u> | **Baton Rouge, Louisiana:** Worked on multiple projects including, Grant Management consultation for Victoria County, TX American Rescue Plan \$17M allocation. Provided federal procurement SOP's and process review, and program adherence per U.S. Treasury guidelines. Supported the City of Clute as Grant Specialist assisting with writing Community Development Block Grant Mitigation Program grant project application and administrating the \$9M grant awarded through the Texas General Land Office ensuring compliance with federal regulations.

**2022 – 2023:** <u>Project Manager</u> | **Grant Administration, City of Clute, Texas:** Supported the City of Clute as Grant Specialist assisting with writing its CDBG-MIT grant project application and administrating the \$9 million grant awarded through the Texas General Land Office ensuring compliance with federal regulations.

**2022 – 2023:** <u>Project Manager</u> | Hurricane Laura and Delta Repairs, Calcasieu Parish Police Jury, Calcasieu Parish, Louisiana: Provided general oversight, reviewed the construction scope of work to determine FEMA reimbursement, insurance claim and owner additions for Hurricane Laura/Delta damaged properties. Provided project management for 40+ individual projects, including change order review, pay application review, and advising the client of what scope fell under FEMA reimbursable repairs.

**2018 – 2019:** Project Manager/Business Analyst | Restore Louisiana Program; Office of Community Development – Disaster Recovery Unit, Baton Rouge, Louisiana: Maintained and distributed daily reporting for Solution I team to Program Management. Ensured construction data was accurately captured in reports. Resolved discrepancies in client data and system of record. Responsible for resolving issues between the development team and inspection team.

**2005 – 2010:** Quality Control/Project/Construction Manager | Baton Rouge, Louisiana: Served in multiple capacities, QC Manager and Project/Construction Manager with successful completion of multiple \$1B+ projects: Hurricane Katrina Blue Roof (Slidell and Lake Charles), Hurricane Katrina Haul and Install (New Orleans and Baton Rouge), Road Home CDBG Program (South Louisiana), Texas Homeowner Assistance Program (Hurricane Rita CDBG Southeast Texas), and Small Rental Property Program (Hurricane Katrina CDBG). As QC Manager, successfully completed two U.S. Forestry Service Ranger Stations (Lincoln National Forest, NM and Prescott National Forest, AZ).



## **Michael Reedy**

### **Technical Assistance – Public Assistance and Hazard Mitigation**





#### **Technical Expertise**

- FEMA Coordination
- Damage Assessments
- FEMA PA Program
- Federal Grant Management

# Years of Experience 20

#### **Education**

BS, Biology, Centenary College of Louisiana

#### Certifications

- FEMA OPS I and II
- FEMA Debris Task Force Leader Certification
- FEMA BCA, FEMA Delivery Model
- FEMA CEF Certification

### **Professional Profile**

Mr. Reedy is a multi-dimensional disaster response and recovery professional, worked with FEMA on 17-disaster declarations and served as technical consultant for three separate state emergency management agencies over a 17-year period. Mr. Reedy authored over 600 FEMA Project Worksheets of which over 450 were permanent restoration projects. He has expertise in RS Means (Gordian Group) estimating program and FEMA's CEF (Cost Estimating Format). He has represented State emergency management agencies as a consultant, State Applicant's Liaison, Public Assistance Coordinator, and Technical Services Team Lead. Mr. Reedy has assessed damages and written FEMA Category F (Utilities) permanent work PWs (Nashville, TN), and has authored numerous reasonable cost analyses on behalf of Louisiana electric cooperatives for FEMA Category B (Emergency Protective Measures) for GOHSEP.

Mr. Reedy has significant expertise in Project Management, Property Disaster Recovery, Compliance and Monitoring, Fund Recapture and Recovery, and Environmental Review Compliance and Procedures. He is also experienced in state management (Applicant's Briefing through applicant orientation), FEMA coordination, damage assessment and site visits, FEMA project worksheet reviews, scope alignment, problem resolution, 406 (HMP) and 404 (HMGP) Mitigation, 428 Alternative Procedures project development, and training of applicant's in the use of state databases for tracking, uploading of documentation, updating project status and reports, compliance, reimbursements, and closeout preparations. Mr. Reedy has managed high profile disaster-related projects such as the City of New Orleans Demolition Program and worked effectively with other organizations such as the USACE.

### **Experience**

10/2019 - Present: Senior Project Management Specialist | APTIM Environmental and Infrastructure,

**LLC:** Mr. Reedy provides ongoing consultation and Technical Assistance to multiple clients and APTIM partners in development of Public Assistance (PA) projects for Hurricanes Matthew, Michael, Irma and Maria, and the Camp Fire wildfires (Paradise Irrigation District, Paradise, CA). Mr. Reedy has produced Public Assistance Damage Descriptions, Scopes of Work, CEF estimates for facility repair and replacement, Section 428 Alternative Procedures project development, 406 Hazard Mitigation identification and development, 404 HMGP Benefit-cost Analysis (BCA), Codes and Standards guidance, and Problem Resolution guidance for Public Assistance Applicants/Sub-recipients. Mr. Reedy guides Applicants/Sub-recipients through the complex workings of the PA process to ensure compliance with all aspects of FEMA's guidance and to reach agreement with all stake holders. Mr. Reedy authored major components of numerous proposals and created interactive modules (EXCEL for BCA) to assist in preliminary identification of BCR ratios for 404 HMGP projects. The current value of PW DDD/SOW/Estimates and 406 mitigation proposals is more than \$100M.





### | Michael Reedy- Technical Assistance - Public Assistance and Hazard Mitigation

**O8/2016 – 08/2019:** Senior Cost Analyst/Estimator | Stafford Act and National Flood Programs, Governor's Office of Homeland Security and Emergency Preparedness, Baton Rouge, Louisiana: Mr. Reedy served as Senior Cost Analyst/Estimator for the Technical Assistance Contract responding to high priority projects and issues in response to GOHSEP management. Projects include scope alignment versus FEMA project worksheets, reasonable cost determinations, evaluation of applicant issues with recommended remedies, site assessments, and technical support. Mr. Reedy supervised day-to-day activities of on-site and off-site cost analysts and served as the QAQC reviewer of all GOHSEP Technical Team projects and reasonable cost submissions. He supported GOHSEP in assisting sub-recipients in recovering reimbursements (cost reasonableness analysis), correcting project worksheet scopes of damage/repair (scope alignment), and responses to FEMA requests for information (RFI). Reconciled over \$300M in Public Assistance funding (reasonable cost validation) and increased project worksheet obligations by over \$40M through scope alignment and correction. Mr. Reedy authored numerous executive summaries and proposed methodologies for implementation of creative approaches to FEMA programs such as the State of Louisiana Shelter at Home Program.

### **Previous Experience**

**12/2012 – 11/2014:** Senior Disaster Recovery Specialist | DR4086: Hurricane Sandy Public Assistance Program, State of New Jersey: Mr. Reedy served as Senior Disaster Consultant and Lead State Applicant's Liaison (PAC) assisting 70 different applicants (municipalities, county agencies, schools, PNPs, and utility authorities) in Ocean County, New Jersey. Attended 160 site visits and assisted in project formulation and development for over 300 project worksheets. His review of 375 project worksheets resulted in an additional \$17.4M in FEMA funding via identification of FEMA errors and omissions related to scopes of work and recommendations for 406 mitigation. Authored scope change requests, originated comprehensive OIG (FEMA Office of the Inspector General) responses, assisted with time extensions, improved project requests and composition of appeals to expedite the problem resolution process for sub-grantee applicants. Provided hands-on training to 41 applicants/sub-recipients for the MB3 (NJEM Grants) emergency management database, assisted in preparation of reimbursement requests, and mentored applicant consultants.

**12/2012 – 11/2014:** Senior Disaster Recovery Specialist | State PAC, Disaster Strategies and Ideas, DR4068: Tropical Storm Debbie, Public Assistance Program, State of Florida Emergency Management: Mr. Reedy served as Lead PAC for five-counties in the Florida Panhandle and supervised and mentored four-County PACs. Advised and assisted County PACs and FEMA in demonstrating the correct procedure for assessing and documenting roads, buildings and infrastructure. Prepared and submitted 97 project worksheet reviews to FEMA QAQC resulting in over \$525,000 in additional eligible reimbursements. Authored the congressional appeal for Wakulla County that resulted in the reversal of PAO disaster guidance that was contrary to published PA guidelines for roads. Because of the ruling, re-wrote 21-FEMA CAT C (roads & bridges) project worksheets, the only non-FEMA project worksheets written at the disaster, to correct errors and omissions valued at \$225,000.



### Vivian Bradford

### **Administrative Support**

# // metric consulting

### **Technical Expertise**

Debris Monitoring
EMS Operations
Accounting/Bookkeeping

Years of Experience 24 Years

**Education**Chipola College

### **Professional Profile**

Ms. Bradford has 24 years of accounts payable/receivable experience, as well as general bookkeeping and financial records management experience. She is responsible for collecting reports from the field to accurately account for employees/subcontractors who are working in the field. She enters payroll on a weekly basis for over 1,000 employees and creates fuel expense reports for over 600 monitors in the field - printing system and expense reports and properly ensuring that all documentation is in place for final review for invoicing.

### **Experience**

11/2018 **Present:** Billing/Invoice Analyst (Hurricane Michael) Natural Disaster Monitoring/Construction Engineering and Inspection Services, FDOT District 3, Florida: Metric performed debris monitoring for FDOT District 3 in response to Hurricane Michael, which struck the Florida Panhandle as a high-end category 5 storm event in October of 2018. The storm caused catastrophic damage from wind and storm surge, particularly in the Panama City Beach to Cape San Blas areas. Metric was called to action immediately, responding within hours of the event. Metric monitored debris on state roads for 13 counties and county roads in four counties. In addition, Metric performed quality assurance oversight for other contracts in five counties within the District. To accomplish this effort, nine debris hauling firms, and four monitoring firms were deployed, with over 1,200 personnel on the project under Metric's supervision. The project included the removal of more than 167,380 hazardous trees and over 16M CY of debris across 13 county's On-System roads and four county's Off-System roads.

Ms. Bradford was responsible for collecting reports from the field to accurately account for employees/subcontractors working in the field. She entered payroll on a weekly basis for over 1,000 employees. She created fuel expense reports for over 600 monitors in the field, printed system, and expense reports at the end of payroll, and properly insured that all documentation was in place for final review for invoicing.



### **Daniel Schenkel**

### **Damage Assessment Team Lead**





### **Technical Expertise**

- Program Management
- Project Management
- Damage Assessment
- Owner Representation
- Cost Estimating
- Field Inspections
- Quality Control
- Data Tracking
- Construction Management FEMA Policy Knowledge
- HUD Policy Knowledge

## Years of Experience

#### Education

B.A., Project Management, Liberty University

#### Certifications

- LSU Mold Remediator
- COVID 19 Disinfectant
- Xactimate 28 Certified
- FEMA Hazard Mitigation
- Unified Hazard Mitigation
- Public Assistance
- Incident Command
- NIMS
- ICS Initial Response
- NRF

#### **Professional Memberships**

- IICRC
- PMI
- NORMI

### **Professional Profile**

Mr. Schenkel is a seasoned Director of Operations with 13 years of experience in disaster recovery, project management, and cost estimation. He has extensive experience managing FEMA PA and CDBG-DR funded projects, with a focus on maximizing funding and compliance from assessment to closeout. He has successfully overseen FEMA-funded disaster recovery programs, such as Rebuild Florida and Restore Louisiana, where he managed project lifecycles, including scheduling, resource allocation, and compliance reviews. In his role as a Cost Estimator, Mr. Schenkel has prepared grant applications, conducted BCAs, and ensured compliance with building codes and federal regulations. He has experience working closely with local governments, reviewing construction plans, conducting damage assessments, and managing quality control efforts. He is adept at coordinating with state and federal agencies, developing construction packages, and tracking program funds.

### **Experience**

**O7/2023 - 09/2023:** <u>Cost Estimator</u> | Reconnecting Communities and Neighborhoods Grant Preparation Services, Chipley, Florida: Metric worked with the City of Chipley to create and apply for the DOT Reconnecting Communities and Neighborhoods (RCN) Grant. Titled "Uniting Communities of Chipley through Equitable Access and Mobility Project," the proposed project aimed to advance community-centered transportation by addressing the dividing facilities that prevent equitable access to safe, reliable transportation infrastructure. Metric worked closely with the city to assess their needs and provide them with a complete application to submit to DOT.

**07/2023 – 09/2023:** <u>Cost Estimator</u> | Department of Transportation's Neighborhood Access and Equity Grant Preparation Services, Morgan City, Louisiana: Metric was selected to prepare and apply for the Department of Transportation's Neighborhood Access and Equity Grant program. Metric provided the city with cost estimating, needs assessments, and application creation from start to submittal for this project. The project was designed to enhance community-oriented transportation by tackling the barriers that hinder fair access to secure, dependable transportation infrastructure.





### | Daniel Schenkel - Damage Assessment Team Lead

### **Prior Experience**

08/2022 - 05/2023: Project Manager | Various Disaster Recovery Programs, Lake Charles, Louisiana: Mr.

Schenkel served as a Project Manager for numerous federally funded disaster recovery programs. In addition to providing project management and facilitation of construction projects, he also provided cost estimations and cost analyses. Mr. Schenkel created the Standard Operating Procedures for the firm's inspection process and assisted in the development of a field inspection software tool. He had daily direct oversight of program staff and managed quality control efforts for optimal client success. He had regular and productive interfacing with agency, State, and federal program stakeholders. He served as the primary point of contact for issue resolution for executive management and leveraged his background in construction and direct experience with cost estimating and project management for HUD and CDBG programs.

**Obligation & Grant Application for Hazard Mitigation Funds** | **Port of Lake Charles Hazard Mitigation Grant Program Application, Lake Charles, Louisiana:** Mr. Schenkel assisted in the development of the project and grant application for the Port of Lake Charles, assisting with obtaining funding for an emergency onsite generator to maintain operations in the event of a disaster. He completed a benefit-cost analysis and developed the grant application for FEMA's HMGP.

07/2022 – 05/2023: Owner Representative | City of Lake Charles, Lake Charles, Louisiana: Mr. Schenkel worked as the Owner Representative for the City of Lake Charles on their Lakefront Development and Port Wonder projects. He engaged the designers and general contractors in an effort to facilitate full project completion while maintaining the project schedule, budget, and communications between all stakeholders.

**05/2022 – 06/2023:** <u>Program Director</u> | Calcasieu Parish Police Jury, Lake Charles, Louisiana: Mr. Schenkel oversaw FEMA funded disaster recovery and new construction projects for the Calcasieu Parish Police Jury (CPPJ). He worked as the Owner Representative for the CPPJ, where he managed a team of people as they facilitated the successful completion of projects on time and on budget. Throughout the process, he worked with the grants management team to maintain funding sources across locally and federally funded projects.

**05/2022 – 04/2023:** <u>Cost Estimator/Compliance Review</u> | **Rebuild Florida:** Mr. Schenkel worked with program contractors to review damage assessments for code compliance and additional scope change orders. He reviewed submitted files with the contractor to ensure all scope items were captured and cost estimated for inclusion in the project budget while maintaining program guidelines.

**O8/2021 – 03/2022:** <u>Damage Assessment & Cost Estimating Manager</u> | Jefferson Davis School Board, Jefferson Parish, Louisiana: Mr. Schenkel was contracted to provide project management services for FEMA funded projects for current and future declared federal disasters. He provided damage assessments for the School Board's 14 campus sites, and also managed RFPs and construction project management.

**02/2018 – 03/2020:** <u>Damage Assessor/QC Field Inspector</u> | Restore Louisiana Program, Statewide: Mr. Schenkel provided field inspections for reconstruction of damaged homes in accordance with HUD and Standard Operating Procedure guidelines. He worked with the local agencies for permitting and code compliance, and revised and wrote field files using Xactimate28. He maintained each file's status in EGrants and tracked projects with XactAnalysis. He worked with program contractors prior to and after contract signing to ensure the quality and accuracy of projects.





### Daniel Schenkel - Damage Assessment Team Lead

**08/2017 – 01/2018:** Project Manager | Restore Louisiana Program, Baton Rouge, Louisiana: Mr. Schenkel oversaw file management and tracking, estimating, and file review. He also managed production and quality of work while supervising 60+ people for the reconstruction and damage assessments on the Restore Louisiana project. He wrote the Standard Operating Procedures and processes for various stages of the program and performed quality control of all files for payment processing and file closeouts.

### 02/2017 - 07/2017: Director of Mitigation | Various Disaster Recovery Projects, Lafayette, Louisiana:

Mr. Schenkel oversaw all aspects of remodeling and restoration projects, including estimating, sales, production, profit and loss, and budgetary guidelines for various Sibley Construction Services projects. He managed crews, launched a successful mitigation department, and led emergency services response for the insurance restoration industry. He also managed communication with vendors, including contractor connection.

### 03/2016 - 08/2016: Regional Project Manager | Various Restoration Projects, Lake Charles, Louisiana:

Mr. Schenkel's responsibilities included project management for various residential and commercial restoration projects. He used Xactimate 28 to create estimates for all projects. He also maintained the budget with target profit margins, invoiced customers, and maintained relationships with clients and homeowners.

### 12/2014 - 08/2015: Emergency Services Manager | Various Restoration Projects, Indianapolis, Indiana:

Mr. Schenkel's responsibilities included project management for residential and commercial projects. He used Xactimate 28 to create detailed line-item estimates for all projects and maintained the budget with target profit margins.



### Louis R. Scott Jr

### **Damage Assessment Specialist**





### **Technical Expertise**

- Cost Estimating
- FEMA Reimbursement
- Program Management

## **Years of Experience** 15

#### **Education**

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

### **Training & Certifications**

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

### **Professional Profile**

Mr. Scott is an Emergency Management Specialist with 15 years of experience in disaster recovery, program management, and cost estimation. He has extensive experience working within FEMA PA and CDBG-DR programs, having managed over 83 FEMA projects, including damage assessments, cost estimations, and preparing documentation for federal reimbursement. Mr. Scott is skilled in conducting detailed site inspections, reviewing flood elevation certificates, and ensuring compliance with FEMA guidelines. In his role as a Quality Control Monitor for the Restore Louisiana Homeowner Assistance Program, Mr. Scott performs final inspections, reviews structural engineering reports, and manages documentation to disburse funds to contractors. His background includes managing housing construction projects following Hurricane Ian and serving as a Project Manager for FEMA-funded initiatives, where he ensured adherence to program standards, coordinated with federal agencies, and developed recovery regulations.

### **Experience**

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





## | Louis R. Scott Jr - Damage Assessment Specialist

#### **Previous Experience**

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

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

**Consolidated Resources Center:** In this role, Mr. Scott assessed and validated documents for federal reimbursement on 100% completed disaster projects, preparing and/or reviewing Site Inspection Reports, writing RFIs, and writing or reviewing determination memos, developed, reviewed, and/or validated Damage Descriptions and Dimensions, and developed detailed Scopes of Work and costing documentation while staying within the FEMA PA Delivery Model's allotted timeline, and contributed to the development and implementation of recovery regulations and guidance of documents, ensuring they were within FEMA's laws, regulations, and policies. He also ensured that any newly developed regulations and policies were justified, adequately supported by appropriate analysis, and consistent with statutory requirements and existing policy, and compiled, reconciled, and correlated workload data from a variety of sources with different reporting requirements and formats. Mr. Scott utilized his understanding of industry standards, basic codes, and permitting requirements to ensure projects complied with a broad understanding of construction and repair of public infrastructure and inspected completed projects that were carried out by other FEMA Technical Assistance Contractors.





# | Louis R. Scott Jr - Damage Assessment Specialist

11/2017 – 12/2018: <u>Project Manager/Homeowner Outreach</u> | Resilient Strategies, LLC, Baton Rouge, Louisiana: Mr. Scott oversaw contractors who were repairing, reconstructing, elevating, or mitigating storm damaged residential properties during the construction phase of housing applicants and utilized his knowledge of HUD's CDBG-DR guidelines, general construction, and permitting requirements to resolve impediments to the program.

**12/2016 – 11/2017:** Electrical Supervisor | ARCE-Montana, Slidell, Louisiana: Mr. Scott ensured that all electrical work was professionally installed on each job site, and oversaw supplies and equipment needs in order to install proper wiring, jacks, 120v, 240v, GFIs, and others. His managerial duties included reviewing each completed job to ensure that all work was properly assembled, as well as oversight of inventory, scheduling, and staffing.

**09/2016 – 11/2016:** <u>Safety Supervisor</u> | Trinity Safety Group, New Orleans, Louisiana: As a Safety Supervisor for the New Orleans Veterans Affairs Project, Mr. Scott supervised up to 100 employees, ensuring that the practice of proper safety compliance was carried out in accordance with OSHA and NFPA requirements.

**05/2011 – 02/2012:** <u>Telecommunications Engineer</u> | Byers Engineering Company, Covington, Louisiana: Mr. Scott designed and installed equipment that is used to transmit wired phone, cellular, cable, and broadband data. In the process, he worked with copper or fiber optic cabling, complex networks, and switching systems.

**2008:** <u>Flood Claims Adjuster</u> (Hurricane Ike) | FEMA, Houston, Texas: Mr. Scott adjusted claims after a full inspection of the dwelling was conducted and an inspection was complete. Each inspection included interior and exterior scoping. Scope sheets, sketches, photos, notes, and a face-to-face interview were also included in the process. The inspections were then processed in various programs, including Xactimate.



# Suzanne Settoon

# **Senior Consultant/Appeals Specialist**





#### **Technical Expertise**

- FEMA PA Technical Expertise
- Grants Management
- Project Management
- Program Management
- Project Controls Review
- FEMA/HUD Policy Knowledge

**Years of Experience** 18

#### **Education**

B.A., General Studies, Louisiana State University

#### **Training & Certifications**

- IS-100: Introduction to the Incident Command System
- IS-200: ICS for Single Resources and Initial Action Incidents
- IS-200.b: ICS for Single Resources and Initial Action Incidents
- IS-230: Principals of Emergency Management
- IS-235: Exercise Design
- IS-240: Leadership and Influence
- IS-241: Decision Making and Problem Solving
- IS-400: Advanced Incident Command System
- IS-546a: Continuity of Operations Awareness
- IS-547a: Introduction to Continuity of Operations
- IS-700: National Incident Management System

#### **Professional Profile**

Ms. Settoon brings 18 years of experience in emergency management and disaster recovery, specializing in FEMA PA and the HMGP. A former FEMA CORE employee, she managed disaster recovery for major events like Hurricane Katrina and the 2016 Great Floods in Louisiana. Since transitioning to the private sector, she has assisted municipalities, school boards, and public entities in maximizing FEMA PA eligibility, identifying HMGP opportunities, and ensuring compliance with federal regulations. As a FEMA PA Subject Matter Expert, she has provided program oversight and technical advice to ensure maximum reimbursement for FEMA claims, including COVID-19 and Hurricane Ian responses. She has served as a Senior Grants Manager, Compliance Manager, and Technical Assistance Liaison, managing complex grants and guiding clients through the application, funding, and closeout processes.

## **Experience**

**O7/2023 – 09/2023:** <u>Subject Matter Expert</u> | Grant Preparation Services: Neighborhood Access and Equity, City of Morgan City, Louisiana: Metric was selected to prepare and apply for the DOT's Neighborhood Access and Equity Grant Program. Metric provided the city with cost estimating, needs assessments, and application creation from start to submittal. The project was designed to enhance community-oriented transportation by tackling the barriers that hinder fair access to secure, dependable transportation infrastructure.

**O7/2023 – 09/2023:** Principal | Grant Preparation Services: Reconnecting Communities and Neighborhoods, City of Chipley, Florida: Metric worked with the City of Chipley to create and apply for the DOT Reconnecting Communities and Neighborhoods Grant. The proposed project aimed to advance community-centered transportation by addressing the dividing facilities that prevent equitable access to safe, reliable transportation infrastructure. Metric worked closely with the City to assess their needs and provide them with a complete application to submit to DOT.

**O6/2023 - 09/2023:** FEMA PA Subject Matter Expert | FEMA Public Assistance Consultant, Pasco County, Florida: Ms. Settoon provided program oversight and technical advice to assist the County in ensuring maximum reimbursement for their COVID-19 and Hurricane Ian FEMA PA claims.





## Suzanne Settoon - Senior Consultant/Appeals Specialist

# Training & Certifications (Continued)

- IS-700.a: National Incident Management System
- IS-920: FEMAs Performance Management Program
- L-541: Supervising Temporary Workforce
- L-825: Incident Action Plan (IAP) Training
- S-800.b: National Response Framework
- FEMA: 404 Hazard Mitigation Training
- FEMA: Individual Assistance Basic Training
- FEMA: Public Assistance Coordinator Training
- FEMA: Public Assistance
   Ops I Training
- FEMA Public Assistance
   Ops II Training
- FEMA: Qualification Position
   Public Assistance Task
   Force Leader
- DHS: Together Building Employee and Organizational Resilience

**06/2023 – Present:** Federally Funded Programs Subject Matter Expert | HOME Program Implementation, Franklin County, Ohio: Ms. Settoon provides HOME Program oversight and technical advice to assist the County with federal compliance requirements.

## **Previous Experience**

03/2020 – 05/2023: Senior Grants Manager | Disaster Recovery, Baton Rouge General Medical Center, Baton Rouge, Louisiana: During the COVID-19 health pandemic, the Baton Rouge General Medical Center requested disaster recovery advisory services and grant development to obtain funding through the CARES Act. Ms. Settoon provided owner representation for the Baton Rouge General Medical Center with GOHSEP and FEMA, led CARES Act client updates that were relevant to the medical industry, oversaw grant development and formulation for submittal to FEMA, and ensured no duplication of benefits were received.

03/2020 – 05/2023: Senior Compliance Grants Manager | Disaster Recovery Management of the COVID-19 Operations, Louisiana Housing Corporation, Baton Rouge, Louisiana: The Louisiana Housing Corporation managed the statewide effort to temporarily house a targeted population, which started in New Orleans. Ms. Settoon provided program oversight, including overseeing shelters, coordination with the on-site staffing agency, and wraparound services at multiple sites throughout eight cities in Louisiana.

**O1/2018 – 05/2023:** Technical Assistance Liaison | Disaster Recovery Grants Management, City of Central, Louisiana: The City of Central required grant management assistance following Louisiana's 2016 flooding event. Ms. Settoon assisted in developing the City's debris and road projects and acted as the FEMA and GOHSEP liaison for the City. Ms. Settoon oversaw an appeal to FEMA to reconsider road damage that they deemed ineligible. The ineligible determination was overturned and provided the City with over \$2M in road repair funding. In addition, the City received an allocation of \$13.7M from FEMA's HMGP following the severe flooding in August of 2016. Ms. Settoon assisted the City with the development of five hazard mitigation drainage projects, which included upsizing culverts to be able to withstand a 25-year storm.

03/2017 – 03/2023: <u>Closeout Grants Manager</u> | Disaster Recovery: Stafford Act Closeout Assistance, LSU Health Care Services Division, Baton Rouge, Louisiana: Ms. Settoon oversaw a team of closeout specialists in the reconciliation and closeout process for Hurricanes Katrina, Rita, Gustav, Ike, and Isaac, which were FEMA-funded projects that totaled over \$220M in recovery funding.





# | Suzanne Settoon – Senior Consultant/Appeals Specialist

**10/2016 – 08/2019:** Program Director | Disaster Recovery: Grants Management, East Baton Rouge City-Parish, Baton Rouge, Louisiana: South Louisiana was heavily impacted by a severe flooding event in August of 2016 (DR-4277), which led to the City of Baton Rouge reaching out to Ms. Settoon and her team to assist with grant management for grants that were awarded to the City by FEMA. Ms. Settoon was responsible for overseeing all infrastructure projects that were eligible for repair or replacement through the FEMA PA Program. She managed a team that consisted of Project Specialists, Cost Estimators, and Closeout Specialists, and met with City Officials and Department Directors to identify damages incurred by each of the City's departments. She sought hazard mitigation opportunities for applicable projects, reviewed all project requests prior to submittal to FEMA, managed project priorities, oversaw project reimbursement requests from GOHSEP, and managed closeout activities for all projects.

**O3/2016 – 09/2016:** Emergency Program Manager, Public Assistance Group Supervisor | FEMA/Joint Field Office, Baton Rouge, Louisiana: DR-4263 affected 38 parishes throughout Louisiana, and approximately 758 PA projects were formulated at an estimated cost of \$105M. As the Public Assistance Group Supervisor, Ms. Settoon focused on managing, cultivating, and supporting 60+ staff members, including Task Force Leads, Project Specialists, and Technical Assistance Specialists. She attended all applicant kick-off meetings at the beginning of the disaster, introduced FEMA staff to the applicant's assigned point of contact, and presented the FEMA PA Program and process. Ms. Settoon assisted Task Force Leads with eligibility determinations during the Project Worksheet development phase, all while adhering to policy in accordance with 44 CFR and the FEMA PA Program and Policy Guide. She conducted weekly production meetings with staff to ensure goals were met for Project Worksheet development and attended applicant project meetings to further FEMA's relationships with applicants and State partners.



# **Emily Pinell**

#### Consultant





#### **Technical Expertise**

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

# Years of Experience

#### **Education**

B.S., Business Administration, Nicholls State University

#### **Certifications**

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

#### **Professional Profile**

Ms. Pinell is a Grant and Closeout Specialist with eight years of experience in disaster recovery and grant administration, excelling in federal, state, and local programs. Her recent work includes conducting QA/QC reviews for FEMA PA reimbursement for Pasco County, Florida, and managing grant applications for transportation infrastructure projects in Chipley, Florida, and Morgan City, Louisiana. She has extensive experience in financial tracking, data analysis, and ensuring compliance with federal and state regulations.

#### **Experience**

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

**O7/2023 - 09/2023:** Grant Writer | Grant Preparation: Reconnecting Communities and Neighborhoods, City of Chipley, Florida: Metric worked with the City of Chipley to create and apply for the DOT's Reconnecting Communities and Neighborhoods Grant. Titled "Uniting Communities of Chipley through Equitable Access and Mobility," the proposed project aimed to advance community-centered transportation by addressing the dividing facilities that prevent equitable access to safe, reliable transportation infrastructure. Metric worked closely with the City to assess their needs and provided them with a complete application to submit to DOT.

**O7/2023 – 09/2023:** Grant Writer | Grant Preparation: Neighborhood Access and Equity, City of Morgan City, Louisiana: Metric was selected by the City of Morgan City to prepare and apply for the DOT's Neighborhood Access and Equity Grant program. Metric provided the City with cost estimating, needs assessments, and application creation from start to submittal. The project, "Connecting Neighborhoods and Communities to Opportunity through Equitable Infrastructure," was designed to enhance community-oriented transportation by tackling the barriers that hinder fair access to secure and dependable transportation infrastructure.





## **Emily Pinell - Consultant**

**O6/2023 – 09/2023:** <u>Senior Fiscal Recovery Specialist</u> | **FEMA Public Assistance Consultant, Pasco County, Florida:** Ms. Pinell conducted QA/QC reviews for FEMA PA reimbursement from Hurricane Ian. She reviewed data for force account equipment with FEMA's schedule of current equipment rates, as well as 20% compliance reviews for all Force Account Labor summaries.

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

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

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

## **Previous Experience**

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

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





#### | Emily Pinell - Consultant

**2016 – 2022:** Disaster Recovery Analyst | PSEG/Long Island Power Authority: Ms. Pinell compiled all supporting documentation and reconciliation of project costs for work that was completed. She developed spreadsheets to reconcile financial records and cataloged supporting documentation for final reconciliation. She was required to communicate with client contractors and field staff for missing documentation. She processed all documentation to ensure accuracy for the development of final reconciliation of closeout packages and audits. She also assessed each project's work status, costs, and supporting documentation against the actual Scope of Work to reconcile estimated project costs with actual costs of completed work.

**05/2016 – 10/2016:** <u>Project Specialist</u> | **City of Palm Coast, Florida:** Ms. Pinell was responsible for the development of all force account, labor, equipment, and materials to support the development of Project Worksheets for the City. Ms. Pinell worked closely with the City's various departments to gather required source documentation for submittal to FEMA.



# Jason Harris, MBA

# **Technical Specialist I**





#### **Technical Expertise**

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

# Years of Experience 18

#### **Education**

- M.A., Concentration in Public Accounting, Strayer University
- M.B.A., University of Phoenix
- B.S., Retail Management, University of South Carolina

#### Certifications

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

#### **Professional Profile**

Mr. Harris is a Financial Lead with 18 years of experience in disaster recovery and grant management, specializing in FEMA PA, HUD CDBG-DR, and Essential Services Grant (ESG) programs. He has a proven track record of assisting communities in managing complex federal disaster grants, ensuring compliance, and maximizing eligible funding. In his role as a FEMA Technical Advisor for Jefferson Parish in Louisiana, he provided expert guidance on post-disaster debris removal, developing FEMA grants, and facilitating reimbursement processes by coordinating with local officials and FEMA representatives. He has served as Compliance Grants Manager for the COVID-19 Homelessness Sheltering Program, where he developed Project Worksheets to capture costs for FEMA PA and ESG programs, ensuring no duplication of benefits. His experience includes serving as a Technical Advisor for the Recovery School District Disaster Recovery Program, managing FEMA's first \$1.2 billion Single Settlement Request, and advising on compliance with federal regulations.

## **Experience**

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





## | Jason Harris, MBA - Technical Specialist I

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

**2015 – 2019:** Funding Quality Assurance and Compliance Lead | The Recovery School District Disaster Recovery Program, New Orleans, Louisiana: Mr. Harris served as a technical advisor to resolve complex eligibility and policy issues on the compliance to federal regulations involving the individual FEMA federal grants for the Recovery School District construction projects to rebuild the Orleans Parish school system after Hurricane Katrina. He advised on the compliance with federal regulations and FEMA policy for the administration of FEMA's first Single Settlement Request for \$1.2 billion with the Recovery School District. This included amending the grant's scope of work, technical issues that arise from the design, estimation, and construction of projects, and closing out of single project work sites within the federal grant. Additionally, he advised the client on creating a sub-ledger account database to track eligible expenditures and payments from the grantee to properly track the FEMA funding versus the CDBG-DR and the Department of Education's RESTART program.

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





## Jason Harris, MBA - Technical Specialist I

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

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



# John Nsibirwa, PE

# **Technical Specialist II**





#### **Technical Expertise**

- FEMA PA Program
- Development & Review of Project Proposals
- Supervision of Budgets & Staff

# **Years of Experience** 18

#### **Education**

- M.S., Geographic Information Sciences for Development, Clark University
- B.S., Civil Engineering Technology, Wentworth Institute of Technology

#### **Training & Certifications**

- Project Management Professional (PMP)
- Certified Infrastructure Asset Manager – Institute of Infrastructure Asset Management (2019)
- Commercial Rel Estate
   Analysis Investment –
   Massachusetts Institute of Technology

#### **Professional Profile**

Mr. Nsibirwa has extensive experience in civil, structural, transportation, and rail, including developing/reviewing project proposals and supervising budgets and staff. In addition, he is experienced in the FEMA PA and HMGP Programs. His capabilities include defining project objectives and overseeing quality control throughout a project's lifecycle in support of minimizing the entity's exposure and risk across multiple projects. Mr. Nsibirwa has the ability to direct and oversee high-level deliverables across overall project development, as well as to coordinate engineering deliverables, planning, scheduling, and managing the technical and management aspects of projects - including identifying potential issues, devising effective contingency plans, and conducting root cause analyses.

#### **Experience**

**03/2022 – Present:** Program Manager | City of DeQuincy, Louisiana: Mr. Nsibirwa works with GOHSEP, FEMA, and City of DeQuincy staff on all disaster recovery projects to ensure the City is reimbursed with all eligible funds for emergency and permanent work projects. He works in tandem with all disaster recovery staff to streamline internal processes and facilitate open communication. As required by federal and state programs, he oversees all requests for reimbursements and provides quality control/assurance for documentation.

**03/2022 – Present:** <u>Program Manager</u> | **City of Vinton, Louisiana:** Mr. Nsibirwa oversees disaster recovery claims for Hurricane Laura. He formulates hazard mitigation proposals and benefit-cost analyses for all proposals, and oversees grant management costs, reimbursements, and project closeout.

**O3/2022 – Present:** Program Manager | Lake Charles Regional Airport, Louisiana: Mr. Nsibirwa has worked with the airport's Executive Director, GOHSEP, and FEMA on multiple disaster recovery projects. He leads the public assistance grant program for the airport, and has managed multiple technical teams for inspection, damage assessment, and scope formulation, as well as cost estimations. He formulates hazard mitigation proposals and benefit-cost analyses for each project, and oversees grant management costs, reimbursements, and project closeout.





## | John Nsibirwa - Technical Specialist II

**08/2020 – Present:** <u>Program Manager</u> | **State of Louisiana:** Mr. Nsibirwa provides leadership and technical guidance to engineering and inspection teams and senior management, setting strategic goals, forecasting workloads, and preparing budget reports. He is responsible for inspections, damage assessment reports, and preliminary cost estimates for county- or city-owned infrastructure, including roads, educational facilities, and other structures. Additionally, he serves as Grant Management Specialist for Terrebonne General Medical Center, the City of DeQuincy, the City of Vinton, and the Lake Charles Regional Airport. His responsibilities include managing multiple technical teams for inspections, damage assessments, scope formulation, and recovery cost estimation, as well as formulating hazard mitigation proposals and benefit-cost analyses for all initiatives.

**01/2018 – 08/2020:** <u>Director/Program Manager</u> | **Government of Puerto Rico:** Provide leadership and technical guidance to engineering, inspection teams and top management. Develop goals and strategies, workload forecast, and budget reports. Responsible for the inspection, damage assessment reports and preliminary cost estimates of over 1700 municipality owned infrastructure facilities, including roads, educational facilities, hospitals, and other structures across 7 Municipalities and 4 PNPs in Puerto Rico after Hurricane Maria in 2017.

**2016 – 2018:** <u>Senior Engineer/Project Manager</u> | **City of Johannesburg, South Africa:** Oversaw procurement-phase for 12 EMUs and proposed depot enhancements. Procured 12 EMUs and the construction of a depot adjacent to the existing Gautrain depot. Responsible for managing 8 transactional advisors. Mr. Nsibirwa was the project lead for this \$250 million project and coordinator for all Transaction Advisors (legal, technical, economic development, finance, health, and safety.)

**2014 – 2016:** Engineering Manager | Modderfontein Re-Development, Zendai Developments, South Africa: Mr. Nsibirwa provided technical oversight for the design and construction of a new town center, including a train station, eight precincts, and associated bulk services in Johannesburg, South Africa. His work encompassed water, sewer, electricity, and storm-water management. He led the infrastructure planning team, covering engineering, environmental, town planning, and project management. He was responsible for defining the engineering scope, overseeing budget adherence, and ensuring compliance with legal requirements during the planning phase of this 30-year, \$8 billion development. He served as the primary liaison to the Johannesburg Roads Agency, Gauteng Province Department of Roads and Transportation, power providers, and external consultants.

**2013 – 2014:** Engineering Manager | Majuba Rail Project, South Africa: Mr. Nsibirwa managed engineering teams for the construction of a 68 km single-line railway linking the Transnet Freight Rail coal export line to the Majuba Power Station. With a project budget exceeding \$25 million, he provided professional site engineering support, attended daily integration meetings to prioritize site design, monitored project baselines, and supported package managers and contractors by addressing questions and resolving issues. His responsibilities included processing Contractor Information Requests, ensuring design load conditions were met during construction, and coordinating with equipment vendor representatives.



