

Emergency Management Consulting Services

Proposal for the City of Key West

Response to the RFP

January 10th, 2018

Original

Submitted by:



IEM®

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1.0 Cover Letter

Our cover letter is provided following this page.



January 10th, 2017

City of Key West
1300 White St. Key West, FL 33040
Att. Cheri Smith RFP #001-18

Re: Solicitation RFP #001-18 Emergency Management Consulting Services, City of Key West

Dear Ms. Smith and the City of Key West,

IEM welcomes the opportunity to present our qualifications to provide comprehensive Emergency Management Consulting Services to the City of Key West (City). IEM's performance-oriented and experienced recovery management professionals, backed by our senior advisors, will provide unparalleled support to the City throughout the lifecycle of emergency management from preparedness to response, recovery, all the way to recovery program closeout.

The largest woman-owned disaster recovery company in the United States, IEM has extensive experience in Federal Emergency Management Agency (FEMA) and U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) programs, disaster planning, training, response exercises, internal auditing, fraud and waste prevention, grant reimbursement management, auditing, accounting, and state and federal requirements.

As a former Director of the Florida Division of Emergency Management, I am keenly aware of the disaster risks in Key West. I carefully organized a team of professionals best suited to meet the comprehensive emergency management needs of the City. My team understands the unique geographical challenges faced by the Keys, especially those closest to Mile Marker Zero. We also know that The Conch Republic has endured countless hurricanes, and the cultural treasure it represents will endure many more. You have my commitment that my team will assist the City in any way it may require to restore Key West and to protect and build island resilience against future disasters.

To meet the needs of repairing or even rebuilding City infrastructure, I agreed to team with Aptim, a company with a stellar reputation in planning, designing, and overseeing large public construction projects while maintaining FEMA and HUD programmatic compliance. IEM and Aptim often team on disaster recovery projects as our two companies complement one another with respect to emergency management.

IEM is an industry leader in CDBG-DR, especially in housing where we currently manage some of the largest CDBG-DR programs in the nation. Should the need arise and it fits the requirements of the City, my team is scalable and I can deploy renowned CDBG-DR experts employed by IEM that are routinely called upon by HUD to develop training materials for CDBG-DR grantees. We can design and implement a fair, effective, efficient, compliant, and responsive housing program as necessary. Further, we can assist the City with preparing a compelling Action Plan for HUD in order to maximize flexibility for the City and to provide HUD with confidence that the City is prepared to handle the program.

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I invite the City to review the enclosed response and evaluate our team, expertise, methodology, and plan for this effort. As instructed, I have enclosed one original (paper copy) of our proposal and an additional two (2) separate flash drives containing one (1) electronic PDF copy of the proposal on each flash drive, in this package. If you have any technical questions regarding our proposal, please do not hesitate to contact Christian Montz, Director, Disaster Recovery at 225-726-0362 or Christian.Montz@iem.com. For contractual questions, please contact Mr. Brad Tiffie, Director of Operations, at 225-952-8229 or brad.tiffie@iem.com. Mr. Tiffie is authorized to represent IEM in negotiating and signing any agreement which may result from the proposal.

Thank you very much for your time and consideration. We appreciate the opportunity to bid on this important work.

Sincerely,

A handwritten signature in black ink, appearing to read "Bryan W. Koon". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Bryan W. Koon

VP of International Homeland Security and Emergency Management

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2.0 Responses to the RFP

2.1 Organization Chart and Number of Employees

When it comes to quick delivery of federal disaster assistance, Innovative Emergency Management Inc. (IEM) has defined the art of what is possible. Our track record is unmatched when it comes to delivering large and complex disaster programs with great speed. IEM personnel have overseen more than \$24.5 billion in disaster recovery programs and have directly supported more than 300 state and local jurisdictions and agencies providing policy advice and program management for projects following major threats like hurricanes, chemical weapons, earthquake/ tsunamis, and biological weapons. Having managed billions in federal funding following three of the nation’s worst natural disasters—Hurricane Katrina on the Gulf Coast, Superstorm Sandy in New York, and the August 2016 Flooding in Louisiana— IEM is one of the most accomplished and successful firms in disaster preparedness, response, and recovery.

For this effort for the City of Key West, IEM (Prime) has chosen once again to partner with APTIM (subcontractor) to form the IEM Team. Building on our well-honed working relationship, fostered over the last 5+ years while working on many projects, such as Osceola County, in Florida, IEM with the support of APTIM, is fully prepared to provide Emergency Management Consulting Services to the City.

Our experience in Florida, providing Emergency Management Consulting Services for the City of Marco Island, and in the Keys providing Disaster Recovery Consulting Services for the Florida Keys Aqueduct Authority (KWAA), provide us with the relationship, experience and understanding needed to make this effort a success. The IEM Team

is not only equipped to meet the requirements set for by the City, but are also prepared to handle any other needs that may arise.

The IEM Team has assembled 10 staff to serve as project managers and subject matter experts for this effort. However, we are able to strategically deploy other staff from our scalable resources as the need dictates, and in close coordination with the City, allowing us to be both efficient and targeted in our project posture.

Figure 1 presents the organization of the IEM Team’s project staff and a list of scalable resources we can provide to the City at a moment’s notice. **Table 1** provides brief summaries of our key personnel’s experience.

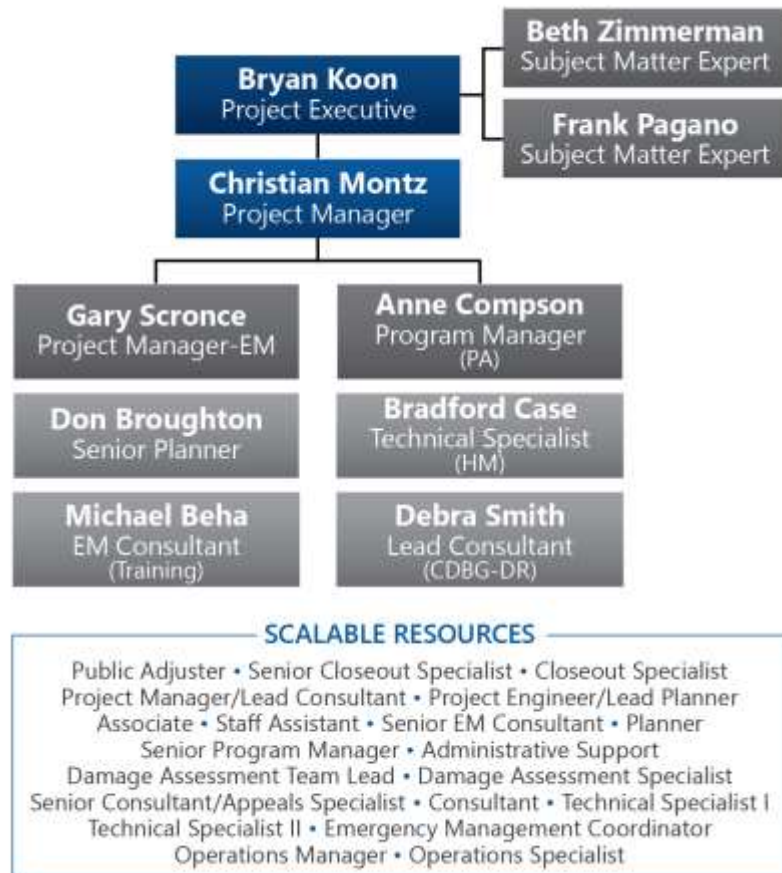


Figure 1: The IEM Team’s proposed organization for Emergency Management Consulting Services.

Key Personnel	Experience
Brian Koon <i>Project Executive</i>	Mr. Koon is IEM’s Vice President of International Homeland Security and Emergency Management. Prior to joining IEM, Mr. Koon served as Director of Florida Division of Emergency Management (FDEM) from 2011-2017. Mr. Koon led Florida’s response to Hurricanes Irma and Maria, in addition to representing the Florida Governor during six presidentially declared major disasters and addressed numerous significant events including the 2012 Republican National Convention, Hurricane Hermine, and Hurricane Matthew. A nationally recognized leader in the EM field, Mr. Koon served as President (2014-2016) of the National Emergency Management Association, as well as Vice President, Chairman of Mitigation and Private Sector Committees, and Chairman of Hurricane Sub-Committee.
Christian Montz <i>Project Manager</i>	Mr. Montz’s oversight experience includes Emergency Management at the U.S. Government Accountability Office and FEMA’s DHS OIG Liaison responsible for resolving FEMA grant audit findings. He Led the FEMA Regional Grant Division consisting of two branches of grant program managers and specialists and had a portfolio responsibility of over \$500 million annually of preparedness, mitigation (e.g. non-disaster and HMGP), and recovery grant program funding. Mr. Montz and his team worked through every aspect of the emergency management disaster lifecycle.
Beth Zimmerman <i>Subject Matter Expert</i>	Ms. Zimmerman led response and recovery operations of over 400 major disaster declarations and 70 emergency declarations at the state and federal government level. She also directed, coordinated and synchronized the programs and operations of FEMA’s Response, Recovery, Logistics, and Field Operations Directorates, during steady-state, and major disaster and emergency activations. Ms. Zimmerman was responsible for the development and performance of over 9,000 employees in their disaster response and recovery support to states, local communities, and tribal nations totaling over \$10B in disaster assistance in FY 2014.
Frank Pagano <i>Subject Matter Expert</i>	Mr. Pagano, former division director of FEMA Region VI Mitigation Division, led FEMA efforts in some of the country’s largest disasters. His team provided management oversight of Louisiana’s largest elevation program post-Katrina and was a successful advocate of braiding non disaster mitigation grants with disaster funding to maximize the effectiveness of mitigation projects. He is currently assisting local communities on the Texas coast devise mitigation projects that will lessen the costs to citizens and businesses in future flood events.
Gary Sconce <i>Project Manager—EM</i>	Mr. Scronce, Director-Preparedness Programs, joined IEM in 1998 and directly manages our State and Local Preparedness team. He has more than 25 years of Emergency Management and Homeland Security experience. This includes more than 15 years managing local, state, federal, tribal, and international emergency management projects, specializing in planning, training, exercise, and assessments. Mr. Scronce was Technical Manager for FEMA’s first catastrophic planning effort, consisting of a series of exercises and workshops to develop a response and recovery plan for a catastrophic hurricane affecting Louisiana. He is HSEEP Trained and supported design and evaluation of three full scale chemical weapons stockpile exercises for Oregon OEM.
Don Broughton <i>Senior Planner</i>	Mr. Broughton has more than 24 years of experience in emergency management, specializing in evaluation and improvement of emergency operations plans (EOPs) and procedures, conducting hazard analyses, and recommending effective protective action strategies. He served as Planner for development of the Region IX Bay Area Earthquake Response and Recovery Plan and development of the FEMA Region IX Bay Area Medical Countermeasures Plan; validated local Points of Dispensing staffing requirements, local gaps, and potential state resources to fill local gaps.
Michael Beha <i>EM Consultant (Training)</i>	After retiring from the Florida Division of Emergency Management in June, 2017 as the Division’s emergency management leader in training and exercises, Mr. Beha formed his own company to develop, design, and deliver training, develop and conduct exercises, and provide consulting services to organizations and individuals. He serves as an adjunct instructor at the

	Emergency Management Institute for the National Emergency Management Basic Academy, the National Emergency Management Advanced Academy, and the Master Exercise program.
Anne Compson <i>Program Manager (PA)</i>	Ms. Compson specializes in FEMA Public Assistance programs and has more than 10 years of experience providing grant administration, policy interpretation, issue resolution and client advocacy, project management, recovery program management, long-term recovery planning and closeout, and audit support services to municipal, county, and state entities. Ms. Compson is currently leading IEM’s recovery support, both PA and HMGP, to Louisiana GOHSEP, Cumberland County, and Fayetteville Public Works Commission in North Carolina from Hurricane Matthew, and Osceola County, FL and Georgia Emergency Management Agency from Hurricane Irma. She has been commended by FEMA personnel for project management that has aided in navigating the recovery process. She also has a broad knowledge of state and federal laws, regulations, agencies and programs and the ability to quickly absorb and apply specific requirements, guidance or interpretations to client issues or environments.
Bradford Case <i>Technical Specialist (HM)</i>	Mr. Case is a FEMA and State Program expert with 10 years of broad experience in all FEMA Hazard Mitigation Programs. He managed and oversaw programmatic compliance of all of FEMA’s disaster-based and non-disaster mitigation programs, including HMGP, FMA, PDM, and the former Severe Repetitive Loss (SRL) program, as Director of Hazard Mitigation for the City of New Orleans.
Debra Smith <i>Lead Consultant (CDBG-DR)</i>	Ms. Smith serves as the Project Manager and CDBG-DR Subject Matter Expert (SME) for the 2015 and 2016 HUD Community Compass Technical Assistance programs. She led program development, management and quality improvement of the Katrina CDBG-DR Long Term Workforce Housing (LTWH) (\$350M), Community Revitalization (CR) (\$13M) and the Homeowner Assistance Program – HAP2 (\$6M) for the Mississippi Development Authority (MDA) from 2007-2014.

Table 1: Summary of our key personnel’s relevant qualifications and experience to the Emergency Management Consulting Services effort.

2.2 Company And Financial Information

2.2.1 Company Overview



IEM, the Prime for this effort, is a global consulting firm recognized as the largest woman-owned homeland security, information technology, emergency management, and disaster recovery company in the United States. For more than 32 years, IEM has helped our clients solve complex challenges, develop IT solutions, and prepare for, respond to, recover from, and mitigate the effects of disasters. These include all 50 U.S. states, three territories, and major urban areas across the country, including New York County, Boston, Los Angeles, San Francisco, Houston, Dallas, Atlanta, Chicago, Baltimore, New Orleans, Baton Rouge, Raleigh, and Washington, D.C. IEM’s workforce includes over 150 emergency management and disaster recovery professionals throughout the United States. This includes planners, engineers, cost estimators, attorneys grant managers, and disaster recovery professionals based in our Baton Rouge, Louisiana and Morrisville, North Carolina, offices. In addition, IEM personnel have overseen more than \$23.5B in disaster recovery assistance and have directly supported more than 300 state and local jurisdictions and agencies.

IEM is not new to disaster recovery or emergency management consulting services. We have been in the trenches with subrecipients, the State, and FEMA through the course of multiple events, achieving results benefitting all parties. From initial damage assessment, to project formulation, preparation of project worksheets, grant administration, cost estimation and analysis, hazard mitigation proposal development, appeal and arbitration, dispute resolution and DHS-OIG audit response, our team excels in assisting all stakeholders to manage the sometimes complicated process of navigating Federal disaster

recovery assistance programs, such as the FEMA Public Assistance (PA) Program. Further information regarding our technical experience can be found in **Section 2.6.4. Technical Perspective.**



Aptim Environmental & Infrastructure, Inc. (APTIM), our subcontractor for this effort, possesses extensive experience managing successful disaster recovery programs and the FEMA reimbursement process for both grantees and applicants. Our team has delivered comprehensive emergency management and disaster recovery services for many years. Notably, APTIM provides technical assistance in the administration and delivery of the FEMA Public Assistance (PA) program for the Port Authority of New York and New Jersey (Port Authority) and the Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP), among others.

APTIM offers a wide range of infrastructure and environmental related services. For more than 60 years, APTIM has provided comprehensive planning and engineering design, and construction services, drawing upon APTIM’s in-depth understanding of both the infrastructure as well as its associated recovery administration which is paramount to their comprehensive approach in providing effective and valuable disaster consulting services to the City. With approximately 10,000 skilled and experienced employees deployed across 85 offices nationally, APTIM has the quality and quantity of personnel required for the success of this project, relevant to the services described in the RFP.

At GOHSEP, APTIM (along with sub-consultant IEM) provides over 30 technical programmatic advocates for over 1,500 applicants in the state – applicants of all types – including ports, local governments, parishes, state agencies, private non-profits (PNPs), among many others. APTIM’s role resolving technical issues crosses nearly every aspect of the Public Assistance and Hazard Mitigation Grant Programs – project formulation, grants management, closeout, audits, appeals, insurance/duplication of benefit, time extensions, Section 406 hazard mitigation, cost analysis/ reasonableness, alternative/ improved/consolidated/SRIA project requests, environmental and historic preservation, direct (DAC)/indirect management costs, training/standard operation procedure development, strategic policy guidance, etc. The depth of the services we provide to GOHSEP provides our personnel with first-hand knowledge of one of the biggest disaster recovery “laboratories” in existence. At GOHSEP, our team supports 14 federally declared events and over 30,000 individual project worksheets spanning all work categories from various types of debris and emergency protective measures to permanent infrastructure repair and restoration. Also part of FEMA Region 6, our knowledge of all current federal law, regulation, policy and procedure applicable to GOHSEP in Louisiana are directly applicable to each possible issue that may be encountered while supporting the City.

As previously mentioned, IEM and APTIM have a longstanding working relationship. Some of our recent, successful projects are provided in the **Table 2.**

Client	Project	Prime
GOHSEP	Technical Assistance for Stafford Act Programs: Public Assistance, Hazard Mitigation, Individual Assistance and National Flood Insurance Act Support - Ongoing	APTIM
Osceola County, FL	FEMA Public Assistance Grant Management Services - Ongoing	IEM
Fayetteville, NC Public Works Commission	Hurricane Matthew Recovery, FEMA Public Assistance Program Consulting – Ongoing	IEM
Cumberland County, North Carolina	Disaster Management Services - Completed	IEM

Table 2: Recent projects on which IEM and APTIM successfully collaborated in the past.

2.2.2 Financial Information

IEM has not filed for bankruptcy in the past, is not currently in bankruptcy nor does it have any bankruptcy actions pending.

2.3 Litigation

IEM has never had a failed project, suspension, or debarment since our founding in 1985. In the normal course of over 32 years of business, IEM has become involved in various legal matters, the vast majority of which do not reach the point of litigation. IEM regularly estimates its potential exposure, net of insurance coverage, and records reserves in its financial statements as appropriate to mitigate risk.

In the past five years, IEM was a defendant in the following actions:

- IEM was formerly a defendant in an action filed by a former subcontractor, alleging that IEM owed a sum for services rendered under a subcontract to IEM. This case was dismissed with prejudice.
- IEM was formerly a defendant in an action filed by a former consultant, alleging lost wages due to the termination of the consultant's agreement for cause. This case was dismissed with prejudice.
- IEM was formerly a defendant in a wage-hour collective and class action. In order to eliminate the distraction presented by this kind of relatively routine employment law litigation, the case was settled under a confidential agreement. The terms of the agreement were executed and the case was dismissed with prejudice.

At present, IEM has no outstanding litigation, nor does IEM have any judgements issued against the Company within the past five years.

2.4 Summary of Current Workload

IEM has provided a list of our current contracts as part of the RFP required form Attachment C, under **3.0 Attachments and Forms**.

2.5 Qualifications

The IEM difference is in the people we recruit, hire, and groom. We have a successful history of attracting talent with a single focus of emergency management. We are also strategic in how and with whom we decide to team. APTIM maintains a similar talent model as IEM, which makes our teams cohesive. For this project, we assembled a team with federal, state, and local experience in emergency management. This well rounded approach will provide the City with perspectives across the governmental spectrum in emergency management allowing the IEM Team to not only meet but exceed the needs of the City, regardless of what may arise.

2.5.1 Resumes

The IEM Team's Resumes can be found in at the end of the proposal under **Attachments and Forms**, as Part of required RFP Attachment C.

2.5.2 List Of Federal, State, And Local FEMA Reimbursements

Figure 2 provides the IEM Team's list of federal, state, and local FEMA reimbursements that have been successfully secured over the past five years.



Figure 2: The IEM Team’s list of federal, state, and local FEMA reimbursements over the last five years.

2.5.3 Three examples of FEMA Public Assistance Advisory Services

Table 3 provides IEM’s three examples of FEMA Public Assistance Advisory services we have submitted, including the pricing methodology that was used.

Project Example	Pricing Methodology
Cumberland County FEMA Public Assistance Program Consulting	IEM operated under a fixed price contract with hourly rates for this effort.
City of Houston Disaster Recovery Services	IEM operated under a fixed price contract with hourly rates for this effort.
Fayetteville FEMA Public Assistance Program Consulting	IEM operated under a fixed price contract with hourly rates for this effort.

Table 3: IEM’s three examples of FEMA Public Assistance Advisory Services Projects.

2.6 Program Approach and Price

Our approach would address the lifecycle of dealing with disasters. From preparedness to recovery, our approach is to ensure the City is well positioned to deal with disasters and that it can quickly recover from the ravages of Hurricane Irma.

2.6.1 Preparedness and Response

Through our extensive experience working in Emergency Operations Centers (EOC), we can assist the City by conducting a gap analysis of the City’s EOC posture. If a new EOC must be stood up, we can offer recommendations and leading practices from municipal government EOCs. Further, Mr. Bryan Koon’s considerable in depth knowledge of Florida’s State EOC will be immeasurably helpful in ensuring State alignment with EOC operations.

IEM has proven our ability to meet any staffing needs that the City might have for disaster response or recovery support. Over the years, IEM has provided response personnel for numerous disasters, including Hurricanes Katrina, Rita, Frances, Ivan and most recently, Hurricanes Irma and Maria, just to name a few. Our diversified response teams were deployed rapidly as needs were identified, and consisted of personnel experienced in areas requested by FEMA, state, and local leadership, including airfield operations, Public Assistance (PA), Individual Assistance (IA), hazard mitigation, disaster accounting, emergency planning, geographic information system (GIS), military liaisons, public affairs specialists, and others. Significant examples of IEM’s ability to respond quickly and flexibly to customer disaster needs include:

- Deploying IEM Air™ (IEM’s air division) to Puerto Rico and the U.S. Virgin Islands in support of Hurricane Irma response, then responding to Hurricane Maria.** IEM supported the Caribbean Air Operations Branch (AOB), conducting air planning, acting as FEMA’s air mobility liaison officers (FAMLO), providing aircraft tracking, passenger manifesting, airfield site assessment among other critical tasks. Our team has supported seven airports with a peak staffing of 27 professionals, constantly adjusting to meet the client’s emergent needs.
- Deploying more than 100 personnel across the affected areas to support critical missions during the response to and recovery from Hurricanes Katrina and Rita;** many of these positions were filled within 24 hours of request.
- Deploying personnel in 2004 to 15 key locations over three states and the District of Columbia,** ranging from headquarters and regional operations and logistics sites to state emergency operations centers (SEOCs) and local distribution sites at FEMA’s request to gather data about their response and logistics operations during Hurricanes Frances and Ivan.
- Activating in the New Jersey SEOC 36 hours before Hurricane Sandy made landfall and remaining in the EOC for four weeks until staff was transferred to the Joint Field Office (JFO)** and served as the Deputy Planning Section Chief and then the Planning Section Chief.

In addition, **Figure 3** shows some of the locations to which IEM personnel have deployed, on short notice, in support of disaster response and recovery.

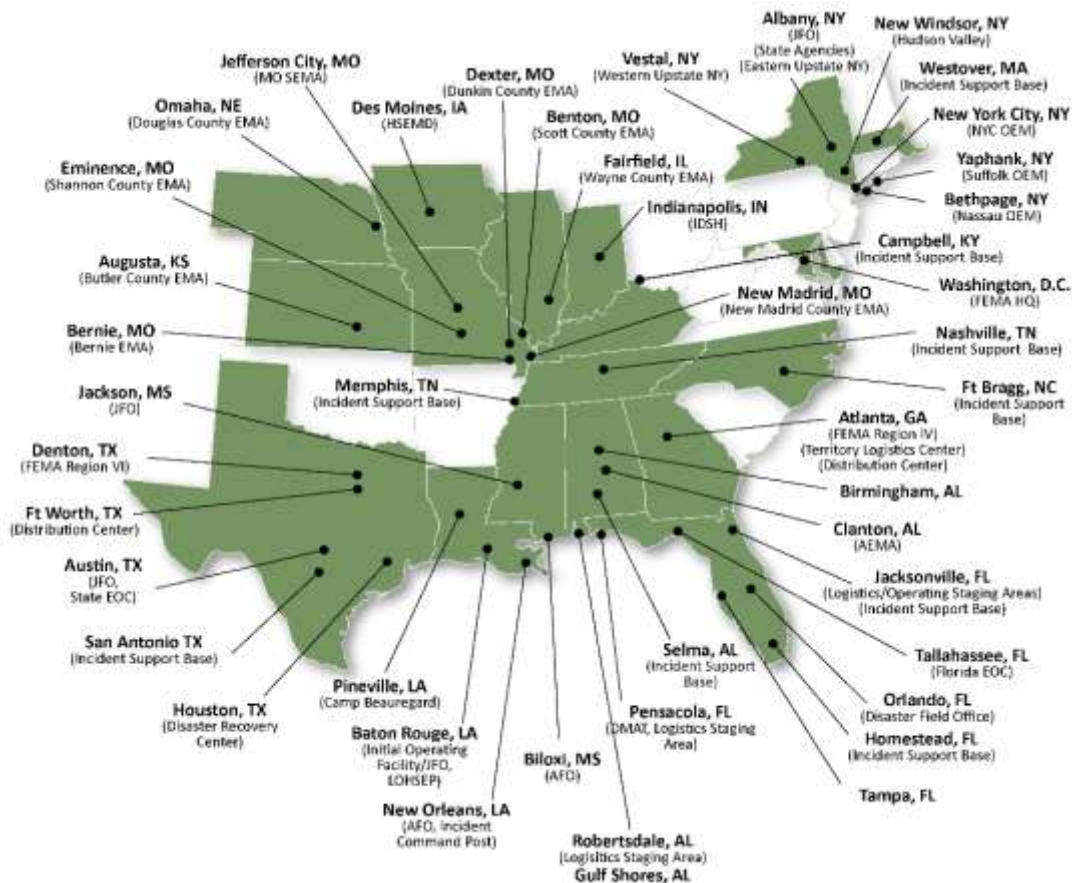


Figure 3: IEM Emergency Deployments. Over the last 11 years, IEM has deployed staff to assist on site at numerous locations during times of activation. These deployments represent direct personnel support for response and recovery for hurricanes, floods, and snow incidents, among others. IEM is prepared to provide similar swift and effective support to the City.

With respect to training and exercises, the IEM Team will use a performance-based approach to curriculum development that links training outcomes to measurable objectives and program goals. Using the proven ADDIE instructional design model (shown in **Figure 4**) as a foundation, we will ensure the following tasks are applied to any curriculum we develop for the City:

- Analyze program goals, objectives, and implementation requirements
- Design by outlining the instructional objectives at the outset
- Develop instructional material to meet those objectives
- Implement the training material
- Evaluate the material by testing and monitoring to make sure the objectives have been met

IEM is currently using the ADDIE process for development of customized curricula and training for Marco Island related to disaster preparedness, response, and recovery training. As a recent example, IEM developed the Facilitating Inter-Jurisdictional Teams Awareness Course in support of the FEMA's CSEPP Program. CSEPP is currently submitting the course to FEMA's Emergency Management Institute for approval and adoption into their curriculum. IEM also used the ADDIE process extensively for the FEMA TA Program, which was designed to deliver capacity-building TA in prevention, protection, mitigation, response, and recovery to governments and special jurisdictions. IEM supported this program from 2004 through 2014.

IEM has also developed and/or delivered training curriculum for more than 60 different TA programs, including programs for THIRA, Emergency Operations, COOP, Regional Response, Debris Management, Resource Management, Disaster Housing, and Mass Care and Sheltering planning. In total, ***IEM's TA support encompassed the development of more than 600 information resources, models, templates, samples, and delivery tools, and we used them to provide more than 290 onsite workshops.*** IEM delivered FEMA TA products and workshops in 46 states, the District of Columbia, Guam, Puerto Rico, several tribal nations, the U.S. Virgin Islands, and American Samoa.

To ensure the City's staff is prepared for future incidents, we will organize and deliver various training classes such as:

- ***National Incident Management System (NIMS)***: the class will address competencies in NIMS such as: Command and Management, Preparedness, Resource Management, Communications and Information Management, Supporting Technologies, Ongoing Management and Maintenance.
- ***Comprehensive Emergency Management Plan (CEMP) Refresher***: the class will align with the City's modified plan and will address Hazard Annexes and department emergency response plans.

We are prepared to execute all of the training classes strategies as outlined in the City's RFP. For example, among other requirements, we will generate all necessary materials for the training classes, advertise the classes, assist attendees with registration, secure training space in concert with the City, create certificates of completion with CPUs, and ensure that all materials and subject matter comply with all relevant Federal, State, and local requirements.

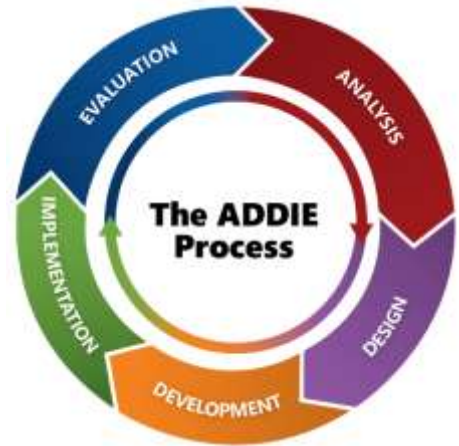


Figure 4: The ADDIE Process for Training Development. *One of ADDIE's main benefits is that it lends itself to integration with the entire planning process.*

We can even develop computer-based training as we have done for other emergency management clients. Internally at IEM, we routinely develop virtual curriculum to train IEM staff and support training deliveries to clients. For example, we developed training for the Chemical Stockpile Emergency Preparedness Program to enable delivery of training in spotting security risks to a potential audience of thousands. We have also developed a capabilities video for wide dissemination:

<http://www.youtube.com/watch?v=7fZ6pWgtIAM/interactivetraining>.

IEM has also assisted numerous clients with developing and updating their emergency plans, including CEMPs. Our experienced planners, like Mr. Don Broughton, will be instrumental in facilitating discussions with key City staff to understand the impact and lessons learned from Hurricane Irma such that the CEMP can be updated. Like the City has anticipated in its RFP, we also typically hold 5 – 10 coordination meetings and/or workshops with different groups of entity employees to gather information necessary for a CEMP update. Apart from recent disaster lessons learned, Mr. Broughton will take into account After Action Reports from previous exercises to ensure needed corrective actions are included in the CEMP update. In addition, as the City indicated in the RFP, we also use cross-walks as a useful and necessary tool to indicate how changes have been integrated into new CEMPs. We are also prepared to help the City disseminate the CEMP in training classes and through other mediums as necessary.

IEM believes the most effective way to test the City's CEMP and training classes is to perform exercises and drills. ***Over the past 10 years, IEM has supported over 450 exercises and scenario-based workshops.*** Our personnel are knowledgeable about every aspect of planning and executing HSEEP-compliant workshops and exercises. We have over 40 Homeland Security Exercise Evaluation Program (HSEEP)-certified practitioners on staff, including a Master Exercise Practitioner (MEP).

The Florida Governor's Tabletop Exercise is just one example where IEM assisted a major State with exercise support. In 2009, IEM was able to provide a dynamic and comprehensive exercise that brought together the state's leadership to work together in identifying critical issues and potential solutions to a terrorist threat. Bringing together the Governor, Lieutenant Governor, Attorney General, Agriculture Commissioner, Chief Financial Officer, and the Florida Adjutant General, along with senior leadership from over 40 key state agencies and federal partners presented an unparalleled opportunity for coordination and cooperation.

Finally, the IEM Team's Project Manager, Christian Montz, was the former FEMA Region VI Grants Director and managed FEMA preparedness grants. As such, he will assist the City with identifying FEMA grant funding for training and exercises that the City can leverage as either a grantee or subrecipient.

2.6.2 Recovery

Our typical FEMA PA Program process, shown in **Figure 5**, starting with the Preliminary Damage Assessment and the Disaster Declaration and flowing, in a linear fashion, to Closeout, is a familiar sight to anyone in local government who has experienced a major disaster declaration on their watch. Anyone in local government who has experienced a major disaster declaration will also know that the graphic belies the sometimes complex and circuitous nature of the program in actual implementation. ***FEMA PA and HMGP happen to be two programs that both IEM and APTIM deeply understand*** and have experience with across the country. The IEM Team has encountered nearly every kind of project challenge there is in these programs, which allows us to see where potential risks may arise and quickly mitigate them.

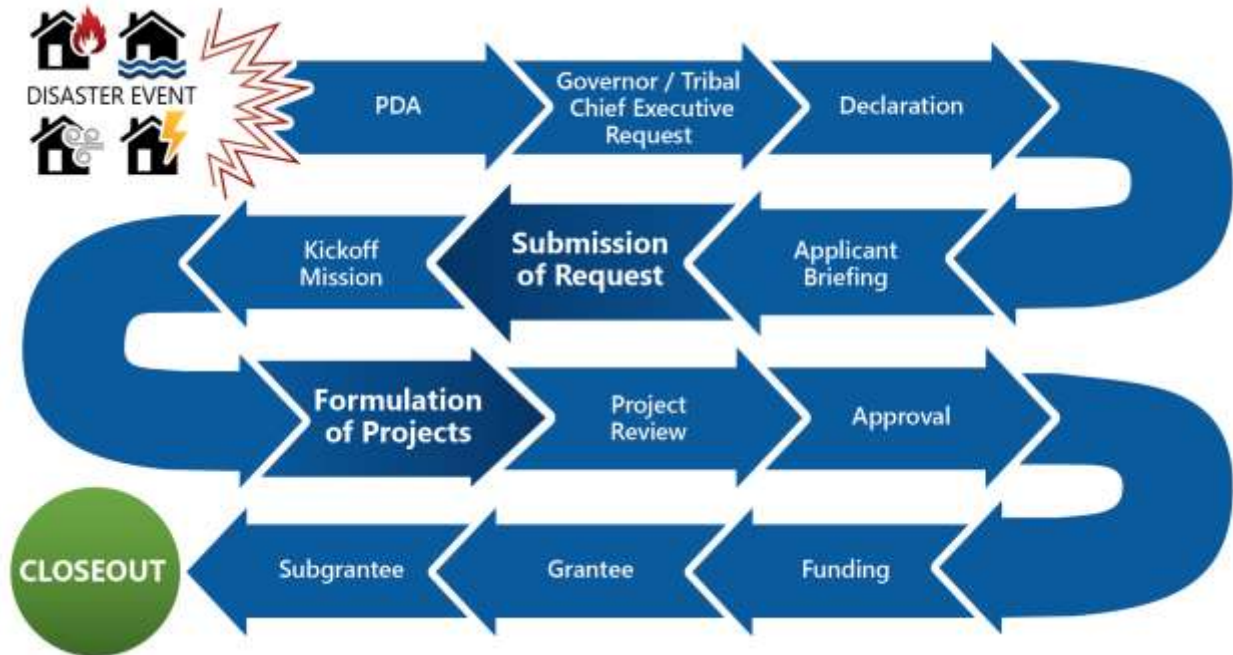


Figure 5: IEM's standard FEMA PA Program process.

The most important aspect of FEMA disaster reimbursements is the Project Worksheets. Under the FEMA PA Program, Project Worksheets are used to document damages, the scope of work, and eligible costs, which can include force account labor, force account equipment, materials purchased or pulled from stock, disaster-related contracts, mutual aid agreements, etc. Project Worksheets will provide the framework for both emergency work (Categories A and B), and permanent work (Categories C-G). Different FEMA policies regarding eligibility and supporting documentation may apply to the various categories. Our on-site team will include policy and technical specialist familiar with the nuances associated with each category of work.

Our team will conduct site inspections and review existing documentation of damages to verify eligibility and preliminary scope of repair. These will provide basis for identifying associated and necessary documentation for each project. We will identify which projects can be completed quickly and identify those as a priority to demonstrate progress to FEMA and FDEM and dispatch the “low-hanging fruit” before focusing efforts on more complex projects.

We will then develop tailored procedures and checklists for our specialists to follow. These checklists serve as a reference and quality assurance tool to ensure that no potential benefit/reimbursement is overlooked, undocumented, or neglected. Our Project Manager will assign projects to the best qualified project personnel so there is consistency and continuity maintained for each Project Worksheet. The Project Manager we have proposed also has the PA Program subject matter expertise to serve in an oversight and QA/QC role to ensure that project staff are producing quality work products and to ensure accountability, customer service and fiscal stewardship.

In order to facilitate input from the City and other team members as needed, the assigned team member will complete a summary of each Project Worksheet. This summary will include a brief description of the scope of work, a detailed description of the type of documentation required to support the project, eligible project costs, any potential non-eligible project costs, and recommendations regarding any flexible formulation options (ex: Improved Project, Alternate Project). The project summary will be documented on the Project List and Tracker to be provided to the City.

For each project:

- We will establish open and active communications with their FEMA and State counterparts in order to identify potential issues and their resolution. FEMA's active involvement in project formulation facilitates prompt Project Worksheet approval and obligation.
- We will avoid possible duplication of benefits. PWs may include scope and costs that may be reimbursed by other sources, such as insurance proceeds, or may be the responsibility of other Federal agencies. This is referred to as a duplication of benefits and must be avoided as a deobligation risk. We can identify these risk and assist the City with appropriate corrective action.
- We will actively seek 406 hazard mitigation opportunities to reduce the likelihood and severity of potential damage in a future event and improve overall resilience. Hazard mitigation measures must be determined to be cost effective in accordance with FEMA policy.
- Our Project Manager will conduct a quality assurance check in which all aspects of the project development work, such as collection of supporting documentation, are reviewed and confirmed.

As necessary throughout the engagement, our on-site staff will reach back to access our team resources and expertise in order to investigate nuanced opportunities, seek clarifications, and ensure that all potential opportunities for maximizing reimbursement are identified. This may include, but is not limited to:

- Requesting policy interpretations or issue resolution;
- Technical review of scopes of work and cost estimating;
- Addressing documentation gaps or compliance issues that may impede full reimbursement;
- Seeking Subject Matter Expert input on high risk issues such as emergency procurement or private property debris removal; or
- Potential leadership coordination with FEMA, FDEM or other federal or state agencies engaged in disaster recovery.

Typically, Public Assistance funding can be used to restore a damaged facility to its pre-disaster design, capacity and function. However, ***there are times when the restoration of a facility "in-kind" is not in the best interest of the community serviced.*** FEMA policy allows for addressing these situations under what is referred to as "***capped projects.***" Under FEMA Public Assistance policy, there are three types of capped projects:

- Improved Projects
- Alternate Projects
- 428 Public Assistance Alternative Procedures Pilot for Permanent Work projects (PAAP Projects)

When, through the process of identifying eligible damage and formulating projects, the City determines that the interests of its constituency are not served by replacing or repairing a damaged facility in-kind, the IEM Team can draw upon our substantial experience in development of alternatives to help the City evaluate the benefits and risks of these options for rebuilding, including potential environmental issues, grant reduction, and commitment to capped funding which may not end up being adequate to complete the project.

With PAAP Projects, the City can use Public Assistance funds toward a project that would otherwise be an Improved or Alternate Project, or other recovery-related projects, including a combination of projects. This type of capped project offers the maximum flexibility with how the City of Key West may

use the funds, but there are some risks associated with choosing this option. Our proposed team includes technical personnel with significant expertise in Section 428 Public Assistance Alternative Pilot Programs. We recognize that initial steps of the Public Assistance process are the same for traditional and alternative projects allowing for collection of substantial information before a decision regarding participation must be made. The highest risk of participation is posed with permanent projects where the City’s cost estimate for completion of the work must be accurate. We can share best practices and lessons learned from past experience.

The IEM Team comes with considerable training and experience serving clients that require quick and agile approaches to organizing the PA process. **Figure 6** provides an experience matrix where we provided recent PA support that involved the below subset of PA program characteristics.

Corporate Characteristics	NC Fayetteville PWC PA Pgm Consulting	NC Cumberland Cnty FEMA PA Pgm Consulting	LA GOHSEP PA AND HM TAC	NY PA and HM TA after Sandy	NY Storm Recovery CDBG Pgm Mgmt	Osceola County FEMA Compliance Services	LDNR Marine Debris Removal Program Support	Indiana Public Assistance Support	Iowa Public Assistance Support	Eddy New Mexico Damage Assessment	Port Authority of New York & New Jersey	Hazard Mitigation Grant Programs, Various LA Parishes	FEMA PA & Hazard Mitigation Support Town of Hempstead, NY	Disaster Recovery Services City of Gretna, LA	LA Governor's Office of Homeland Security & Emergency Preparedness	City of Wharton, TX
DEMONSTRATED EXPERIENCE																
FEMA Public Assistance program	●	●	●	●		●	●	●	●	●	●		●	●	●	●
428 PAAP pilot program participation	●	●	●	●		●							●	●		●
Major disasters event			●	●	●	●	●				●	●	●	●	●	●
Tracking force labor accounts, etc.	●	●	●	●		●	●	●	●	●	●		●	●	●	●
Comprehensive financial management	●	●			●	●					●		●	●	●	●
FEMA 404 and 406 Mitigation programs	●	●	●	●		●					●	●	●	●	●	●
Debris management advice and support	●	●				●	●			●			●	●	●	●
Disaster program closeouts	●	●	●				●						●	●	●	●
Reimbursement requests and tracking	●	●		●		●	●				●	●	●	●	●	●
Appeals and arbitration			●								●					
Project worksheet development	●	●		●		●	●	●	●		●		●	●	●	●
Correspondence, memoranda, and reporting	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Proactively solving disagreements during project formation	●	●	●		●	●	●				●	●	●	●		●

Figure 6: The IEM Team’s recent PA support experience.

2.6.3 Recovery using CDBG-DR Funding

Unlike FEMA funding that is automatically awarded to States upon a Presidential Disaster Declaration, CDBG-DR funding must be appropriated and attached to certain disaster events and is further awarded by the U.S. Department of Housing and Urban Development (HUD). This funding can be awarded to States or even directly to cities. The funding is generally used for disaster recovery in three main categories: housing, infrastructure, and economic development, but must also achieve prescribed HUD national objectives such as serving low to moderate income residents.

The IEM Team has broad experience in this program from providing assistance to grantee clients recovering from Hurricanes Katrina, Rita, Gustav, Ike, Sandy, as well as many others. IEM’s partner APTIM is especially adept at creating Action Plans inclusive of well-planned and designed infrastructure

and economic development projects. IEM, an industry leader in FEMA and CDBG-DR supported housing, will be able to provide effective housing strategies desirable to HUD.

MOST SUCCESSFUL CDBG-DR DESIGN TO DELIVERY EXPERIENCE AND MOST KNOWLEDGEABLE FEMA HOUSING EXPERIENCE—No other team has been the prime contractor, or State Program Manager, for four of six CDBG-DR funded disaster recovery programs, each exceeding \$1.3 billion in funding but IEM.

SPEED OF DELIVERY WHILE BALANCING COMPLIANCE—IEM has a history of managing fully compliant programs that result in clean audit reports and with no grant recapture by the Federal Government, accomplishing error rates substantially below 5%, and as low as 1/10th of 1%. IEM has recent experience in delivering the fastest recovery program in U.S. history for Louisiana.

AMPLE CAPACITY OF REGIONAL DISASTER RECOVERY PROFESSIONALS—IEM has a Gulf Coast team of personnel, with deep expertise and capacity to perform all key planning of future projects, including reprogram planning, compliance oversight, and preparing for grant closeout.

GRANT CLOSEOUT EXPERIENCE—IEM staff and team members have a successful track record of successful CDBG-DR grant closeouts that have withstood the examination of federal granting agencies.

To assist the City with respect to CDBG-DR funding, the IEM Team will:

- assist the City in securing funding from HUD or the State;
- assist the City with community engagement to prioritize projects;
- assist the City with creating and submitting a HUD Action Plan and amendments;
- create an LMI plan of service;
- create policies and procedures that will help the City ensure compliance;
- assist the City with procuring the right design firm(s) if necessary;
- track, evaluate, and communicate Federal Register waivers;
- provide technical assistance as requested including HUD level environmental reviews and clearance and other cross-cutting federal requirements such as procurement, federal labor standards, fair housing, accessibility, uniform administrative requirements, and monitoring and compliance;
- help the City ensure it can withstand audits and HUD monitoring; and
- assist with grant closeout.

2.6.4 Technical Perspective

Over the past 35 years, IEM has become a significant homeland security and emergency management firm specializing in and focused on preparing for, mitigating against, responding to, and recovering from disasters. IEM has managed billions of dollars of funds under FEMA disaster assistance programs for a wide array of state, local, and territorial clients. IEM helps states, counties, and cities to secure disaster funding for better prepared and more resilient communities through the firm's ability to understand and navigate the regulations combined with a strong working relationship with FEMA and client Grantees. A timeline of IEM's participation in recovery from major disasters is seen in **Figure 7**.

IEM's emphasis on careful eligibility review, compliance, and quality control reduces the risk of clawback of previously obligated funds. Moreover, our knowledge of all of the eligible funding streams allows us to help clients identify federal resources to pay for projects using federal program braiding strategies.

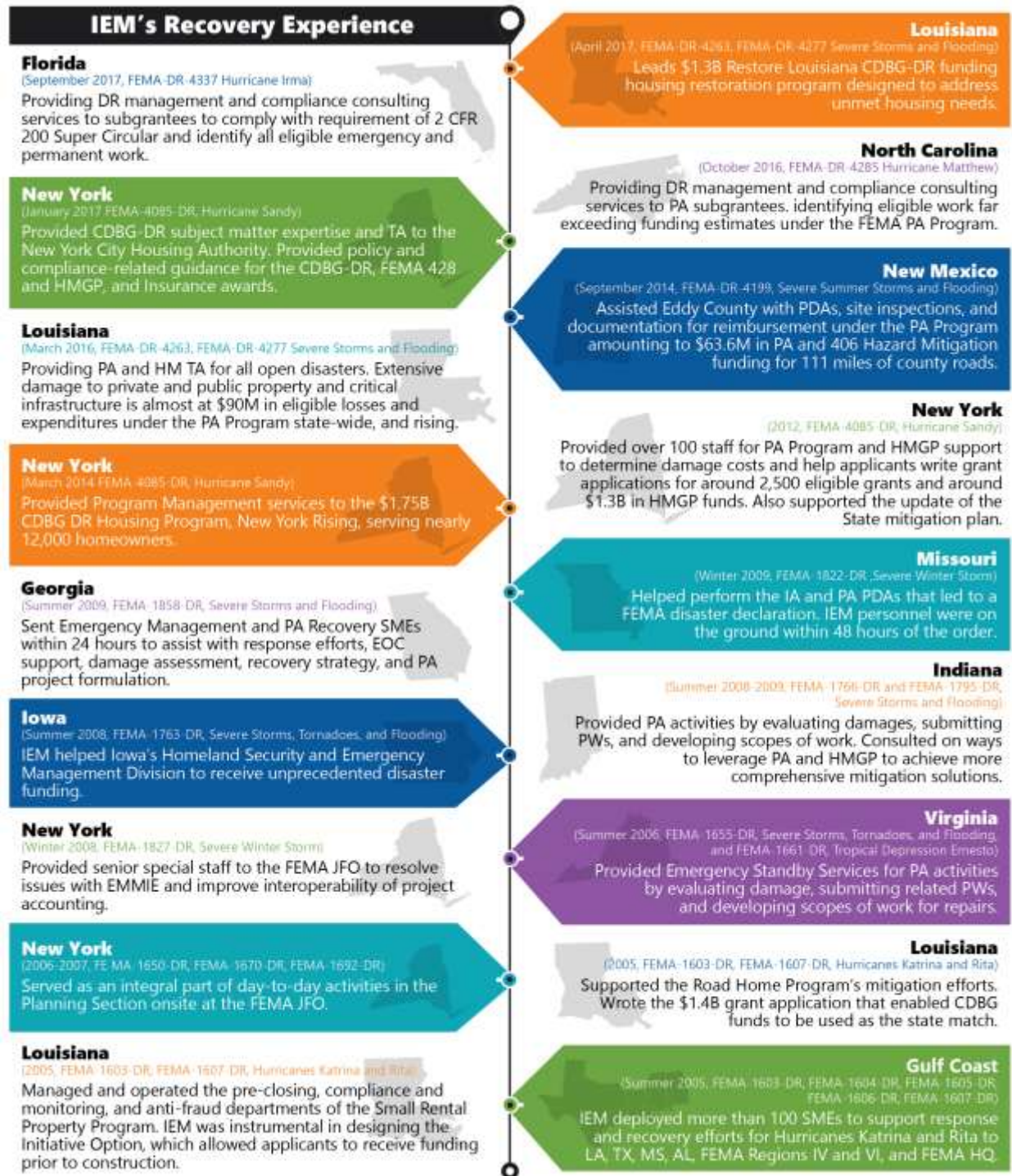


Figure 7: IEM's Participation In Recovery From Major Disasters.

IEM has significant experience working with FEMA operation and grant programs like the Pre-Disaster Mitigation (PDM) Grant Program, Flood Mitigation Assistance (FMA), Port Security Grant Program (PSGP), State Homeland Security Grant Program (SHSGP), Emergency Management Performance Grant Program (EMPG), Public Assistance (PA), and the Hazard Mitigation Grant Programs (HMGP). But we also work on a number of other disaster related grant programs like the Community Development Block Grant – Disaster Recovery (CDBG-DR). IEM employees currently serve as the policy advisors and

technical assistance consultants for both Louisiana and New York State's PA and HMGP that include open disasters from Katrina to Harvey and thousands of diverse projects from multi-facility public medical centers to large-scale wastewater systems. In the aftermath of Super Storm Sandy, IEM used its global match strategy to leverage nearly \$300 CDBG-DR funds to meet the non-federal share for nearly 400 mitigation projects totaling over \$1.8 billion, including property elevations and buyouts. IEM is one of the few firms with in-depth knowledge and extensive experience with application of the PA Alternative Procedures Pilot Program for Permanent Work authorized under Section 428, the 2013 amendment to the Stafford Act.

IEM works with our clients to develop effective long-term recovery planning and strategies to maximize and leverage disaster assistance funding available under multiple Federal programs to rebuild better prepared and more resilient communities. We are constantly on the lookout across federal and state programs for investments in rebuilding public infrastructure to withstand the next storm. Additionally, our experts work to convey knowledge and encourage community stakeholders to sustain the investment and focus on more disaster-resistant and resilience building and development, as recovery eventually comes to an end and communities look to the future.

The bottom line for the City is that the IEM Team's experience will bring significant value. With the IEM Team's knowledge regarding emergency management funding streams, the City will be well positioned to maximize emergency management reimbursements from preparedness to recovery. Further, our broad experience will ensure that the City has a considerable level of oversight resilience, such that, funding cannot be clawed back through audits and monitoring. This, coupled with our capacity building efforts we will undertake with the City, means it will be in the best strategically position for when the next disaster strikes.

2.6.5 Logistics Perspective

From the day we sign a contract with the City of Key West, the IEM Team will work with key City staff to collaborate on optimal physical space to work onsite. Further, as we do with many of our disaster clients, IEM will establish a SharePoint platform from which the IEM Team and the City of Key West can access and share information. This does not serve as a substitute for in-person communication or emails but it will allow us to coordinate with ease and to organize project documentation.

2.6.6 Designated Office Where The Majority Of Work On This Project Will Be Performed

We expect some degree of onsite work with the City of Key West in Key West. However, our IEM Team will also be working out of the following office:

Florida Office: 100% of total overall services to be performed

Alliance Center
113 South Monroe
Tallahassee, FL 32301

2.6.7 Limitations That May Exist That Would Impact IEM's Ability To Perform

The IEM Team does not have any limitations impacting our ability to perform.

2.6.8 Proposed Price For A Three Year Period For The Scope Of Services

IEM has completed the required Proposal Schedule which can be found in **3.0 Attachments and Forms**, under **Attachment A: Until Price Proposal Form**. In addition, we have completed the Fee Schedule, which can also be found in **3.0 Attachments and Forms**, under the **Draft Agreement**.

2.6.9 Any Other Material As May Be Helpful To Establish That The Respondent Has The Necessary Facilities, Ability, And Financial Resources To Furnish The Required Services

IEM believes it has provided sufficient information in this document as well as in the required Attachments to meet the criteria set forth in the RFP. Therefore, we have no additional materials to provide.

2.7 Familiarity with Florida and the Florida Keys

IEM has served south Florida clients for several years. Currently, we are assisting the Key West Aqueduct Authority (KWAA) in developing project worksheets for FEMA reimbursement, identifying potential mitigation projects, and assisting in the development of an overall recovery plan. Our Project Executive, Mr. Bryan Koon, has substantial familiarity with the Florida Keys and specifically Key West. His extensive knowledge results from the deep examination of numerous storm events which have impacted the Keys, dating back as far as the Hurricane of 1846. Therefore, Mr. Koon understands the unique logistical challenges and exposure of the Keys, and in his position with the State, even before Hurricane Irma, he led his division in exercises to address these challenges in the Keys. Ms. Anne Compson, the Project Leader for the proposed Recovery Team, is currently the project lead assisting the KWAA and has developed important insights regarding flood impacts throughout the Keys. In addition, IEM is currently supporting the Key West International Airport, through a FEMA contract, for evacuation, search & rescue, logistics staging area, and aeromedical staging plans.

2.8 Client References

IEM has provided the following three references which have a similar service (within the past five years) of the scope and nature required by the Emergency Management Consulting Services RFP. We have made sure to include the contact name, phone number, and email for each of the references.

2.8.1 Cumberland County FEMA PA Program Consulting

Client Name:	Cumberland County
Contact Name, Title:	Tracy Jackson, Assistant County Manager
Address:	117 Dick Street, Fayetteville NC 28301
Email Address:	trjackson@co.cumberland.nc.us
Phone Number:	(910) 323-6117

2.8.2 New York GOSR New York Rising Housing Recovery Program Management

Client Name:	New York Governor's Office of Storm Recovery (GOSR) – New York Rising Housing Recovery Program Management
Contact Name, Title:	Jon Kaiman, Governor Cuomo's Special Advisor for Hurricane Sandy
Address:	64 Beaver St., P.O. Box 320, New York, NY 10004
Email Address:	info@stormrecovery.ny.gov
Phone Number:	(516) 351-8411

2.8.3 Fayetteville PWC FEMA PA Program Consulting

Client Name:	Fayetteville Public Works Commission
Contact Name, Title:	Isaac Copeland, Director of Legal, Risk and Procurement Services
Address:	955 Old Wilmington Rd., Fayetteville, NC, 28301
Email Address:	ike.copeland@faypwc.com
Phone Number:	(910) 483-1382

3.0 Attachments and Forms

IEM has provided the RFP required attachments following this page:

- Bid Proposal Form
- Attachment A: Until Price Proposal Form
- Attachment B: Proposer General Operations Plan
- Attachment C: Proposer's Qualifications Statement Form
- Attachment E: Equipment Available for Work
- Attachment F: Experience and Reference Lists
- Anti-Kickback Affidavit
- Sworn Statement under section 287.133(3)(a) Florida Statutes, on Public Entity Crimes
- City of Key West Indemnification Form
- Domestic Partnership Affidavit
- Cone of Silence Affidavit
- City of Key West Consultant Ranking Form
- Draft Agreement
- All requirements listed in Proposal Submittal Requirements
 - City of City of Key West Business Tax Receipt
- All required Insurance forms or indication of ability to comply with requirements upon reward of contract
- Signed addenda or confirmation of receipt of all addenda

BID PROPOSAL FORM

To: The City of Key West
Address: 1300 White Street, Key West, Florida 33040
Project Title: Emergency Management Consulting Services

Bidder's contact person for additional information on this Proposal:

Company Name: Innovative Emergency Management, Inc.

Contact Name & Telephone #: Christian Montz, 225-726-0362

Email Address: Christian.Montz@iem.com

BIDDER'S DECLARATION AND UNDERSTANDING

The undersigned, hereinafter called the Bidder, declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

The Bidder further declares that he has carefully examined the Contract Documents for the construction of the project, that he has personally inspected the site, that he has satisfied himself as to the quantities involved, including materials and equipment, and conditions of work involved, including the fact that the description of the quantities of work and materials, as included herein, is brief and is intended only to indicate the general nature of the work and to identify the said quantities with the detailed requirements of the Contract Documents, and that this Proposal is made according to the provisions and under the terms of the Contract Documents, which Documents are hereby made a part of this Proposal.

CONTRACT EXECUTION AND BONDS

The Bidder agrees that if this Proposal is accepted, he will, within 10 days, not including Saturdays and legal holidays, after Notice of Award, sign the Contract in the form annexed hereto and will provide evidence of holding required licenses and certificates as indicated in the Contract Documents.

CERTIFICATES OF INSURANCE

Bidder agrees to furnish the Owner, before commencing the work under this Contract, the certificates of insurance as specified in these Documents.

ADDENDA

The Bidder hereby acknowledges that he has received Addenda No's. 1, _____,
_____, _____, _____, _____, _____, _____, _____, _____, _____,

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

SALES AND USE TAXES

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

SURETY

_____ whose address is

_____, _____, _____,

Street City State Zip

BIDDER

The name of the Bidder submitting this Proposal is Innovative Emergency Management, Inc.

_____ doing business at

2801 Slater Road Suite 110 Morrisville, NC 27560

Street City State Zip

which is the address to which all communications concerned with this Proposal and with the Contract shall be sent.

The names of the principal officers of the corporation submitting this Proposal, or of the partnership, or of all persons interested in this Proposal as principals are as follows:

Madhu Beriwal, President and CEO _____

Ted Lemcke, COO _____

Daniel Michael, CFO _____

If Sole Proprietor or Partnership

IN WITNESS hereto the undersigned has set his (its) hand this _____ day of _____ 2017.

Signature of Bidder

CFO

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 8TH day of JANUARY 2018

(SEAL)

Innovative Emergency Management Inc.

Name of Corporation

By *David Michael*

Title CFO

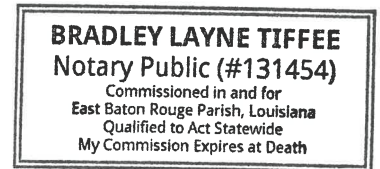
Attest *Kathy S. Donnell*

Sworn and subscribed before this 8TH day of JANUARY, 2018

Bradley Layne Tiffie

NOTARY PUBLIC, State of LOUISIANA, at Large

My Commission Expires: AT DEATH



ATTACHMENT – A

UNIT 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: Innovative Emergency Management, Inc.

Address: 2801 Slater Road Suite 110 Morrisville, NC 27560

Phone/ Fax: (919) 990-8191, (919) 237-7468 (Fax)

To furnish all materials, equipment and labor and to perform all work in accordance with the Contract Documents for: **As-Needed Emergency Management Services**, located within CITY OF KEY WEST, Florida.

To: *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 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 to Proposal and Instructions to Proposers, 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 CITY.

3.0 In submitting this Proposal, Proposer represents, as set forth in the Contract, that:

A. 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;

Addendum No.	Addendum Date
<u>1</u>	<u>1/3/2018</u>
<u> </u>	<u> </u>
<u> </u>	<u> </u>

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 to submit a false Proposal; Proposer has not solicited or induced any individual or entity to refrain from Proposal; and Proposer has not sought by collusion to obtain for itself any advantage over any other Proposer or over City.

- 5.0 Proposer acknowledges that there are no quantities guaranteed, and Unit Cost information is solely for the purpose of comparison of Proposals, 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 – UNIT PRICING

PROPOSAL SCHEDULE

Item	Quantity Hours per Event Unit Price	Unit Price (Fixed Fee) *	Extended Total
Emergency Response Activation			
Project Executive	80	\$ 314.30	\$ 25,144.00
Subject Matter Expert	80	\$ 257.92	\$ 20,633.60
Project Manager	160	\$ 278.42	\$ 44,547.20
Public Adjuster	320	\$ 177.95	\$ 56,944.00
Senior Closeout Specialist	80	\$ 186.15	\$ 14,892.00
Closeout Specialist	160	\$ 150.27	\$ 24,043.20
Other: List specialty		\$ -	\$ -
Item	Quantity Class	Unit Price (Fixed Fee)	Extended Total
TRAINING CLASSES (FIXED FEE)			
IS 300 – Intermediate Incident Command System	2	\$ 16,357.46	\$ 32,714.92
IS 400 – Advanced Incident Command System	2	\$ 16,957.14	\$ 33,914.28
CEMP Refresher Incident Commander (IC)	1	\$ 16,957.14	\$ 16,957.14
Comprehensive Emergency Management Plan (CEMP); Hazard Annexes and associated emergency response and contingency plans Annual Update (FIXED FEE)	1	\$ 38,689.49	\$ 38,689.49
EXERCISES AND DRILLS (FIXED FEE)			
CEMP Exercise	1	\$ 67,137.82	\$ 67,137.82
ICS Forms Drill	1	\$ 44,616.51	\$ 44,616.51
Joint Information Center (JIC) Drill	1	\$ 52,157.20	\$ 52,157.20
PREPAREDNESS EVENTS (FIXED FEE)			
City Emergency Operations Center (EOC) Facilitation	1	\$ 40,326.13	\$ 40,326.13
Alternate City EOC Facilitation (IMT)	1	\$ 40,326.13	\$ 40,326.13
SPECIAL PROJECTS (HOURLY RATE): GRANT RESEARCH AND APPLICATION	Proposed Hours	Hourly Rate	Extended Total
Project Manager or Lead Consultant	80	\$ 278.42	\$ 22,273.60
Project Engineer or Lead Planner	120	\$ 196.41	\$ 23,569.20
Associate	80	\$ 150.27	\$ 12,021.60
Staff Assistant	40	\$ 134.89	\$ 5,395.60
TOTAL PROPOSED CONTRACT PRICE			\$ 616,303.62

* Both Labor Category Rates and Unit pricing proposed are inclusive of all anticipated travel

* It is IEM's intent to not escalate the proposed pricing through the 3-year contract duration

Confirmation of Signature of Unit Price Proposal Information

Daniel Michael

A handwritten signature in cursive script that reads "Daniel Michael". The signature is written in black ink and is positioned above a horizontal line.

Name of Proposer

Signature of Proposer

Chief Financial Officer

Title

ATTACHMENT – B

PROPOSER’S GENERAL OPERATION PLAN

1.1 Planning Process

As part of the periodic review and revision process, the IEM Team will support a formal review and update of the Key West CEMP. As part of our approach, we encourage the active participation in the revision of all Key West departments and agencies, private sector organizations, and other stakeholders who may be involved in emergency response and are deemed part of the City’s plan. We will work with the planning team to identify those stakeholders and the best way to meet with them. Whenever possible, we will use in-person meetings, but the size, type, and frequency of meetings will be driven by the availability of the participants. Larger meetings can be used effectively to gather information, but smaller meetings tend to work better for fine-tuning the wording of the plan.

The IEM Team’s planning approach uses the CPG 101 planning process, illustrated in Figure 1, which is a proven methodology developed to organize the process of emergency planning. Our planners stay current with emerging best practices through a number of sources, including participation in a variety of emergency management associations. Balancing our knowledge of and familiarity with national best practices and our commitment to a local-up planning approach through partnerships with local resources is vital to the planning process and key to delivering a viable CEMP to The City of Key West.

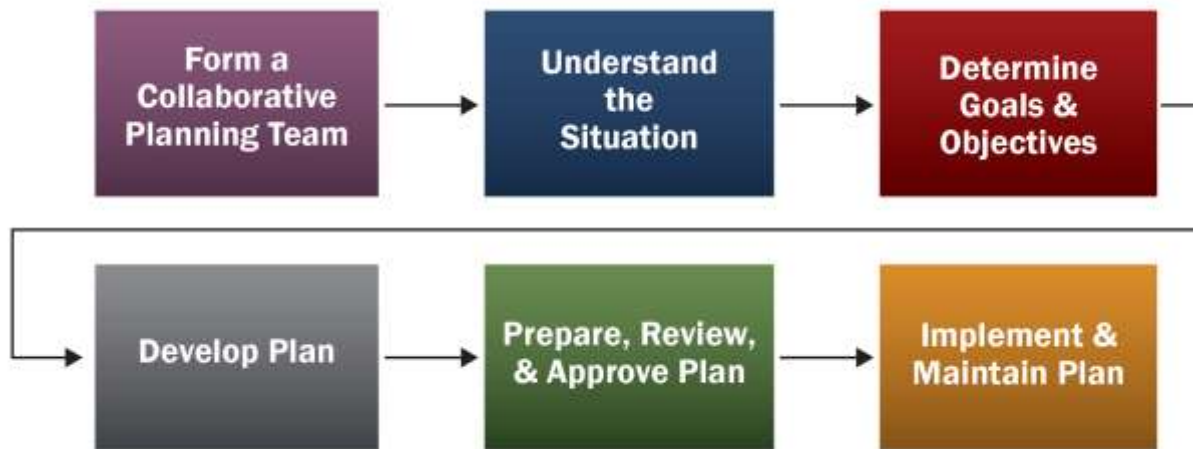


Figure 1: The Six-Step Planning Process. The latest edition of CPG 101 recommends this planning process. IEM is particularly familiar with this process because we have supported the updating of CPG 101, developed and delivered training for those updates, and crafted technical assistance for state and local governments that helps them to comply with the updated guide

1.2 All Hazard Training

In addition to plan development, the IEM Team will support training to ensure organizations and individuals responsible for implementing the plan are prepared to do so. The IEM Team is a leader in developing curriculum and providing instruction and guidance to local communities on a wide array of emergency management topics. Training delivery needs to fit the material and the learning objective. The IEM Team’s training approach will include qualified SMEs with operational experience to ensure training is relevant to participants and reflects realistic conditions.

The IEM Team will use a performance-based approach to curriculum development that links training outcomes to measurable objectives and program goals. Using the proven ADDIE instructional design

model (shown in **Figure 2**) as a foundation, we will ensure the following tasks are applied to any curriculum we develop for the City of Key West:

- Analyze program goals, objectives, and implementation requirements
- Design by outlining the instructional objectives at the outset
- Develop instructional material to meet those objectives
- Implement the training material
- Evaluate the material by testing and monitoring to make sure the objectives have been met

The IEM Team has successfully used the ADDIE process to develop customized curriculum and training, and we have experience providing critical training services to government organizations and personnel at the local, state, and federal levels. We have developed various curriculum delivery methods, including video and interactive web-based training programs, to enhance classroom training or to provide training when the standard classroom method is not the ideal for a given target audience.

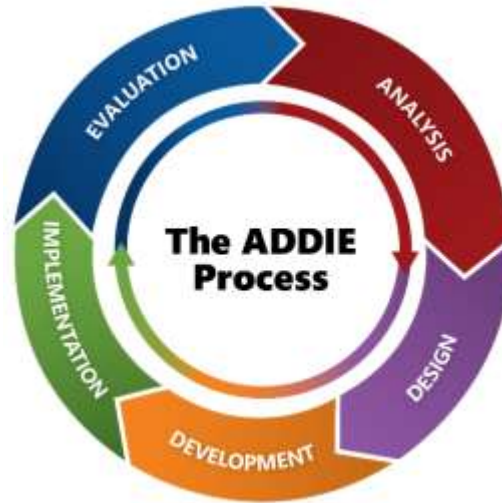


Figure 2: The ADDIE Process for Training Development. One of ADDIE’s main benefits is that it lends itself to integration with the entire planning process.

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.

Full Legal Name	Innovative Emergency Management, Inc.
Date of Establishment	February 7, 1985
Type of Entity	S-Corporation
Business Expertise	Emergency Management/Homeland Security Disaster Recovery and Resiliency National Security
Current Ownership Structure	Shareholder-owned, not publicly traded
Recent/Significant Changes in Ownership	IEM has never had a change in ownership.
Previous Three Years of Financial Statements	See Appendix B.

Founded and incorporated in Baton Rouge, Louisiana, in 1985, IEM is the largest woman-owned disaster management firm in the United States. Unlike many firms that provide disaster management services as one of many business areas, **disaster preparedness and recovery is IEM’s singular focus.**

IEM’s very first project was working with the State of Louisiana to strengthen hurricane evacuation plans. Since then, we have built a reputation as a leader in disaster management through successful projects in every U.S. state and through a succession of major contracts with the Federal Emergency Management Agency (FEMA) and other branches of the Department of Homeland Security (DHS), the Department of Defense (DOD), the Department of Health and Human Services (HHS), and many other federal agencies. In fact, **our ability to consistently deliver first-class products and services in extremely short timeframes is a primary reason that more than two-thirds of our business is with repeat customers.**

Over the course of our 32-year history, our innovative strategies, technologies, and solutions have helped more than 300 state and local government agencies and private industry customers achieve measurable results—lives saved, communities rebuilt, risks reduced, security increased. We pride

ourselves on integrating science, technology, and real-world experience to provide each of our customers with solutions that work and outcomes that matter.

IEM was founded by current President and CEO Madhu Beriwal in 1985, and it became one of the first companies in the world—and the **very first** woman-owned company in the world—to focus exclusively on emergency management. Through previous work in hurricane preparedness and floodplain management for Louisiana, Ms. Beriwal recognized the extraordinary impacts that quantum advances in computer power and other scientific approaches could have on emergency management. In forming IEM, Ms. Beriwal’s vision was to revolutionize emergency preparedness by moving it from a subjective foundation to one based on quantitative data.

IEM’s initial challenges would test that new vision of science-based emergency management to the limit. An early contract with the federal Chemical Stockpile Emergency Preparedness Program (CSEPP) tasked IEM to determine how to protect ordinary citizens across the nation from a release of some of the most lethal substances on earth—the chemical weapons agents mustard, sarin, and VX. IEM not only helped the Army to define and implement protection, but also developed QEM[®], a revolutionary modeling and simulation suite that supports emergency event scenarios and analysis at a level of complexity never before attempted.



Figure #: A Complex Challenge. *An early IEM project involved protecting communities from lethal chemical weapons releases.*



In May 2004, IEM won a competitive contract to develop an innovative planning exercise based on a catastrophic hurricane striking southeast Louisiana. **Just 53 days following contract award, more than 350 local, state, and federal planners and stakeholders gathered in Baton Rouge to grapple with the devastating effects of “Hurricane Pam,”** a fictional catastrophic storm that overtopped the levees and flooded New Orleans. Hurricane Pam was eerily prescient in its similarity to the actual Hurricane Katrina that followed the next summer. Even though IEM developed the exercise in less than one-sixth of the time normally used for designing and executing an exercise of such size and complexity (such planning typically takes a year and a half), **many of the consequences predicted for Hurricane Pam were a virtual scientific “bull’s-eye”—and the most precisely detailed and accurate forecasting of a major American catastrophe yet recorded.**

Before the operational plans being developed using the Hurricane Pam planning scenario could be completed, Hurricane Katrina roared ashore, soon to be followed by Hurricane Rita. **IEM deployed more than 100 personnel to support federal, state, and local response and recovery missions across the affected areas and at FEMA national and regional headquarters.** These assignments included sending personnel directly into New Orleans immediately following the storm to support missions at the Superdome, the Area Field Office (AFO), the Emergency Operations Center (EOC), and elsewhere.

IEM was also selected by DHS to support a nationwide review of catastrophic planning for states and major jurisdictions.

This review was mandated by the President on September 16, 2005, while standing in Jackson Square in a still-flooded New Orleans.

At the same time, the scenario-based planning process IEM developed for southeast Louisiana was embraced by FEMA as the paradigm for national catastrophic planning, and IEM went on to help hurricane planners in Florida and earthquake planners in the eight-state New Madrid Seismic Zone (NMSZ) to prepare for the worst. Following that, IEM won another contract to work with neighboring states to coordinate and streamline support for potential evacuees. **IEM also received contracts to work with planners at FEMA Headquarters to develop the National Hurricane Contingency Plan** and to support all-hazards catastrophic planning.

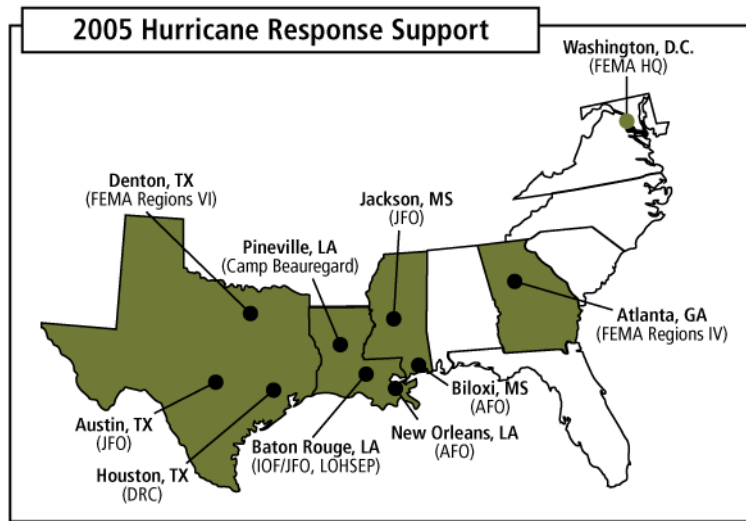


Figure 1: IEM Katrina/Rita Response and Recovery Support. *IEM deployed 100+ personnel in support of critical response and recovery missions across the affected areas.*

As IEM’s reputation for quickly producing outcomes grew, we were sought out to provide assistance and expertise in the recovery arena, where accuracy, speed, and program knowledge are absolutely critical to success. In Virginia, after the 2005 floods, we expedited the state’s disaster recovery, reducing project closeout time by approximately 30% over previous disasters. In late 2006, IEM won a contract to support the Louisiana Office of Community Development’s (OCD’s) post-Katrina and -Rita recovery mission by providing mitigation counselors to Louisiana homeowners in Housing Assistance Centers across the state. In 2017, IEM was engaged by OCD to manage its CDBG-DR funded housing program, which is the largest in the nation. IEM also managed OCD’s \$1.4 billion Hazard Mitigation Grant Program (HMGP) grant application and shepherded it through the approval process. IEM helped to develop the process for approval of this grant, working closely with OCD, the Louisiana Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP), and FEMA. **Even though the grant application was for the largest hazard mitigation project ever awarded, IEM completed the application in only two weeks.** When OCD submitted this application, it was approved by FEMA for \$1.4 billion in only four weeks.

“For the very first time, with [IEM’s] assistance, we completed all of our project worksheets and had all approved and most closed out within a year of the event. What a difference from past disasters where we have been two or three years before we ever finished the worksheets.”
—City of Alexandria, VA

From 2006 to 2008, when New York was struck by severe storms, floods, and winter storms, IEM provided personnel to support FEMA Region II and the Albany Joint Field Office in disaster recovery. IEM quickly earned the trust of the Federal Coordinating Officer (FCO) and was asked to attend the Senior Staff meetings and troubleshoot Public Assistance (PA) issues. In 2008, we expedited disaster recovery and minimized state financial vulnerability for the State of Iowa, submitting more than 7,000 projects worth in excess of \$300 million.

As our disaster preparedness and recovery work grew, IEM proved its ability to **manage large-scale, multifaceted, high-profile public-sector projects** for DHS and DOD, routinely and **successfully managing teams of 20+ contractors, including some of the largest consulting firms in the U.S.** In 2010, in recognition of our demonstrated expertise in program management, the Louisiana Department of Natural Resources selected IEM to monitor and audit program activities for Louisiana's \$72 million State Energy Program Grant.

After the second costliest hurricane in U.S. history, Hurricane Sandy, struck the eastern seaboard in 2013, IEM proved that by combining our disaster recovery and program management expertise, we could build the most successful recovery program in recent history. In 2014, we were selected by the State of New York to take over their failing \$1.2 billion post-Sandy disaster housing recovery program, New York Rising. Within six weeks, we brought 6,000 new applicants into the program and distributed \$100 million to homeowners while also streamlining operations to achieve \$1.8 million in savings for the State of New York. Within two years, we quietly and efficiently distributed \$902 million to more than 11,000 homeowners—*seven times more money than New York City's housing recovery program was able to issue*. **Successful recovery programs are never headline news; only those plagued with problems are dogged by the media. With IEM's help, New York Rising was a quiet success—and that was precisely the goal.**



Figure 1: New York Rising Success Story. *IEM's recovery work on New York Rising was so successful that commemorative coins were created to acknowledge all IEM employees who worked on the contract.*

The State of New Jersey also called on IEM staff, who were already conducting preparedness efforts in the state, to help with preparations for and response to Hurricane Sandy. IEM performed situational analysis, including the creation of situation reports and briefing documents for the State EOC Command. IEM also held operations meetings with the 15 ESFs activated for Hurricane Sandy, assisted with and wrote numerous incident action plans (IAPs) during these activations, and was

responsible for tracking nearly 1,700 requests for resources. IEM staffed various NJ EOC positions during the Hurricane Sandy activation, including Operations Floor Support (Branch Director), Deputy Planning Section Chief, Resource Unit Leader, and Situation Unit Leader.

IEM also provided post-Sandy PA and HMGP support to the State of New York, providing direct staffing support with expertise in all categories of Public Assistance, designing an HMGP solution for NY, and **developing their grant application**. In 2017, the State of New Jersey engaged IEM to manage its post-Sandy CDBG-DR supported housing program to help bring it to a successful closeout. IEM also **staffed the HMGP grant** once it was approved, working directly with applicants on writing Project Worksheets, helping them to understand FEMA policy, assisting with reimbursement requests, and helping applicants request closeout. More than 100 IEM hazard mitigation experts evaluated, prepared, and successfully submitted **1,220 applications totaling \$5.9 billion** in hazard mitigation projects.

From IEM's early days of planning for the consequences of disaster to today's more comprehensive focus of preparing for them through training and exercises to responding, recovering, and mitigating them, IEM has built the expertise, experience, personnel, resources, relationships, and knowledge into a company that is a national leader in disaster management.

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

113 South Monroe Street, Suite 103
Tallahassee, FL 32301

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

(919) 990-8191, (919) 237-7468 (Fax), Christian.montz@iem.com

4. Number of employees:

463

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

3 subcontractors. 1 will serve as the training coordinator and will be dedicated 100% to this project as required by the City of Key West. 2 employees will serve as recovery specialists serving projects funded by PA, HMGP, or CDBG-DR. They will also be assigned 100% to this project or at a level required by the City of Key West.

6. Company Identification numbers for the Internal Revenue Service:

72-1045884

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

City of Key West Business Tax License 0027414 Exp. 9/30/2018

State of Florida Business Registration F08000004058

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

32 years

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.

Entity: Fayetteville, North Carolina Public Works Commission

Description: IEM assisted the PWC with response and recovery as well as formulating Project worksheets under the FEMA PA program. IEM also assisted PWC with FEMA HMGP project identification and submission to FEMA.

Cost: \$875,050

Reference:

Client Name:	Fayetteville Public Works Commission
Contact Name, Title:	Isaac Copeland, Director of Legal, Risk and Procurement Services
Address:	955 Old Wilmington Rd., Fayetteville, NC, 28301
Email Address:	ike.copeland@faypwc.com
Phone Number:	(910) 483-1382

10. Have you ever failed to complete any work awarded to you? If so, where and why?
No.

11. Give names, addresses and telephone numbers of three 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.

Our list of all disaster response contracts immediately follows our reference below.

- **Name** Tracy Jackson, Assistant County Manager

Address: 117 Dick Street, Fayetteville NC 28301

Telephone No. (910) 323-6117

- **Name** Jon Kaiman, Governor Cuomo's Special Advisor for Hurricane Sandy

Address: 64 Beaver St., P.O. Box 320, New York, NY 10004

Telephone No. (516) 351-8411

- **Name** Isaac Copeland, Director of Legal, Risk and Procurement Services

Address: 955 Old Wilmington Rd., Fayetteville, NC, 28301

Telephone No. (910) 483-1382

• Name _____

Address _____

Telephone No. _____

Project Name	Project End Date	Contract Value	Customer Name	Comments
AI - PA-HMGP	current	21,298,484.36	Adjusters International, Inc	
FEMA Planning & Response	current	26,662,514.00	US Department of Homeland Security	Only \$336,882.30 was for the disaster response task order
FEMA Air Evac Ground Sppt	current	7,345,156.85	FEMA Disaster Finance Center	
NY ORC Staffing	1/31/2014	390,792.00	ProSource Technologies, LLC	
NY HTFC	3/31/2016	80,405,158.16	NY Housing Trust Fund Corporation	
Roy Anderson Project	2/17/2017	247,168.50	Roy Anderson Corp Contractors	
Fayetteville PWC	12/31/2017	878,926.00	Fayetteville PWC	
2016 Cumberland County NC	12/31/2017	183,840.00	County of Cumberland, NC	
CB&I-NYCHA	9/30/2017	270,000.00	APTIM/NYCHA	
Restore Louisiana	current	308,000,000.00	LA Office of Community	

			Development	
Osceola County	current	240,000.00	Osceola County EM	
Tetra Tech	12/31/2017	400,000.00	Tetra Tech Inc	
NJ RREM & LMI HRP	current	25,286,000.00	State of New Jersey Purchase Bureau	
Florida Keys Aqueduct	current	50,000.00	FL Keys Aqueduct Authority	
Seminole Cty School Board	current	300,000.00	School Board of Seminole County	
GEMA/HS PA Support	current	120,336.00	GA Emer Mgmt HLS Agency	
FEMA AIR OPS PLAN	current	6,004,471.78	FEMA Disaster Finance Center	
FEMA Planning TA	6/27/2014	7,808,715.55	Department of Homeland Security / FEMA	
FEMA CSEPP	current	48,826,108.40	Department of Homeland Security / FEMA	
FEMA Air Evac Ground Sppt	current	7,345,156.85	FEMA Disaster Finance Center	
Grand Total		542,062,828.45		

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

We have provided this information on an inserted sheet following this item.

Table B-1: In Progress Contracts

Name of Project	Owner	Value	Contracted Completion Date	% of Completion to Date

(Continue list on insert sheet, if necessary.)



Active Projects List

as of 12/15/17

A project is considered ACTIVE if the POP End Date is greater than or equal on the report date at the R&B (PAG) level OR if the project has an active flag but not a R&B (PAG) level.

Project ID	Task ID	PAG	Project Name	POP Start Date	POP End Date	Project Manager	Project Accountant	Project Value Total Amount	Total Funded	ICQ_SegmentRptng	SCA_REQUIRED	CMR Requirement (Y/N)	ESRS Requirement (Y/N)	Project Status
10052	10052.15.003.OY2	R&B	ECBC- TO3: Option Year 2	1/1/17	12/31/17	Ortiz, David A	Yuricek, Ryan A	\$0	\$2,400,000	DOD - DOMESTIC	need to check	Yes	no	ACT
10052	10052.15.004.OY2	R&B	ECBC DPI Opt Year 2 2017	4/18/17	4/17/18	Bunja, Jack	Yuricek, Ryan A	\$0	\$585,241	DOD - DOMESTIC	Yes	Yes	NO	ACT
10056	10056.17	R&B	ARL CAC - Option Yr 2	1/1/17	12/31/17	Tacka, Andrew W	Swain, Carole	\$0	\$586,856	DOD - DOMESTIC	Yes	Yes	No	ACT
10058	10058.17	R&B	RDECOM Ops Ctr Sptt OY2	9/16/16	2/28/18	Tacka, Andrew W	Swain, Carole	\$0	\$536,393	DOD - DOMESTIC	no	YES	NO	ACT
10062	10062.16	R&B	Battelle	12/19/16	12/18/20	Baccam, Prasith S	Montero, Karen S	\$747,364	\$125,000	OTHER GOVERNMENT	NO	YES	NO	ACT
10063	10063.17	R&B	Vadum Phase II	8/1/17	7/31/19	Talib, Abu	Montero, Karen S	\$124,900	\$124,900	N/A	NO	YES	NO	ACT
10064	10064.17.BY0	R&B	Base Year Webpuff S/W Lic	9/1/17	8/31/18	Cochran, Barbara N	Burke, Emily	\$0	\$56,274	OTHER GOVERNMENT		YES	NO	ACT
20111	20111.17	R&B	FEMA Arprt Plns 16-J-0284	9/7/16	3/6/18	Griffith, Donald W	Swain, Carole	\$0	\$1,493,595	OTHER GOVERNMENT	no	no	no	ACT
20185	20185.13.HMGP	R&B	HMGP Work	6/21/13	7/1/18	Hascall, Sheila	Montero, Karen S	\$14,515,208	\$14,515,208	OTHER GOVERNMENT	No	No	No	ACT
20185	20185.13.OOPA	R&B	New York Public Assist	2/28/13	12/31/17	Hascall, Sheila	Montero, Karen S	\$5,164,940	\$5,164,940	OTHER GOVERNMENT	No	No	No	ACT
20185	20185.HM.4111	R&B	4111 LHMP Work	6/14/16	12/31/17	Hascall, Sheila	Montero, Karen S	\$216,079	\$216,079	OTHER GOVERNMENT	NO	NO	NO	IN
20185	20185.WO.BADD	R&B	Invoice Write-offs			Hascall, Sheila		\$0	\$0					ACT
20207	20207.16	R&B	DART Qtrly Regional TTX	8/12/16	8/30/18	Scronce, Gary W	Swain, Carole	\$230,753	\$230,753	OTHER GOVERNMENT	no	no	no	ACT
20211	20211.16.002	R&B	HMP Update	10/20/16	4/20/18	Scronce, Gary W	Swain, Carole	\$51,104	\$51,104	OTHER GOVERNMENT	NO	NO	NO	ACT
20212	20212.17.EX	R&B	CSEPP FY17 Ex Sptt.	9/29/16	12/31/17	Long, John F	Swain, Carole	\$0	\$1,914,352	OTHER GOVERNMENT	NO	no	no	ACT
20212	20212.18.EX	R&B	CSEPP FY18 Ex Sptt.	9/29/17	9/28/18	Long, John F	Swain, Carole	\$0	\$1,933,463	OTHER GOVERNMENT				ACT
20212	20212.18.PI	R&B	FY17 CSEPP PI	9/29/17	9/28/18	Long, John F	Swain, Carole	\$0	\$4,121,454	OTHER GOVERNMENT				ACT
20225	20225.RB	R&B	CPRA Debris Removal	6/1/15	5/31/18	Scronce, Gary W	Montero, Karen S	\$2,000,000	\$2,000,000	OTHER GOVERNMENT	NO	NO	NO	ACT
20227	20227.17.TO08	R&B	LAWA EOP Design	11/6/17	6/29/18	Griffith, Donald W	Swain, Carole	\$0	\$44,781	COMMERCIAL				ACT
20227	20227.SI.UASA	R&B	Unmanned Aircraft Sys Adv	11/10/16	9/16/18	Griffith, Donald W	Swain, Carole	\$0	\$25,000	COMMERCIAL	No	No	No	ACT
20230	20230.15	R&B	OCTA THIRA BIA COOP	12/8/15	12/31/17	Scronce, Gary W	Swain, Carole	\$416,343	\$416,343	OTHER GOVERNMENT	No	No	No	ACT
20241	20241.16.221	R&B	PTAS.16 Credible Threat	9/29/16	2/28/18	Gordon, John K	Yuricek, Ryan A	\$0	\$704,239	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.16.222	R&B	PTAS.16 FIOP Annex D & X	9/27/16	3/26/18	Gordon, John K	Yuricek, Ryan A	\$0	\$611,748	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.16.223	R&B	PTAS.16 New Madrid R&R	9/19/16	3/18/18	Gordon, John K	Yuricek, Ryan A	\$0	\$3,193,257	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.16.237	R&B	PTAS.16 PM Database Supp.	9/19/16	12/18/17	Gordon, John K	Yuricek, Ryan A	\$0	\$249,224	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.16.239	R&B	PTAS.16 Region 8 Tribal	9/28/16	4/27/18	Gordon, John K	Yuricek, Ryan A	\$0	\$563,866	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.16.240	R&B	PTAS.16 Region 10 Tribal	9/26/16	2/25/18	Gordon, John K	Yuricek, Ryan A	\$0	\$634,553	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.16.259	R&B	PTAS.16 Modeling (MDWG)	9/26/16	3/31/18	Gordon, John K	Yuricek, Ryan A	\$0	\$499,932	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.034	R&B	PTAS.17 Moved to CO 49	5/9/17	7/8/18	Gordon, John K	Burke, Emily	\$0	\$0	OTHER GOVERNMENT	MOBIS	NA	NA	IN
20241	20241.17.040	R&B	PTAS.17 RIII Hurr. Annex	8/4/17	10/3/18	Gordon, John K	Burke, Emily	\$0	\$574,217	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.041	R&B	PTAS.17 RII Caribbean AHP	8/4/17	10/3/18	Gordon, John K	Burke, Emily	\$0	\$571,634	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.042	R&B	PTAS.17 Region III POIA	5/9/17	7/8/18	Gordon, John K	Burke, Emily	\$0	\$596,228	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.044	R&B	PTAS.17 So-Cal EQ Rsp	9/1/17	8/31/18	Gordon, John K	Burke, Emily	\$0	\$492,224	OTHER GOVERNMENT	MOBIS	NA	NA	ACT



Active Projects List

as of 12/15/17

A project is considered ACTIVE if the POP End Date is greater than or equal on the report date at the R&B (PAG) level OR if the project has an active flag but not a R&B (PAG) level.

Project ID	Task ID	PAG	Project Name	POP Start Date	POP End Date	Project Manager	Project Accountant	Project Value Total Amount	Total Funded	ICQ_SegmentRptng	SCA_REQUIRED	CMR Requirement (Y/N)	ESRS Requirement (Y/N)	Project Status
			Pin											
20241	20241.17.045	R&B	PTAS.17 Region 8 Wasatch	5/9/17	7/8/18	Gordon, John K	Burke, Emily	\$0	\$635,238	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.046	R&B	PTAS.17 Region I POIA	5/31/17	7/30/18	Gordon, John K	Burke, Emily	\$0	\$577,263	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.049	R&B	PTAS.17 Region II POIA	5/9/17	7/8/18	Gordon, John K	Burke, Emily	\$0	\$530,490	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.050	R&B	PTAS.17 FIOP EQ Annex	5/31/17	7/30/18	Gordon, John K	Burke, Emily	\$0	\$582,939	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.062	R&B	PTAS.17 LCAT LPRAT AnnexD	6/29/17	8/28/18	Gordon, John K	Burke, Emily	\$0	\$424,834	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.081	R&B	PTAS.17 CAP NRCC	9/19/17	12/23/17	Gordon, John K	Burke, Emily	\$0	\$353,097	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.745	R&B	PTAS.17 DMWG - GIS	9/27/17	9/28/18	Gordon, John K	Burke, Emily	\$859,000	\$859,000	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.746	R&B	PTAS.17 Housing Annex	9/18/17	9/17/18	Gordon, John K	Burke, Emily	\$0	\$598,381	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20241	20241.17.762	R&B	PTAS.17 Food Supply	11/15/17	11/14/18	Gordon, John K	Burke, Emily	\$0	\$399,939	OTHER GOVERNMENT	MOBIS	NA	NA	ACT
20242	20242.16	R&B	OCTA EOP Revision	8/30/16	2/28/18	Fontenot, Sean R	Swain, Carole	\$99,924	\$99,924	OTHER GOVERNMENT	NO	no	no	IN
20243	20243.16	R&B	TX Freight Plan CS	11/17/16	4/30/21	Griffith, Donald W	Swain, Carole	\$72,055	\$72,055	OTHER GOVERNMENT	No	NO	NO	ACT
20244	20244.17.AGS.TSA	R&B	PR Ground Support	11/30/17	12/31/17	Griffith, Donald W	Swain, Carole	\$0	\$1,226,798	OTHER GOVERNMENT				ACT
20244	20244.17.PLN.138	R&B	Evac Planning J-0138	8/10/17	8/9/18	Griffith, Donald W	Swain, Carole	\$0	\$462,664	OTHER GOVERNMENT				ACT
20244	20244.17.PLN.143	R&B	Evac Planning J-0143	8/10/17	8/9/18	Griffith, Donald W	Swain, Carole	\$0	\$457,465	OTHER GOVERNMENT				ACT
20244	20244.17.PLN.210	R&B	Evac Planning J-0210	8/10/17	8/19/18	Griffith, Donald W	Swain, Carole	\$0	\$89,600	OTHER GOVERNMENT				ACT
20247	20247.17	R&B	GEMA/HS PA Support	11/1/17	6/30/18	Scronce, Gary W	Swain, Carole	\$120,336	\$120,336	OTHER GOVERNMENT				ACT
20249	20249.17.TO07	R&B	Core Cap Needs Assessmnt	6/2/17	12/31/17	Icardi, Michael C	Swain, Carole	\$139,928	\$139,928	OTHER GOVERNMENT	No	No	NO	ACT
20249	20249.17.TO09	R&B	Tech. & Prod. Serv Sppt.	6/6/17	12/31/17	Icardi, Michael C	Swain, Carole	\$42,347	\$42,347	OTHER GOVERNMENT	No	No	No	ACT
20249	20249.17.TO11	R&B	Preparedness Planning	6/2/17	12/31/17	Icardi, Michael C	Swain, Carole	\$119,962	\$119,962	OTHER GOVERNMENT	No	No	No	ACT
20249	20249.17.TO12	R&B	TO12 Incident Mgmt Prgrm	10/27/17	10/31/18	Icardi, Michael C	Swain, Carole	\$0	\$413,018	OTHER GOVERNMENT				ACT
20252	20252.17	R&B	OCTA EOP Revision	1/25/17	5/31/18	Scronce, Gary W	Montero, Karen S	\$99,964	\$99,964	OTHER GOVERNMENT	NO	NO	NO	ACT
20253	20253.16	R&B	LA DNR Disaster Recovery	12/1/15	11/30/18	Scronce, Gary W		\$50,000	\$0					ACT
20254	20254.17.PO1	R&B	NJSP Training & Planning	3/15/17	3/14/18	Scronce, Gary W	Swain, Carole	\$0	\$804,260	OTHER GOVERNMENT	No	No	No	ACT
20254	20254.17.PO2	R&B	NJSP REPP	4/3/17	4/2/18	Scronce, Gary W	Swain, Carole	\$0	\$36,439	OTHER GOVERNMENT	No	No	No	ACT
20254	20254.17.PO3	R&B	NJSP REPP	6/29/17	12/31/17	Scronce, Gary W	Swain, Carole	\$106,110	\$106,110	OTHER GOVERNMENT				ACT
20256	20256.17	R&B	Emergency Comm Models-NAS	4/18/17	8/17/18	Griffith, Donald W	Swain, Carole	\$400,000	\$400,000	COMMERCIAL	No	No	No	ACT
20260	20260.17	R&B	KAM Consultants	6/6/17	6/5/18	Scronce, Gary W	Montero, Karen S	\$18,067	\$18,067	OTHER GOVERNMENT	NO	NO	NO	ACT
20261	20261.17	R&B	Franklin County BOC	6/13/17	2/1/19	Scronce, Gary W	Montero, Karen S	\$199,859	\$199,859	OTHER GOVERNMENT	NO	NO	NO	ACT
20264	20264.17	R&B	Metra Sec Sppt & Guidance	8/24/17	8/10/20	Scronce, Gary W	Swain, Carole	\$999,935	\$999,935	OTHER GOVERNMENT	no			ACT
20265	20265.17	R&B	CNA	5/5/17	5/4/22	Icardi, Michael C	Montero, Karen S	\$27,698	\$55,396	OTHER GOVERNMENT	NO	NO	NO	ACT
20266	20266.17.BY0	R&B	Task 000-Base Year	11/16/17	8/14/18	Icardi, Michael C	Montero, Karen S	\$146,581	\$146,581	COMMERCIAL		No	No	ACT
20267	20267.17.TO1	R&B	FNBP Task Order 1	9/11/17	9/17/20	Scronce, Gary W	Montero, Karen S	\$148,484	\$0					ACT
20267	20267.17.TO2	R&B	FNBP Task	11/1/17	6/30/18	Scronce, Gary W	Montero, Karen S	\$71,324	\$0					ACT



Active Projects List

as of 12/15/17

A project is considered ACTIVE if the POP End Date is greater than or equal on the report date at the R&B (PAG) level OR if the project has an active flag but not a R&B (PAG) level.

Project ID	Task ID	PAG	Project Name	POP Start Date	POP End Date	Project Manager	Project Accountant	Project Value Total Amount	Total Funded	ICQ_SegmentRptng	SCA_REQUIRED	CMR Requirement (Y/N)	ESRS Requirement (Y/N)	Project Status
			Order 2			Gary W	Karen S							
20268	20268.17	R&B	OEM Prince William County	10/17/17	12/31/17	Icardi, Michael C	Burke, Emily	\$58,440	\$58,440	OTHER GOVERNMENT				ACT
20269	20269.17	R&B	Water Institute: the Gulf	10/1/17	9/30/18	Broughton Jr., Donald L	Burke, Emily	\$26,080	\$26,080					ACT
20270	20270.17	R&B	RDU EOC Activation Trng	11/1/17	3/31/19	Griffith, Donald W	Swain, Carole	\$57,782	\$57,782	COMMERCIAL				ACT
20271	20271.17	R&B	Port Authority NY/NJ OEM	12/14/17	4/2/18	Robinson, Kristin E	Swain, Carole	\$428,000	\$428,000	OTHER GOVERNMENT				ACT
30079	30079.17.BY0	R&B	Webpuff Base Year 2017	3/17/17	3/16/18	Cochran, Barbara N	Montero, Karen S	\$5,520,829	\$5,520,829	DOD - DOMESTIC	No	Yes	No	ACT
60001	60001.16	R&B	Hud Grant FY2015	3/17/16	3/17/19	Smith, Debra S	Yuricek, Ryan A	\$250,000	\$250,000	OTHER GOVERNMENT	no	no	no	ACT
60001	60001.17	R&B	HUD Grant FY2016	9/23/16	9/23/19	Smith, Debra S		\$900,000	\$900,000					ACT
60003	60003.16	R&B	MIG-Norman OK Comp Plan	5/6/16	2/14/18	Broughton Jr., Donald L	Montero, Karen S	\$15,000	\$15,000	OTHER GOVERNMENT	N/A	NO	NO	ACT
60005	60005.16.H01	R&B	HM Task Order 1	8/31/16	8/30/18	Compson, Anne E	Montero, Karen S	\$0	\$1,250,000	OTHER GOVERNMENT	NO	NO	NO	ACT
60005	60005.16.P01	R&B	PA Task Order 1	8/31/17	8/30/18	Compson, Anne E	Montero, Karen S	\$0	\$4,700,000	OTHER GOVERNMENT	NO	NO	NO	ACT
60008	60008.16.PW7	R&B	Fayetteville PWC 2016 TO7	7/1/17	12/31/17	Compson, Anne E	Swain, Carole	\$285,000	\$285,000	OTHER GOVERNMENT	No			ACT
60009	60009.16.PJ2	R&B	Cumb Co Prj Develop	9/14/17	12/31/17	Compson, Anne E	Swain, Carole	\$33,840	\$33,840	OTHER GOVERNMENT				ACT
60011	60011.17	R&B	Restore Louisiana T&M	4/21/17	4/20/20	Crane, Tiffany E	Croney, Michelle C	\$0	\$126,750,000	OTHER GOVERNMENT				ACT
60011	60011.DC	R&B	Restore LA ODC			Crane, Tiffany E		\$0	\$0					ACT
60011	60011.NB	R&B	ReLa - Non-Billable (Reg)			Crane, Tiffany E	Croney, Michelle C	\$0	\$0	OTHER GOVERNMENT				ACT
60011	60011.S1	R&B	Homeowner Grants Sol 1	4/21/17	4/20/20	Crane, Tiffany E		\$0	\$100,000,000					ACT
60011	60011.U1	R&B	Tier II Review Unit	4/21/17	4/20/20	Crane, Tiffany E		\$0	\$81,250,000					ACT
60011	60011.U2	R&B	Lead Based Paint Unit			Crane, Tiffany E		\$0	\$0					ACT
60011	60011.U3	R&B	Appraisal - Type 1004			Crane, Tiffany E		\$0	\$0					ACT
60011	60011.U4	R&B	Abbreviated Title			Crane, Tiffany E		\$0	\$0					ACT
60011	60011.U5	R&B	Title - Full			Crane, Tiffany E		\$0	\$0					ACT
60011	60011.U6	R&B	Closing - Sol 1-3			Crane, Tiffany E		\$0	\$0					ACT
60011	60011.U7	R&B	Closing - Sol 4			Crane, Tiffany E		\$0	\$0					ACT
60012	60012.17	R&B	Osceola County EM	9/6/17	7/31/20	Compson, Anne E	Montero, Karen S	\$240,000	\$79,500	OTHER GOVERNMENT	NO	NO	NO	ACT
60013	60013.17.HOU	R&B	Tetra Tech 103RS5339101	10/2/17	12/31/17	Compson, Anne E	Montero, Karen S	\$150,000	\$0					ACT
60014	60014.17	R&B	NJ RREM & LMI HRP	10/17/17	10/16/19	Almonte, Sean P	Burke, Emily	\$25,286,000	\$25,286,000					ACT
60015	60015.17	R&B	FL Keys Aqueduct Authorit	11/15/17	11/15/18	Compson, Anne E	Montero, Karen S	\$0	\$50,000					ACT
60016	60016.17	R&B	Seminole Cty School Board	12/29/17	6/30/18	Compson, Anne E		\$300,000	\$300,000					ACT
Count	94													

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?

Yes, we inspected the site and yes we have a plan for the performance of disaster response services.

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

Table B-2: Subcontractors

Sub Contractor Name	Address	Work to be Performed
Aptim	9143 Philips Hey Suite 400 Jacksonville, FL 32256	Recovery project assistance on projects supported with FEMA PA, HMGP, or HUD CDBG-DR funding.
Creative etc, LLC	Wedgewood Drive Tallahassee, FL, 32317	Training

(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.

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

Our list is provided in Attachment E.

PROVIDE LIST IN ATTACHMENT E

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

(Continue list on insert sheet, if necessary)

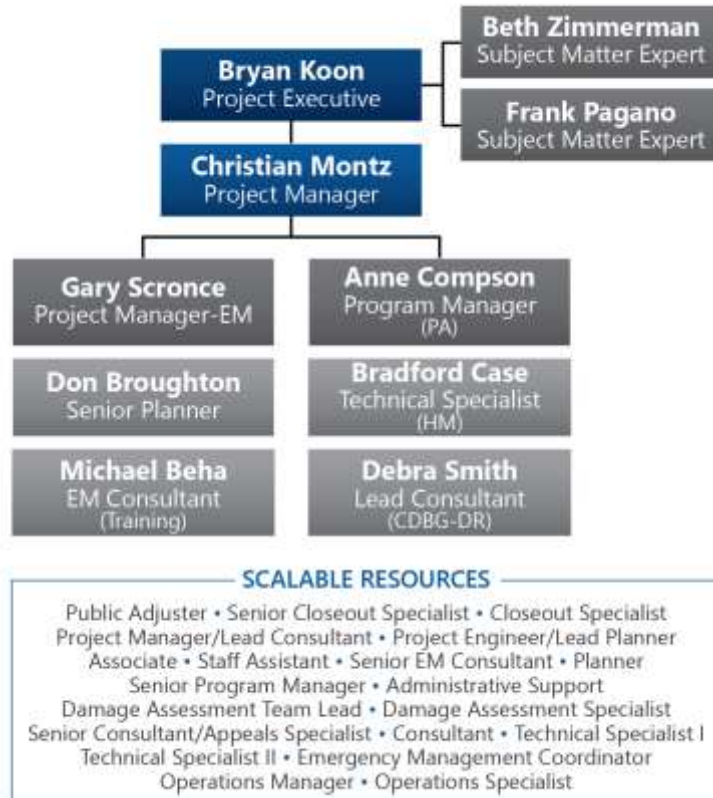
At this time, we do not have a requirement to purchase equipment for this project

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

At this time, we have no plan or need to rent equipment for this project.

19. 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.

Below is our proposed leadership team. Resumes are included as inserted sheets following this page. As needed, and in coordination with the City of Key West, after more in depth consultation of need, the IEM Team leadership will select staff to assist the Team.



ACCOMPLISHMENTS

- 20 Years of Experience in Emergency Operations, Planning, Management, and Response
- Former Director of Florida Division of Emergency Management
- Two-Term President of the National Emergency Management Association
- State Coordinating Officer for Seven Presidentially Declared Major Disasters
- Chairman of the Multi-Hazard Mitigation Council of the National Institute of Building Sciences
- Commissioner of the Emergency Management Accreditation Program

RELEVANT EXPERIENCE

IEM INC., VICE PRESIDENT OF INTERNATIONAL HOMELAND SECURITY AND EMERGENCY MANAGEMENT, OCTOBER 2017–PRESENT

- Oversees the Homeland Security and Emergency Management sector, working to ensure that relevant departments maximize their capabilities in working with organizations both domestically and internationally to build a safer, more secure and resilient world.

STATE OF FLORIDA, DIRECTOR, FLORIDA DIVISION OF EMERGENCY MANAGEMENT, 2011–2017

Multiple Disasters Response and Preparation

- Provided executive direction to ensure Floridians are prepared for emergencies, recover from them, and mitigate against their impacts.
- Led 250 personnel at the Division of Emergency Management on a daily basis and coordinated the efforts of dozens of governmental and non-governmental organizations during activations of the State Emergency Response Team.
- Represented the Governor during six presidentially declared major disasters and addressed numerous significant events including the 2012 Republican National Convention, Hurricane Hermine, and Hurricane Matthew.
- Managed an annual budget of approximately \$500 million.

YEARS OF EXPERIENCE

20

AREAS OF EXPERTISE

Mitigation; Emergency Management; Emergency Notification System; Crisis Management; Local Jurisdiction Participation; Program Management; Training; Program Design; Response; Coordination of Governmental and Non-Governmental Organizations

EDUCATION

M.B.A., The George Washington University

B.S., Natural Resources, Cornell University

Graduate Certificate, Emergency and Crisis Management, The George Washington University Executive Leaders Program, Center for Homeland Defense and Security, Naval Postgraduate School

- Secured a \$4 million legislative appropriation to implement Florida's first statewide emergency notifications system, enabling Floridians to save up to \$47 million in flood insurance premiums through FEMA's Community Rating System (CRS).
- Expanded Florida's leadership in flood preparation by dedicating a team and the financial resources to improve communities' readiness and lower flood insurance premiums through the CRS.
- Grew participation by local jurisdictions in the Emergency Management Accreditation Program (EMAP) by over 500% by assigning state personnel to assist in the accreditation process and increasing funding to accredited programs.

WAL-MART STORES, INC., DIRECTOR AND SENIOR OPERATIONS MANAGEMENT, EMERGENCY MANAGEMENT DEPARTMENT, 2006-2011

- Responsible for Wal-Mart's preparedness and response efforts, including employee preparation, physical facility preparedness and recovery, crisis response, 24/7 alarm monitoring, and stakeholder outreach.
- Involved with all disasters in the United States and internationally during this time period, including Hurricanes Gustav and Ike, H1N1, Minneapolis bridge collapse, and multiple tornado outbreaks, ice storms, earthquakes, blizzards, severe weather, and criminal incidents.

WHITE HOUSE MILITARY OFFICE, MULTIPLE POSITIONS, 1998-2006

Watch Officer and Training Officer, President's Emergency Operations Center, United States Navy, 1998-2003; Contract Support, SRA, International, 2003-2006

- As both active-duty navy officer and contractor detailed to the organization from SRA, International, worked to ensure Continuity of Government efforts associated with the White House Military Office, FEMA, and the USSS.
- Interacted at a senior level with federal governmental officials in the design, training, exercising, and implementation of numerous classified programs.
- Involved with the updating of existing programs and creation of new programs post 9/11.

UNITED STATES NAVY, SURFACE WARFARE OFFICER, 1993-1998

USS Independence (CV 62) and USS Port Royal (CG 73), Yokosuka, Japan and Pearl Harbor, HI

- Conducted multiple deployments to the Arabian Gulf and Western Pacific.
- Stood watch as Officer of the Deck, Sea and Anchor Officer of the Deck, Engineering Officer of the Watch, and Command Duty Officer.
- Oversaw the efforts of machinery room personnel in the upkeep and operation of ship's main propulsion equipment.

CERTIFICATION AND TRAINING

Executive Leaders Program, Center for
Homeland Defense and Security, Naval
Postgraduate School (Student 2007-2008,
Instructor 2018)

Adjunct Faculty, Florida International
University (2017-Current)
Guest Lecturer, Florida State University
(2011-Current)

ACCOMPLISHMENTS

- Former FEMA Grants Director, FEMA Region VI
- Experience reviewing FEMA PA Appeals
- Served Hurricane Harvey clients under new FEMA PA process
- Assisted clients in maximizing PA and HMGP reimbursements through effective damage assessments and project formulations
- Oversight experience including Emergency Management at the U.S. Government Accountability Office and FEMA's DHS OIG Liaison responsible for resolving FEMA grant audit findings

RELEVANT EXPERIENCE

IEM, INC., DIRECTOR, DISASTER RECOVERY, NOVEMBER 2017 – PRESENT

- Training staff on new FEMA PA process used in the Hurricane Harvey recovery
- Reviewing and providing recommendations for CDBG-DR policy and procedures enhancements for State clients

DELOITTE & TOUCHE, LLP, SENIOR MANAGER, JANUARY 2016 – NOVEMBER 2017

Senior Manager, Texas State University System, August – November 2017

- Served as project manager identifying Hurricane Harvey damage across four campuses, cataloging damages, uploading to FEMA's PA Grants Portal, and navigating the System through the Recovery Scoping Meeting and Damage Assessment by FEMA as well as generating Category B and E Project Worksheets.

Senior Manager, Alley Theatre Company, September 2017 – November 2017

- Served as project manager identifying Hurricane Harvey damage across four campuses, cataloging damages, including the unique contents at the Theatre, uploading to FEMA's PA Grants Portal, and navigating the System through the Recovery Scoping Meeting and Damage Assessment by FEMA as well as generating Category B and E Project Worksheets.

Senior Manager, Louisiana Governor's Office of Homeland Security and Emergency Preparedness, July 2017 – November 2017

- Served as a project manager identifying obstacles related to Applicant PW closeouts for all disasters.

YEARS OF EXPERIENCE

10

AREAS OF EXPERTISE

Disaster Response; Disaster Recovery; Emergency Operations Center; Joint Field Office (JFO) Operations; Emergency Planning/Management; Emergency Operations; Logistics; Intergovernmental Liaison; Grants Management; FEMA PA/IA/HMGP; CDBG-DR; Action Plans; Capital Plans; FEMA PA Project Worksheets; Damage Assessments; Smartlink; NEMIS; EMMIE; NDGRANTS; E-Grants; DRGR

EDUCATION

University of Tennessee, Master of Public Administration
Thomas Edison State University, History

Senior Manager, City of San Marcos, April 2017 – November 2017

- Served as project manager conducting compliance internal audits of the City's management of CDBG-DR grant funding related to 2015 and 2016 flooding.

Senior Manager, City of Joplin, January 2017 – May 2017 Relevant bullet

- Served as Project Manager to assist the City in the recovery from an F-5 tornado using CDBG-DR funding for housing and infrastructure projects.
- Ensured the City was able to expedite reimbursements through condensing milestones and was able to assist the City in reversing OIG questioned costs related to a Section 3 draft audit finding, among other major tasks.

FEDERAL EMERGENCY MANAGEMENT AGENCY, DIRECTOR, JUNE 2013 – JANUARY 2016

- Led the FEMA Regional Grant Division consisting of two branches of grant program managers and specialists. Had a portfolio responsibility of over \$500 million annually of preparedness, mitigation (e.g. non-disaster and HMGP), and recovery grant program funding. He and his team worked through every aspect of the emergency management disaster lifecycle.
- Served as the regional leader for research and analysis with respect to changes in statutory and regulatory policy. To achieve this goal, he led a team of three analysts that conducted research and analysis. He led change at the national level across all regions by consolidating monitoring into joint program and financial site visits to reduce cost and burden to grantees, as well as improving monitoring results.
- He and his team conducted extensive training to transition grantees to 2 CFR 200. He and his team were also instrumental in persuading FEMA to consolidate program systems to reduce cost and better serve States that use multiple streams of FEMA funding. This program at FEMA is now known as FEMA Grant Modernization.
- During the response phase of disasters, He deployed to disaster areas and was also the chief of the Regional Resource Coordination Center where he had statutory authority to provide immediate assistance, with a \$1 million threshold, to states in the region. He also deployed as FEMA's deputy director during the unaccompanied minor crisis in 2014 at the border where he managed teams of Americorps volunteers assisting the Border Patrol and he also managed volunteer donations.

U.S. GOVERNMENT ACCOUNTABILITY OFFICE, SENIOR ANALYST, MAY 2010 – JUNE 2013

- Led teams of analysts as the Analyst-in-Charge examining the extent to which federal programs overlapped or duplicated one another at the Department of Homeland Security (DHS), FEMA and the Department of Justice (DOJ). Included in GAO's national report in 2012 was his team's assessment of programs concentrating on areas where duplication was a potential risk. As a result of this work, DHS-FEMA and DOJ took steps to improve transparency in the use of federal funding, including more robust

assessments of need in the annual budget process reviewed by the Office of Management and Budget.

- He also led a team in the evaluation of DOJ's assistance to state and local police departments to hire police officers to conduct community policing. For three years, he assessed DOJ and DHS Congressional Budget Justifications for relevant U.S. House of Representatives Appropriations Committees and offered recommendations to streamline and simplify programs, including requiring more appropriation offsets of unobligated no-year funding.
- Assessed FEMA's use of JFOs and recommended that the FEMA Administrator takes steps to reduce administrative costs associated with the operation of a JFO more than six months beyond disaster incident periods
- Examined the extent to which administrative costs related to disaster recovery continue to increase and made recommendations to FEMA and Congress related to costs reduction options.
- Maintained a Top Secret Clearance.

CERTIFICATION AND TRAINING

Certified Fraud Examiner (CFE)
Federal Acquisition Regulations
Presidential Management Fellowship
U.S. Housing and Urban Development
Fellowship
Price and Cost Analysis in federal
procurement
GAO GAGAS training (Yellow Book)
Internal Controls training (Green Book)
Emergency Management Academy and
Leadership Academy – FEMA, EMI
Emergency Management Institute:
ICS/NIMS/Science of Disasters/Response
and Recovery/PA/IA/MIT

Numerous courses during federal civil
career such as: federal appropriations law;
federal budgeting, small purchases; grant
accounting; grant monitoring; Single Audit;
Congressional Operations; fraud
examinations; audits and investigations;
and leadership courses.

Numerous military courses such as:
Emergency Management; Command Center
and Communication Networks; Combat
Lifesaver; Encrypted Radio
Communications; Interoperable
Communications; NBC training; leadership;
and more.

ACCOMPLISHMENTS

- Led response and recovery operations of over 400 major disaster declarations and 70 emergency declarations at the state and federal government level.
- Integrated Homeland Security principles and strategies into the broad spectrum of emergency management following the events of September 11, 2001.
- Nationally recognized as a leader in emergency management with a passion to assist in times of crisis.
- Presidentially appointed to the Federal Emergency Management Agency, June 2009- January 2017.
- Severed as the Department of Homeland Security's representative to the American Red Cross Cabinet Council 2010-2017.
- Held committee leadership positions within the National Emergency Management Association, 1998-2009
- Inducted into the International Women in Homeland Security & Emergency Management Hall of Fame.

YEARS OF EXPERIENCE

20

AREAS OF EXPERTISE

Federal Emergency Management (FEMA Disaster Preparedness and Response; Disaster Recovery Operations; Emergency Planning/Management; Individual and Public Assistance Programs; Emergency Operations; Intergovernmental Liaison; Homeland Security

EDUCATION

B.S., Economics, Brigham Young University, 1984
A.A., Liberal Arts, DeAnza Community College, 1982

RELEVANT EXPERIENCE

US DEPARTMENT OF HOMELAND SECURITY, FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) OFFICE OF RESPONSE AND RECOVERY (ORR), WASHINGTON, DC, ASSOCIATE ADMINISTRATOR AND DIRECTOR OF DISASTER OPERATIONS, DUAL TITLED: 2014 – 2017 DEPUTY ASSOCIATE ADMINISTRATOR, 2009 – 2014

- Directed, coordinated and synchronized the programs and operations of FEMA's Response, Recovery, Logistics, and Field Operations Directorates, during steady-state, and major disaster and emergency activations.
- Responsible for the development and performance of over 9,000 employees in their disaster response and recovery support to states, local communities, and tribal nations totaling over \$10B in disaster assistance in FY 2014.
- Championed the development, collaboration, publication and implementation of the National Disaster Recovery Framework, the Recovery Support Functions, and the Federal Disaster Recovery Coordination program to provide local communities, states and tribal nations with guidance and access to efficient, effective disaster recovery resources.

- Directed and approved the development of policies, procedures, coordination and implementation of the Sandy Recovery Improvement Act (SRIA), one of the most significant changes to FEMA's statutory authorities in the Agency's history, to include the re-engineering of the Individual and Public Assistance programs, while recognizing the sovereignty of federally recognized Tribal Nations and their right to request disaster declarations.
- Implemented a mandatory disaster management training program for all Senior Executive Service (SES) employees to ensure they are prepared to lead the Nation in response and recovery operations.
- Restructured Individual Assistance and Public Assistance program policies to streamline delivery and reduced improper payments from a high of 14.53% to .31% and 5.48% to 2.78% respectively.
- Implemented quarterly response and recovery operational program briefings to five Congressional oversight committees to inform Congressional staff members and gain concurrence of ORR initiatives and actions leading to efficient, effective disaster operations.
- Established FEMA's quarterly Women's Forum to encourage and mentor women in the profession.

**STATE OF ARIZONA-DIVISION OF EMERGENCY MANAGEMENT, PHOENIX, AZ
ASSISTANT DIRECTOR, RECOVERY, 2007 – 2009
DISASTER RECOVERY MANAGER, 1997 – 2007**

- Directed and coordinated the recovery operations as the Governor's Authorized Representative in nine major disaster declarations and 51 state disaster declarations totaling over \$330M in Public and Individual Assistance program support.
- Led the State of Arizona to be the third state in the Nation accredited in the Nation Emergency Management Accreditation Program.
- Co-chaired the Tempe Project Impact Program providing over \$1.5 million for utility infrastructure undergrounding project.
- Trained state and local government employees on disaster planning, exercise, response, recovery and mitigation.
- Authored grant proposals, technical & financial reports, and training programs.
- Reviewed and provided recommendations on state and federal legislation.

**HALL KINON, SALT LAKE CITY, UT & MESA, AZ
HKNET MANAGER AND TECHNICAL RECRUITING AGENT, 1996 TO 1997**

- Recruited and placed computer engineers, software and hardware, with private and government sector entities. Established the Arizona office and built the team for contract recruiting agents.

**STATE OF UTAH – DIVISION OF EMERGENCY MANAGEMENT, SALT LAKE CITY, UT
ADMINISTRATION & RECOVERY SECTION CHIEF, 1995 – 1996)**

CSEPP SECTION CHIEF, 1993 – 1995

LIAISON COORDINATION SECTION MANAGER, 1990 – 1993

EMERGENCY PREPAREDNESS PLANNER, 1988 – 1990

PUBLIC ASSISTANCE OFFICER, 1984 – 1996

- Managed Utah's Individual and Public Assistance disaster recovery programs in the wake of four major disaster declarations.
- Assumed responsibility, and successfully stewarded, a \$150M budget while leading the Chemical Stockpile Emergency Preparedness Program (CSEPP).
- Through the CSEPP program, promoted the benefits of emergency preparedness to local communities regarding the safety and associated risks when disposing of Chemical Warfare Agents.

CERTIFICATION AND TRAINING

Executive Leaders Program Certificate,
Naval Postgraduate School, Center for
Homeland Defense and Security, 2016
Professional Development Series
Certificate, Emergency Management
Institute, 1990

Leadership Development Program, Arizona
Government University, 1999

ACCOMPLISHMENTS

- 37 years of Federal Disaster Recovery experience, including serving as the Former division director of FEMA Region VI Mitigation Division; Branch Chief; and as an Insurance Specialist.
- His team provided management oversight of Louisiana's largest elevation program post-Katrina and was a successful advocate of braiding non disaster mitigation grants with disaster funding to maximize the effectiveness of mitigation projects.
- Currently assisting local communities on the Texas coast devise mitigation projects that will lessen the costs to citizens and businesses in future flood events.
- Led FEMA efforts in some of the country's largest disasters.
- Former CFM
- Certified Emergency Manager
- Certified multi-line/NFIP adjuster

RELEVANT EXPERIENCE

Subject Matter Expert/Hazard Mitigation

- Retired from FEMA in April 2014.
- Provided 15 years of executive leadership and oversight as Mitigation Division Director.
- Supported numerous major & catastrophic disaster operations throughout Region VI and the U.S. and its Territories and was the Community Mitigation Branch Chief from August 1992 to January 1999.
- Directly responsible for administration of NFIP programs including hazard identification & risk assessment program, NFIP mapping, community compliance, and long term community recovery.
- Held the FEMA positions as a NFIP Insurance specialist and a senior national hazards specialist during his FEMA career.

Subject Matter Expert/Disaster Recovery and Coordination

- Directly coordinated, in partnership, with state and local governments throughout the disaster recovery areas.
- When necessary, worked directly with national mitigation headquarters to effectively resolve issues.

YEARS OF EXPERIENCE

37

AREAS OF EXPERTISE

Emergency Management; Benefit Cost Analyst; National Response Planning; Incident Command; National Incident Management; Hazard Mitigation; Grants; NFIP Claims; Insurance Broker/Underwriter; Advanced Insurance Claims Adjustment

EDUCATION

Public Administration, Government, University of Buffalo, Buffalo, NY

- Regularly deployed to federal disaster areas working directly with state & local senior officials to support the recovery effort developing both short and long term recovery strategies to accelerate recovery efforts including outreach and education opportunity.

Subject Matter Expert/Grants Administration and Management

- Responsible for the administration of over one billion dollars of federal disaster grants designed to support state and local government, tribal nations and private and non-profit organizations.

Subject Matter Expert/ Community Outreach and Education

- Coordinated with state / local governments to conduct numerous town hall meetings to determine issues and answer concerns with the Hazard Mitigation programs and assisted communities with open house sessions with local officials and citizens.

CERTIFICATION AND TRAINING

**National Emergency Management
Institute/EMI, Emmetsburg, MD**
Emergency Management Certification,
Benefit Cost Analyst, National Response
Plan, Incident Command System National

Incident Management System, Hazard
Mitigation, Grants, NFIP Claims certification
Hartford School of Insurance, Hartford, CT
Insurance Broker/Underwriter and
advanced insurance claims adjustment
training/certification

ACCOMPLISHMENTS

- Master's degree with more than 25 years of homeland security and emergency management experience, including 20+ years of experience managing major projects (17 of those years managing homeland security projects).
- Program Manager for current IEM projects in California with San Diego County, Kern County, and Orange County Transportation Authority, and directing support to Los Angeles World Airports.
- Project Manager for IEM's support to the Louisiana Shelter at Home Program, where as a subcontractor, IEM provided home inspectors to conduct initial and final inspections, construction superintendents, and a field supervisor.
- Continuously supported FEMA's Technical Assistance Programs from July 2004 through July 2014, with a total budget over multiple contracts of more than \$34 million. Supported work as a planner, facilitator, project manager, and corporate oversight. Provided expert reviews and directed revisions to key emergency management policy and guidance documents, including numerous PPD-8 products; directed IEM support to presidentially-directed Nationwide Plan Review following Hurricane Katrina.
- Supervised emergency preparedness support provided to more than 100 state and local jurisdictions, resulting in development of more than 600 plans, procedures, job aids, analyses, and assessments from 2005 to the present.
- Project Manager for capability assessments for California, Utah, and Arizona. Directed capability assessments for Arkansas, 14 non-UASI counties in New Jersey, and FEMA-contracted capability assessment pilots in Minnesota and Florida.
- Directed projects including THIRA development for Orange County Transportation Authority and Prince George's County, MD; a HIRA for Wake County, NC; and a public health HIRA for the NY Regional Catastrophic Planning Team.
- Directed homeland security strategy support to states of Idaho, West Virginia, and Florida as part of FEMA Planning TA. Directed homeland security strategy support to

YEARS OF EXPERIENCE

25+

AREAS OF EXPERTISE

Program/Project Management; Emergency Management, Disaster Preparedness, Contingency Response Planning, And All Hazards Management; Exercise Coordination And Evaluation; Continuity Of Operations/Continuity Of Government (COOP/COG); Hazard Mitigation; Special Facility Planning; Strategic Planning; National Incident Management System (NIMS); Emergency Response; Homeland Security Exercise And Evaluation Program (HSEEP)

EDUCATION

Kansas State University
Master of Science, Nuclear Engineering
Kansas State University
Bachelor of Science, Nuclear Engineering

U.S. Virgin Islands and Oregon, facilitated homeland security strategy workshop for the Baltimore UASI.

- Immediately eligible to hold a Top Secret clearance.

RELEVANT EXPERIENCE

IEM, INC., DIRECTOR, PREPAREDNESS PROGRAMS, 2005–PRESENT
ACTING VICE PRESIDENT, HOMELAND SECURITY AND EMERGENCY MANAGEMENT, 2016–2017

MANAGER, CRISIS AND CONSEQUENCE MANAGEMENT DIVISION, 2000–2005
PROJECT MANAGER, 2001–2002

- As the IEM Acting VP, Director, and Manager, have overseen support in all aspects of preparedness (prevention, protection, mitigation, response, and recovery) to international, federal, state, territorial, tribal, local, and private sector customers in the areas of planning, exercise, training, preparedness/security grants management and assessments. This also includes more than 9 years' oversight of IEM's critical infrastructure HLS/EM support to ports/maritime, mass transit agencies, and nuclear power plants.
- As Director, supervising two managers and staff of 20 emergency managers at present. Have supervised up to 30 staff at various times.
- Provides oversight of project integration, scope, time, cost, quality, human resource, communications, risk, and procurement management. Responsible for review and approval of project design prior to execution.
- Supports IEM projects by contributing subject matter and project design expertise.

FEMA Technical Assistance Program Support

- Have participated as a SME, project manager, and/or provided corporate oversight for FEMA's Technical Assistance Programs continuously since our initial contract in 2004. In total, IEM's TA support has encompassed development of 600 TA products (information resources, models, templates, samples, briefings), and we have used them to provide more than 290 Level 3 TA deliveries (on-site workshops). Evaluation scores from participants have been consistently in the good-to-excellent range on TA delivered, resulting in multiple awards to continue IEM's TA Support to FEMA and DHS.
- Supported the development of FEMA's Comprehensive Preparedness Guide 101 and many other CPGs as a contributor or reviewer. Managed the initial incorporation of the National Incident Management System into planning guidance for federal preparedness programs.
- As part of corporate oversight function on this work, was responsible for review and approval of IEM-internal design for development and delivery to support TA Requestor needs in accordance with IEM's Task Management Process. Areas of TA have included grants management, mass fatalities planning; mass casualty planning; H1N1 and general pandemic hazard-specific planning; chemical, biological, radiological, nuclear, and high-

yield explosives (CBRNE) hazard-specific planning; COOP/COG planning; emergency operations plans (EOPs); evacuation planning; mass care and sheltering planning; recovery planning; debris management planning; logistics and resource management planning; volunteer and donations management planning; regional planning and assessment; terrorism prevention; terrorism incident annex development planning; mass transit emergency planning; critical infrastructure mitigation; hazard characterization; EOC support; and prevention collaboration strategy development.

- Also directed IEM support to FEMA's Universal Adversary Program (UAP) under the Protection and National Preparedness (PNP) Directorate, Office of Counterterrorism and Security Preparedness (OCSP). IEM support was in four main areas: program management, exercise support, red team planning support, and prevention and protection guide planning support. For example, the IEM Team updated 5 of the Dynamic Threat Assessments/Special Analyses and created one new DTA/SA for National Level Exercise 10. Possesses strong working knowledge of all relevant federal emergency plans and planning guidance as well as an understanding of how to support state and local jurisdictions and how to manage complex planning efforts.

FEMA Southeast Louisiana Catastrophic Hurricane Planning Project

- Technical Manager for FEMA's first catastrophic planning effort, consisting of a series of exercises and workshops to develop a response and recovery plan for a catastrophic hurricane affecting Louisiana.
- Assembled a team of more than 30 employees and subcontractors to perform consequence analyses, develop scenarios, facilitate workshop sessions, and document workshop activity.
- Coordinated this work closely with the Louisiana Office of Homeland Security and Emergency Preparedness, FEMA Headquarters, FEMA Region VI staff, and emergency managers from 13 parishes.

Other Representative Experience

- Directed IEM port security planning support to San Francisco Bay Area ports, Ports of Los Angeles and Long Beach, Port of San Diego, Port of Lake Charles, Port Fourchon and LOOP, Port of St. Louis, Port of Nashville, Port of Louisville, Port of Pittsburgh, and Port of Charleston. Managed port security assessment for Port of Plaquemines.
- Directed IEM's security and preparedness consulting support to mass transit clients including AMTRAK, New Jersey Transit (NJT), Washington Metropolitan Area Transit Authority (WMATA), Dallas Area Rapid Transit (DART), Houston METRO, VIA Transit (San Antonio), North County Transit (San Diego), Pennsylvania Area Regional Transit Security Working Group (PARTSWG) and others. This work has entailed development of Emergency Operations Plans and Procedures, Continuity of Operations Plans (COOP), exercise design and delivery to test plans, security capability assessments, security strategic planning, and development and delivery of employee training such as CBRNE Awareness.

- Assisted the Chemical Stockpile Emergency Preparedness Program (CSEPP) office in complying with requirements of the Government Performance and Results Act of 1993 by drafting performance metrics for the program and facilitating development of program office goals to align with overall program goals.
- Managed IEM's support to the California Office of Emergency Services for the development of a baseline level of preparedness and response to a catastrophic disaster within the State of California, based on reproducible metrics. This project also established a desired endpoint, which defines the State as being fully prepared for any event; established a tool that objectively quantified the metric; identified a methodology for the creation of public policies; and developed proposed policies to close identified gaps. Also directed statewide homeland security capability assessments for the States of Utah, Arizona, Arkansas, Houston Regional Catastrophic Planning Grant Initiative area, and 14 counties in New Jersey under various contracts.
- Directed homeland security strategic planning and/or grant support to the U.S. Virgin Islands, West Virginia, Florida, Utah, Houston METRO, and Philadelphia Area Regional Transportation Security Working Group. Currently directs IEM's delivery of Grants Management Technical Assistance as a FEMA contractor to jurisdictions across the United States.
- Led a review of emergency preparedness in areas surrounding the Indian Point and Millstone nuclear power plants in New York and Connecticut. Coordinated the production of a large-scale report commissioned by the Governor of the State of New York and served as an evaluator for both Indian Point radiological preparedness exercises.
- Managed IEM's support to the State of Oregon for CSEPP exercises for two years, coordinating technical support, including development of the exercise scenario, the Master Scenario Events List for all Oregon jurisdictions, and an evaluation plan for the exercise.
- Managed IEM's development of evacuation time estimates for nuclear power plants in the states of Arizona, Texas, Virginia, and North Carolina, including congestion analyses, recommendations for evacuation routes, and strategy changes to mitigate domestic hazards.

CERTIFICATION AND TRAINING

Fundamentals of Project Management (IEM)
AWR-140-W, WMD Rad/Nuc Awareness
AWR-160, CBRNE Standardized Awareness Training
PSY 2902, State of the Science: The Health and Mental Health Consequences of Catastrophic Events

Online Introduction to Mass Fatalities, National Mass Fatalities Institute
Radiological Consequences Assessment, Louisiana State University
10 CFR 50.59 Safety Evaluations (GE)

Entergy Operations, Inc.
Professional Supervisory Program
Auditor/Lead Auditor Training

Quality Practices and Principles

FEMA Emergency Management Institute

DHS Homeland Security Exercise Evaluation Program, State of Alabama

G-318, Mitigation Planning for Local Government, 2003 National Hurricane Conference

Recovery from Disaster: The Local Government Role Workshop, 2004 National Hurricane Conference

Hurricane Readiness for Inland Communities, 2008 National Hurricane Conference

IS-001, Emergency Program Manager

IS-003, Radiological Emergency Management

IS-007, A Citizen's Guide to Disaster Assistance

IS-015, Special Events Contingency Planning

IS-022, Are you Ready? An In-Depth Guide to Citizen Preparedness

IS-100, Introduction to the Incident Command System

IS-111.a, Livestock in Disasters

IS-120a, An Introduction to Exercises

IS-139, Exercise Design

IS-195, Basic Incident Command System

IS-200a, ICS for Single Resources and Initial Action Incidents

IS-230.a, Fundamentals of Emergency Management

IS-235, Emergency Planning

IS-240, Leadership and Influence

IS-241, Decision Making and Problem Solving

IS-242, Effective Communication

IS-244, Developing and Managing Volunteers

IS-245.a, Introduction to the Defense Priorities and Allocation System

IS-246.a, Implementing the Defense Priorities and Allocation System

IS-253.a, Overview of FEMA Environmental and Historic Preservation Review Responsibilities

IS-265, Basic Instructional Skills

IS-275, Role of the Emergency Operations Center

IS-288, Role of Voluntary Agencies in Emergency Management

IS-301, Radiological Emergency Management

IS-346, Hazardous Materials for Medical Personnel

IS-393, Introduction to Mitigation

IS-513, Professional in Emergency Management

IS-546.a, Continuity of Operations Awareness

IS-547.a, Introduction to Continuity of Operations

IS-548, Continuity Program Manager

IS-551, Devolution Planning

IS-632.a, Introduction to Debris Operations

IS-634, Introduction to FEMA's Public Assistance Program

IS-650.a, Building Partnerships with Tribal Governments

IS-660, Introduction to Public Private Partnerships

IS-860, Introduction to the National Infrastructure Protection Plan

IS-912, Retail Security Awareness, Understanding the Hidden Hazards

ACCOMPLISHMENTS

- More than 24 years of experience in emergency management, specializing in evaluation and improvement of emergency operations plans (EOPs) and procedures, conducting hazard analyses, and recommending effective protective action strategies.
- Successfully led effort to deliver lifeline restoration planning support to San Diego area communities that included the areas of commercial power, natural gas, fuel, water, and wastewater.
- Supported development of the 2015 Joint State and Federal Bay Area Earthquake Plan Fatality Management Services Appendix and coordinated stakeholder input from the Department of Health and Human Services (HHS), Department of Defense (DOD), FEMA, California National Guard (CNG), and CA Emergency Function's (EF) 13 officials.
- Served as Planner for development of the Region IX Bay Area Earthquake Response and Recovery Plan and development of the FEMA Region IX Bay Area Medical Countermeasures Plan; validated local Points of Dispensing staffing requirements, local gaps, and potential state resources to fill local gaps.
- Oversaw development of the FEMA Mass Fatality Incident Planning Technical Assistance (TA) Program and the FEMA Mass Casualty Incident Planning TA Program, and supported 19 total program deliveries to state, regional, and local jurisdictions on behalf of the FEMA National Preparedness Directorate (NPD).
- Oversaw development of the New Jersey Transit Corporation EOP on behalf of the FEMA National Preparedness Directorate (NPD); the plan became basis for the new Homeland Security Preparedness Technical Assistance Program (HSPTAP) for mass transit entities.
- Served as Project Manager for the Louisiana Office of Homeland Security and Emergency Preparedness (LOHSEP) Region 9 Consolidated EOP with a plan development committee that produced the LOHSEP Region 9 EOP.
- Supervised development of EOPs for the Washington Metropolitan Area Transit Authority (WMATA) and the Massachusetts Bay Transportation Authority (MBTA).
- Served more than 23 years in the U.S. Army (Active and Reserve) and National Guard; retired Major.

YEARS OF EXPERIENCE

24

AREAS OF EXPERTISE

Emergency Planning; Emergency Management; Emergency Operations; Capability Assessment; Disaster Response; National Incident Management System (NIMS); National Planning Guidance and Regulations; Incident Command System (ICS); Evacuation Planning; Recovery Planning

EDUCATION

B.S. Police Administration,
Eastern Kentucky University,
1985

RELEVANT EXPERIENCE

IEM, BATON ROUGE, LA
SENIOR EMERGENCY PLANNER, 2003–PRESENT

FEMA NPD Homeland Security Preparedness Technical Assistance Program (HSPTAP)

- Served for 11 years as IEM’s overarching Project Manager for IEM’s assistance to FEMA’s TA Program, overseeing teams that provided nearly 300 TA deliveries, more than 600 TA products and tools, and various national guidance and doctrine documents.
- Member of IEM Team that provided facilitation support to the DHS Capability Assessment Pilot in Tampa, Florida; facilitated groups from various disciplines through their self-assessment using the DHS Capability Assessment Tool.
- Served as Project Manager on team that provided peer observers for DHS capability assessment pilots in Minneapolis-Saint Paul Metro Region and the Northwest Minnesota Region; provided Homeland Security and Emergency Management observations to these regions to assist them in properly assessing themselves.
- Served as Project Manager for TIA development technical assistance, in development of new TIA templates and guidance for local, state, and tribal jurisdictions; project delivered successfully to Oklahoma City and nearby satellite communities as well as Minnesota-Canadian border communities, Wayne County, Michigan, and the State of Vermont; each participating jurisdiction was guided through a TIA capability assessment as initial part of their planning process.
- Participated in the DHS Nationwide Plan Review (NPR) as a member of the teams reviewing plans in New Jersey at the state level and for the major urban areas of Jersey City, Newark, and Orlando, Florida.
- Led successful effort to develop and pilot the Regional Response Team Planning Technical Assistance Program for the State of Oklahoma. This program was also successfully delivered to the regional hazardous materials teams in the state of Connecticut.
- Successfully led the effort to develop an after action report for the State of Tennessee to assist them in a self-evaluation of their response to the severe weather and flooding in the spring of 2010.
- Served as Project Manager to develop the Food and Agriculture Technical Assistance Program. Also currently serving as the Project Manager for the pilot delivery of this program for the State of Kansas.
- Successfully led the effort to develop and deliver CPG 101 Workshops for local, tribal, state and Federal officials. These workshops have been conducted in California, Oklahoma, Idaho, Arizona, New Mexico and Washington State.
- Successfully led the effort to deliver recovery planning technical assistance to the Green River, Washington communities.

- Successfully led effort to response hazard assessment, impact analysis and response support to the local, State and Federal planning partners associated with the New York Delaware Aqueduct.

North Carolina Regional Hazardous Materials Planning Study Part 1

- Served as the hazardous materials subject matter expertise in the North Carolina Regional Hazardous Material Planning Study Part 1.
- Provided overall guidance in the chemical selection methodology task to identify the chemical of concerns included in the study.
- Provided overall guidance to assess the emergency response capabilities of the 23-county study area.

New Orleans UASI Nationwide Plan Review Support

- Responsible for evaluating and documenting current status of the New Orleans Urban Area Security Initiative (UASI) preparedness based on the U.S. Department of Homeland Security Information Bulletin 197; reviewed current plans and procedures, conducted individual meetings, and facilitated joint meetings with officials from member jurisdictions; responsible for development of Draft IB 197 response that was finalized and approved by the UASI.

LA DOTD Emergency Planning Support

- Serves as Project Manager for IEM's support to Louisiana Department of Transportation and Development (DOTD) assisting DOTD along with local, state, and federal partners to develop operational and tactical plans that account for the roles, responsibilities, operations, and resources necessary to address evacuation, shelter, and sustenance needs for evacuated populations.
- Led successful effort by IEM to provide surge support to Louisiana DOTD during Hurricanes Gustav and Ike; this assistance provided DOTD with the support they needed to carry out assisted evacuation operations and the safe return of evacuees.

East Baton Rouge Parish Emergency Operations Plan

- Served as Project Manager for the East Baton Rouge Parish (EBR) EOP review; led effort to ensure plan was in compliance with and conformed to local, state, and federal laws, regulations, and guidance; prepared EBR Parish for its successful Emergency Management Accreditation Review.

MADISON COUNTY EMERGENCY MANAGEMENT AGENCY, RICHMOND, KY CSEPP COORDINATOR/DEPUTY DIRECTOR, DECEMBER 1996–2003

- EOP Subject Matter Expert (SME) with five years of service as chair of Madison County, Kentucky Local Emergency Planning Committee; served as Coordinator for the Chemical Stockpile Emergency Preparedness Program (CSEPP) and as Deputy Director for the Madison County Emergency Management Agency.

- Oversaw the development, approval, and maintenance of 23 fixed facility emergency response plans that were subject to the Emergency Planning and Community Right-to-Know Act (EPCRA).
- Directed planning and execution for all CSEPP activities in Madison County, Kentucky.
- Oversaw the development and maintenance of emergency plans and procedures and coordination with multiple jurisdictions and organizations including local schools, hospitals, nursing homes, the cities of Richmond and Berea, the Blue Grass Chemical Activity, the Blue Grass Army Depot, the Kentucky Division of Emergency Management, FEMA, and surrounding counties.
- Coordinated countywide responses of emergency services involving activities of 10 fire departments, law enforcement agencies from six jurisdictions, emergency medical services, rescue squads, and three dispatch centers; conducted ongoing hazard analysis and development of effective protective-action strategies.

CERTIFICATION AND TRAINING

Certified Emergency Manager (CEM)
Project Management Professional (PMP)

Emergency Response

On-Line Introduction to Mass Fatalities,
National Mass Fatalities Institute 2007
Community Preparedness Implementing
Simple Activities for Everyone (EMI,
Independent Study), 2016
Applying ICS to Healthcare Organizations:
ICS-200 for Health Care/Hospitals (EMI,
Independent Study), 2016
Active Shooter: What You Can Do (EMI,
Independent Study), 2016
Developing and Managing Volunteers (EMI,
Independent Study), 2016
Livestock in Disasters (EMI, Independent
Study), 2016
Introduction to the Incident Command
System for Healthcare/Hospitals (EMI,
Independent Study), 2016
Guide to Points of Distribution (EMI,
Independent Study), 2016
Animals in Disaster: Awareness and
Preparedness (EMI, Independent Study),
2016

Special Events Contingency Planning for
Public Safety Agencies (EMI, Independent
Study), 2014
Emergency Planning (EMI, Independent
Study), 2014
Law Enforcement Prevention and
Deterrence of Terrorist Acts, Customized
Awareness Level, National Center for
Biomedical Research and Training, 2010
National Planners Course, Department of
Homeland Security, 2009
National Response Framework, and
Introduction (EMI, Independent Study) 2008
Advanced Incident Command System, FEMA
2008
Intermediate ICS for Expanding Incidents,
FEMA 2007
ICS for Single Resources and Initial Action
Incidents (EMI, Independent Study), 2007
National Incident Management System an
Introduction (EMI, Independent Study),
2007
National Response Plan, an Introduction,
(EMI, Independent Study), 2007
Certified Disaster Management
Interoperability Services Planner, FEMA
2005

Introduction to the Incident Command System (EMI, Independent Study), 2005
Citizen Emergency Response Team Training
FEMA, 2004

Basic Incident Command System (EMI,
Independent Study), 2004

HazMat

Household Hazardous Materials: A Guide
for Citizens (EMI, Independent Study), 2016
Hazardous Materials Training, BRAMAS
2003

Hazardous Materials First Responders
Practicum, FEMA 1996

Chemical Hazard Prediction, U.S. Army
Defense Ammunition Center and School
1996

Emergency Response to Hazardous
Materials Incidents, Kentucky Emergency
Response Commission 1995

CSEPP Chemical Awareness, Kentucky
Disaster and Emergency Services 1994

ACCOMPLISHMENTS

- After retirement from the Florida Division of Emergency Management in June, 2017 Mr. Beha formed his own company to develop, design, and deliver training, develop and conduct exercises, and provide consulting services to organizations and individuals.
- Serves as an adjunct instructor at the Emergency Management Institute for the National Emergency Management Basic Academy, the National Emergency Management Advanced Academy, and the Master Exercise program.
- Recruited, developed and trained Florida instructor for Homeland Security Exercise and Evaluation Program training in Florida
- Served on planning committee for 2016 National Preparedness Conference at Emergency Management Institute

YEARS OF EXPERIENCE

30+

AREAS OF EXPERTISE

Exercise Design, Development, and Conduct; All phases of training development and delivery; Leadership

EDUCATION

M.S. Instructional Systems Design, Florida State University, Tallahassee Florida

B.S. Journalism, West Virginia University, Morgantown WV

RELEVANT EXPERIENCE

FLORIDA DIVISION OF EMERGENCY MANAGEMENT TRAINING AND EXERCISE UNIT, 2010 TO JUNE 30, 2017

- Served as lead planner and exercise director for Statewide Hurricane Exercise 2014, 2015 and 2017; Lead planner and lead controller for Statewide Hurricane Exercise 2013; lead planner for Statewide Hurricane Exercise 2012.
- Served as lead instructor and course manager for FDEM's offering of the National Basic Emergency Management Academy, the DEM Management Academy, an ongoing series of training classes on management techniques; and the DEM Leadership Academy, which focused on making agency decision-makers better leaders.
- Received certification as a Master Exercise Practitioner in 2012.
- Graduate of the National Basic Emergency Management Academy and the Advanced Emergency Management Academy.

FLORIDA DIVISION OF HIGHWAY SAFETY AND MOTOR VEHICLES 2001 – 2010

- developed and delivered training courses for nine years, managed training and development personnel and led the curriculum development process, first for the Customer Service Center and ultimately the entire agency.
- Procured funding and served as project manager for the design, installation, and implementation of the agency's learning management system for hosting member training records and online training courses.

FLORIDA DEPARTMENT OF TRANSPORTATION – 1984 - 2001

- Managed the training program for a 10,000-member agency.
- Supervised maintenance of training records in the agency's Training Records and Scheduling System.
- Compiled reports on training needs, delivery and outcomes for 10,000 employees.
- Developed, designed and delivered 15 training courses to participants throughout Florida.
- Consulted with other agencies on training and quality issues.
- Negotiated and managed contracts with AASHTO Management Institute and Florida State University for ongoing training programs.

CERTIFICATION AND TRAINING

Certified to teach Homeland Security Exercise and Evaluation Program training (L146,) ICS courses (G300, G400, G402, G191, Foundations of Emergency Management (E/L 101) and Emergency

Management Planning, Exercise Planning, Public Information Officer (E/L 103, 104 and 105,) ICS train-the-trainer (L449.) Trained as All-Hazards Plans Section Chief, Public Information Officer and Liaison Officer.

ACCOMPLISHMENTS

- More than 10 years of experience providing grant administration, project management, recovery program management, long-term recovery and closeout management, and other services to multiple local and state governmental entities throughout the U.S.
- Provided a full range of recovery-related services to a variety of clients, including state and local governments and private non-profits. Services provided to recent clients involved interpretation and application of FEMA PA Program policy and procedure changes under the Public Assistance Alternate Procedure Pilot Program.
- Developed performance, quality assurance, and control tools for clients that have been identified as best practices.
- Commended by FEMA personnel for project management that aids in the recovery process.
- Applies a broad knowledge of state and federal safety, health, environmental, and security laws, regulations, agencies, and programs, with the ability to quickly absorb and apply specific requirements, guidance, and interpretations to particular customer issues or environments.
- Particular areas of expertise include Department of Homeland Security (DHS), Department of Transportation (DOT), Nuclear Regulatory Commission (NRC), Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), and state and local guidance and regulations.

RELEVANT EXPERIENCE

IEM, INC., MANAGER OF PUBLIC ASSISTANCE PROGRAMS, AUGUST 2016–PRESENT

- Serves as IEM's Program Manager for PA programs and projects for local, state, and federal agencies.

Program Manager, Louisiana GOHSEP PA and HMGP Technical Assistance

- Serves as Program Manager on a contract to provide PA and HMGP technical assistance to the Louisiana Governor's Office of Homeland Security and Emergency Preparedness

YEARS OF EXPERIENCE

10+

AREAS OF EXPERTISE

Recovery Project and Program Development and Management; Environmental, Safety, and Security Planning and Compliance Management; Emergency/Contingency Planning and Response; FEMA Public Assistance (PA) Program; Hazard Mitigation Grant Program (HMGP); Technical Documentation Development; Federal, State and Local Compliance Program Design and Development; Grants Management and Administration; Program and Project Management

EDUCATION

J. D., Environmental Law, Washington and Lee University School of Law
B. A., English Language and Literature, University of Virginia

(GOHSEP). The contract includes providing PA and HMGP services in the event of another disaster in the state, such as the August 2016 flooding (DR-4277).

TIDAL BASIN GOVERNMENTAL CONSULTING, LLC., DIRECTOR OF RECOVERY BUSINESS UNIT, DECEMBER 2012–JULY, 2016; SENIOR CONSULTANT AND PROGRAM MANAGER, MAY 2011–DECEMBER 2012

Multiple Clients, DR-4223 Severe Storms and Flooding

- Provided program management and recovery subject matter expert services for multiple local government clients following a severe flooding event. The flooding resulted in severe damage to roads, bridges, and recreational facilities.
- Advised clients regarding using the Public Assistance Alternate Procedure Pilot Program for debris removal and permanent work to maximize recovery funding.
- Supervised project team members to meet FEMA deadlines for project completion and to ensure maximum reimbursement of Direct Administrative Costs for contractor and sub-recipient time.

Santa Rosa County, DR-4177 Flooding Disaster

- Served as Project Manager and Public Assistance Program Consultant for Santa Rosa County, FL. In April 2014, the Florida Panhandle received over 20 inches of rain in a 36-hour period. The resulting flooding caused extensive damage to County roads, bridges, and water control structures.
- Began supporting the County's recovery before the disaster declaration, and assisted the County throughout the complete Public Assistance process, from kick-off to closeout.
- Applied knowledge and experience with application of the Public Assistance Program, including changes under the Sandy Recovery Improvement Act of 2013, to maximize the County's reimbursement.
- Managed project resources and documentation to ensure that the County received maximum reimbursement for direct administrative costs for services provided to the County under the disaster recovery services contract.

New York Rising Community Reconstruction (NYRCR) Program

- Conducted reviews of more than 70 proposed projects for the NYRCR Program under the community planning areas of Staten Island, South Valley Stream, Five Towns, and Bay Park – East Rockaway for the availability of potential funding sources under federal, state and private funding programs other than Community Development Block Grant Disaster Recovery (CDBG-DR) funding under the NYRCR Program.

LA GOHSEP Hurricanes Katrina/Rita Closeout Initiative

- Supported the GGOHSEP as a Closeout Team Lead. Reviewed subgrantee requests for closeout for actual closeout readiness, oversaw Closeout Specialists to whom closeouts were assigned, developed strategies for addressing obstacles to closeout of Hurricanes Katrina/Rita projects, and developed tracking and reporting tools to facilitate GOHSEP communication of progress to FEMA.

Dillard University Public Assistance Program Closeout

- Served as Deputy Program Manager and Public Assistance Program Specialist on a project to assist Dillard University in meeting FEMA objectives for Hurricane Katrina closeout as stated in Final Recovery Meeting Initiative.
- Reconciled insurance and other funding sources for recovery projects.
- Identified and obligated additional disaster-related work.
- Developed strategies for use of Special Projects to provide the university with maximum recovery program flexibility and reimbursement.
- Provided internal auditing and forensic investigation in preparation for external audit and facilitating closeout in accordance with FEMA and GOHSEP goals.

Tulane University Final Recovery Meeting Initiative, Hurricanes Katrina/Rita

- Served as a Public Assistance Program Consultant supporting Tulane's implementation of the FEMA/GOHSEP Final Recovery Meeting Initiative to identify and complete any revisions in project scope or costs necessary to complete the recovery work and move to closeout. Services included review of over 250 existing PWs in comparison to completed scopes of work and costs for development of revised scope and actual project costs for PW Version Requests.
- Researched PW history and prior funding, and Tulane Accounting and Maintenance records and databases; developed version scope, cost estimates, and supporting documentation for submittal to FEMA; and developed Requests for Improved Projects.

Hazard Mitigation Program Subject Matter Expert (subcontractor to Cohn Reznick), LA GOHSEP

- Provided subject matter expertise and advice on an initiative to improve and standardize the Louisiana agencies' processes and procedures for administration of hazard mitigation grant programs under the Stafford Act. The project addressed personnel assignments, development of procedures and job aids, document and information management and training/qualification recommendations for the life-cycle of grant administration from application to closeout.

PA Close Out Specialist, State of South Dakota Office of Emergency Management, FEMA PA Close Out (subcontractor to SAIC)

- Supported the State of South Dakota Office of Emergency Management in preparation for project and recovery program closeout following declared disasters for flooding and severe winter storms in 2010.
- Coordinated with PA subgrantees to evaluate individual project readiness for closeout by FEMA. As projects were submitted by subgrantees requesting closeout, reviewed the documentation of project completion and expenditures against the scope of work and cost items defined in the Project Worksheet.
- Defined the degree of deviation as a percentage of costs by type (force account equipment, contract, materials, etc.) and overall Project Worksheet value, and made recommendations to the State and subgrantee for how to resolve the issue or deviation.

Coordination between the State and subgrantee continued until the issue was resolved and the project ready for submittal to FEMA for closeout.

LA GOHSEP, South Louisiana Long-Term Recovery Committee (SOLA), The Next Mile of Transformation

- Served as Subject Matter Expert/Project Manager for project to improve business processes and increase efficiency of GOHSEP long-term recovery program focusing on administration of the PA Program administering \$11 billion in grant funding following Hurricanes Katrina/Rita. Services to the client included the following:
 - Identifying and prioritizing current needs to define future tasks broadly classified in to the following topics: manpower, business process, technology support, and stakeholder readiness.
 - Development of a Sanctions and Reconsideration Policy and related toolkit for communication of key triggers.
 - Revising and finalizing the existing Public Assistance Disaster Recovery Specialist (DRS) certification program, including training content and delivery and test coordination and expansion of skills development program across the Public Assistance Program
 - Reviewing current processes and productivity in the PA Program to recommend appropriate staffing levels
 - Advising on issues related to grantee stewardship of PA funding based on experience and knowledge of the PA Program and benchmarking with other states for best practices and funding management innovations.

State Public Assistance Coordinator/Crew Leader, State of Alabama, Major Disaster DR-1971-AL

- Served as State Public Assistance Coordinator for State of Alabama Emergency Management Agency after declaration of major disaster DR-1971-AL after occurrence of severe storms, tornadoes, and straight-line winds on April 28, 2011.
- Responsible for representing the State of Alabama in negotiation of Public Assistance grants and providing advocacy and technical assistance for Public Assistance Applicants/subgrantees.
 - Coverage area included Jefferson and St. Clair Counties and encompassed more than 50 applicants and preparation of hundreds of Project Worksheets covering costs incurred in execution of emergency protective measures (Categories A and B) and permanent repair or replacement of damaged facilities (Categories C through G).
- Provided consult and advocacy to applicants/subgrantees on securing recovery services and funding through other federal agencies such as FHWA and USACE.

CERTIFICATION AND TRAINING

Louisiana State Hazardous Waste
Management Contractor's Qualification,
May 1999

Tennessee Bar Association, Fall 1993
(Inactive)

Virginia Bar Association, Fall 1990 (Inactive)

U.S. Bankruptcy Court, November 1990

Project Management Tools and Techniques

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

FEMA IS-800: National Response Plan (NRP),
An Introduction

FEMA IS-631: Public Assistance Operations I

FEMA IS-814: ESF 14 – Long-Term
Community Recovery

FEMA IS-860: Introduction to the National
Infrastructure Protection Plan (NIPP)

FEMA IS-860.a: NIPP

ACCOMPLISHMENTS

- FEMA and State Program expert with 10 years of broad experience in all FEMA Hazard Mitigation Programs.
- Certified Floodplain Manager (CFM).
- Managed and oversaw programmatic compliance of all of FEMA's disaster-based and non-disaster mitigation programs, including HMGP, FMA, PDM, and the former Severe Repetitive Loss (SRL) program, as Director of Hazard Mitigation for the City of New Orleans.
- Served as Point of Contact (POC) for all HMA projects involving multiple sub-grantees.
- Served as the City of New Orleans' chief mitigation planner over two Hazard Mitigation Plan update cycles; was responsible for the City's coordination of mitigation planning and disaster risk reduction efforts with other governmental agencies, non-profits, educational institutions, and non-governmental organizations (NGOs).

RELEVANT EXPERIENCE

CITY OF NEW ORLEANS, NEW ORLEANS, LA **DIRECTOR OF HAZARD MITIGATION, 2009–2016** **SENIOR HAZARD MITIGATION SPECIALIST, 2008–2009**

- As Director, directed all functions of the City's Hazard Mitigation Office, including project implementation and administration of all FEMA mitigation grants awarded to the City (current: HMGP, SRL, and FMA; past: PDM and PPGP) with a FY 2015 budget of approximately \$60 million.
- Led mitigation project development and reviewed projects for program compliance and eligibility; projects included more than 50 structures within National Registered Historic Districts, which required negotiation, execution, and amendments to a Memorandum of Agreement (MOA) between all affected parties. This MOA, which required meticulous oversight throughout the life of the projects, ensured the minimization of adverse effects to these historic districts and enumerated the steps taken by all parties to offset these effects when not otherwise avoidable.
- Led the update, adoption, and implementation of the 2010 and 2015 (ongoing) updates of the Orleans Parish Hazard Mitigation Plan and incorporated the plan into all City

YEARS OF EXPERIENCE

10

AREAS OF EXPERTISE

Hazard Mitigation Grant Program (HMGP); Pre-Disaster Mitigation (PDM); Flood Mitigation Assistance (FMA); Section 406 Mitigation; Benefit-Cost Analysis (BCA); Mitigation Planning; Floodplain Management Regulations; Environmental Regulations; Historic Preservation Regulations

EDUCATION

B.A., Economics, University of Alabama, 2005
B.A., Public Administration, Auburn University, 2003

policies, including the sustainability and resilience elements of the City's first-ever Master Plan.

- Provided guidance to residents, property owners, and elected officials regarding the Flood Insurance Rate Map update process, and interpreted and communicated the effects and implications, both real and perceived, of legislative reforms to the National Flood Insurance Program (NFIP) and Federal Flood Risk Management Standard.
- Helped to develop New Orleans's successful application to the Rockefeller Foundation's 100 Resilient Cities (one of the first 33 cities accepted), and led the City's efforts to become the fifth American city to participate in the United Nations Office for Disaster Risk Reduction (UNISDR) Making Cities Resilient Campaign.
- As Senior Hazard Mitigation Specialist, developed applications and administered all aspects of more than \$60M in grants related to Hurricanes Katrina, Rita, and Gustav for the mitigation of more than 150 houses and public structures.
- Represented the City in the development and negotiation of an Environmental & Historic Preservation MOA for a \$20 million HMGP project to mitigate 55 historic structures.
- Provided guidance and advice to residents, property owners, and local officials during the first update of the City's Flood Insurance Rate maps in over 20 years (Preliminary D-FIRMs, 2008).
- Handled inquiries from staff members, citizens, and elected officials regarding the National Flood Insurance Program, floodplain management and mitigation programs, projects, and policies; successfully established a permanent specialized Floodplain Administration staff within the City's Office of Safety & Permits; and substantially increased the number of CFMs on the City staff.
- Developed and led a Hazard Mitigation internship program and served as the City's only representative in the update of the Statewide Katrina/Rita Programmatic Agreement for the Hazard Mitigation Grant Program.

TOWN OF FORT MYERS BEACH, FORT MYERS BEACH, FL FLOODPLAIN DEVELOPMENT COORDINATOR, 2007–2008

- Enforced floodplain regulations for all development in the Town to ensure compliance with the NFIP and local Commercial Design Standards.
- Administered structure elevation grants through FEMA's FMA and HMGP grant programs.

CERTIFICATION AND TRAINING

Certified Floodplain Manager (CFM),
Association of State Floodplain Managers

ACCOMPLISHMENTS

- More than nine years of experience with disaster recovery and more than seven years of experience with public health.
- Serves as the Project Manager and CDBG-DR Subject Matter Expert (SME) for the 2015 and 2016 HUD Community Compass Technical Assistance programs.
- Provided project management for New York Governor's Office of Storm Recovery (NY GOSR) for the New York Rising Disaster Recovery Housing Restoration Program, supervising and providing leadership to a team that closed out 1,870 home repair and restoration cases.
- Served as Program Manager for Mississippi Development Authority (MDA) Disaster Recovery Division (DRD) for seven years, and initiated, managed, and closed out 54 project contracts with budgets totaling \$138.9 million.

RELEVANT EXPERIENCE

IEM, MORRISVILLE, NC PROJECT MANAGER, 2015–PRESENT

HUD Community Compass Technical Assistance Project Manager and CDBG-DR SME

- Manage the administrative and Technical Assistance (TA) activities of the HUD Community Compass Technical Assistance program awards (FY 2015, 2016).
- Oversee required HUD submissions, procure subcontractors, develop work plans, budgets and progress reporting, and liaison with HUD contract managers and customers.
- Serve as CDBG-DR specialist, and coordinate and manage TA teams to successfully meet the goals of TA work orders and engagements.

New York City Economic Development Corporation (EDC), New York City, NY

- Provided project management and policy development services for the rehabilitation program for 4 storm-damaged hospitals operated by the NYC Health and Hospital Corporation.
- Perform overall program budget tracking across all projects and funding sources, including FEMA 428 (1.50B), FEMA 404 (2.7M) and CDBG-DR (28M) awards. Assist project managers with tracking and management of pre-scoping and project estimates, and ensure accurate budget reporting of estimate figures.

YEARS OF EXPERIENCE

18

AREAS OF EXPERTISE

Disaster Recovery; Housing Programs; Community Development Block Grant (CDBG); Project Management; Personnel Management; Public Health; Policy Analysis; Public Outreach and Education; Marketing

EDUCATION

M.S., Management, Belhaven College
Diploma, Clinical, Administrative and Laboratory Medical Assisting, Medical Institute of Minnesota
B.S., Chemistry, Tougaloo College

- Develop and maintain tracking system for NYC Office of Management and Budgets Certificates to Proceed (CP) approvals for budget expenditures.

State of New York Governor's Office of Storm Recovery (GOSR), Long Island, NY

- Provided project and office management services to the New York Rising Disaster Recovery Housing Restoration Program funded by HUD CDBG-DR.
- Supervised and provided leadership to a team of 16 case managers, administrative assistants, quality control specialists and construction technical assistants responsible for customer service, applicant intake and guidance, case processing and closeout of 1870 home repair and restoration cases.
- Carried out cross-project management support by creating and implementing housing project plans, participating in client meetings, conducting staff development and training activities, planning construction/case management integration, and coordinating front office functions.
- Supervised and provided leadership to 9 Resolution team members who managed homeowner appeals, demonstrable hardships, clarification cases, and elected official Rapid Response tickets.

MISSISSIPPI DEVELOPMENT AUTHORITY (MDA), JACKSON, MS PROGRAM MANAGER, 2007–2014

- Led program development, management and quality improvement of the Katrina CDBG-DR Long Term Workforce Housing (LTWH) (\$350M), Community Revitalization (CR) (\$13M) and the Homeowner Assistance Program – HAP2 (\$6M).
- Initiated, managed, and closed out 32 LTWH project contracts with budgets totaling \$130.4M, including the award-winning City of Gulfport project.
- Initiated, managed and closed out 22 CR infrastructure projects with budgets totaling \$8.5M.
- Provided development, implementation, and quality improvement technical assistance and supervision to corporate consultants, grant administrators and organizations serving low/moderate income and urgent need applicants.
- Monitored sub-recipient activities for federal regulatory and program policy compliance, including Section 3, Davis Bacon, National Objective requirements, and environmental clearance.
- Conducted data collection and reporting for CDBG-DR housing recovery and community revitalization programs utilizing Onbase and the federal Disaster Recovery Grant Reporting (DRGR) system.

MINNESOTA DEPARTMENT OF HUMAN SERVICES, ST. PAUL, MN HIV POLICY AND PLANNING ANALYST, 2005– 2006

- Served as a principal representative of the Ryan White HIV healthcare coverage program for the State of Minnesota.

- Formulated and managed state-level HIV/AIDS legislation and policy recommendations, and advised internal and external partners on the development and improvement of HIV healthcare systems and services.
- Prepared grant proposals, provided budget development assistance and managed Federal grant activities, including the \$3.2 million Ryan White CARE Act Title II/ADAP program award.
- Developed and delivered HIV/AIDS healthcare programming presentations to community stakeholders such as the Minnesota HIV Planning Council.
- Developed briefing papers, White papers and correspondence for state legislators and other policymakers.

**UNIVERSITY OF MINNESOTA, MINNEAPOLIS, MN COMMUNITY PROGRAMS
MANAGER, 1999–2005**

- Created, implemented, and evaluated all community-level program initiatives for an NIH-funded HIV/AIDS research program, the Minnesota Adult AIDS Clinical Trials Unit (ACTU).
- Imparted expertise and guidance to the multidisciplinary leadership team, assisting with the establishment of objectives, clinical trial opportunities and program standards.
- Developed, implemented and monitored recruitment and public awareness activities, often partnering with community-based organizations and pharmaceutical companies to design population-specific marketing strategies.
- Provided technical and administrative advice, coordination and management for the ACTU Community Advisory Board (CAB). Worked closely with African American, Mexican American, African immigrant, Native American, and LGBT communities
- Translated HIV research protocols into lay language for clinical trial recruitment and education, and prepared and delivered presentations on HIV science and clinical trial participation to the local HIV community.
- Designed and utilized performance evaluation and tracking systems to continuously improve service quality.

CERTIFICATION AND TRAINING

MDA Leadership Development Program,
2011

FEMA National Incident Management
System (NIMS) Courses: IS-700, IS-100,
IS-200

20. 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 a trade name, state the names of the individuals who do business under the trade name.)

Innovative Emergency Management, Inc., 2801 Slater Road Suite 110 Morrisville, NC 27560

Madhu Beriwal, President and CEO; Ted Lemcke, COO and Secretary

- 20.1 The correct name of the bidder is:

Innovative Emergency Management, Inc.

- 20.2. The business is a (Sole Proprietorship) (Partnership) (Corporation).

Corporation.

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

Madhu Beriwal, President and CEO, Ted Lemcke, COO, and Daniel Michael, CFO.

SUBMITTED BY:

Dan Michael

Dan Michael, CFO

SIGNATURE

PRINT NAME/ TITLE

STATE OF Louisiana)

) SS.

Parish OF East Baton Rouge Parish)

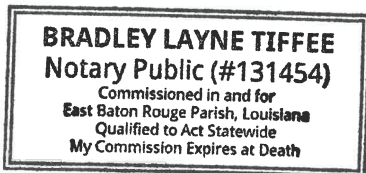
The foregoing instrument was acknowledged before me this 8TH day of JANUARY,

2018, by DAN MICHAEL who is personally known to me or who has

produced _____ as identification and who did/did not take an oath.

WITNESS my hand and official seal, this 8TH day of JANUARY, 2018

(NOTARY SEAL)



Bradley Layne Tiffie

(Signature of person taking acknowledgment)

Attachment E: Equipment Available for Work

The following is a list of the equipment that IEM owns which is available for work with the City:

- Laptops
- personal mobile devices
- projectors
- printers
- binding equipment

Attachment F

1.1 Experience List

Table 1 shows each position, the person’s name, and their relevant certifications. Detailed credentials can be found in the resumes following this section.

Position	Name	Certifications	Credentials
Instructor	Michael Beha	<ul style="list-style-type: none"> ▪ Certified to teach Homeland Security Exercise and Evaluation Program training (L146,) ICS courses (G300, G400, G402, G191, Foundations of Emergency Management (E/L 101) and Emergency Management Planning, Exercise Planning, Public Information Officer (E/L 103, 104 and 105,) ICS train-the-trainer (L449.) ▪ Trained as All-Hazards Plans Section Chief, Public Information Officer and Liaison Officer. 	See resume
Project Manager	Christian Montz	<ul style="list-style-type: none"> ▪ Certified Fraud Examiner (CFE) ▪ Federal Acquisition Regulations ▪ Presidential Management Fellowship ▪ U.S. Housing and Urban Development Fellowship ▪ Price and Cost Analysis in federal procurement ▪ GAO GAGAS training (Yellow Book) ▪ Internal Controls training (Green Book) ▪ Emergency Management Academy and Leadership Academy – FEMA, EMI ▪ Emergency Management Institute: ICS/NIMS/Science of Disasters/Response and Recovery/PA/IA/MIT 	See resume
Exercise program leader	Don Broughton	<ul style="list-style-type: none"> ▪ Certified Emergency Manager (CEM) ▪ Project Management Professional (PMP) 	See resume

Table 1: IEM’s Experience List for the RFP required personnel.

ACCOMPLISHMENTS

- After retirement from the Florida Division of Emergency Management in June, 2017 Mr. Beha formed his own company to develop, design, and deliver training, develop and conduct exercises, and provide consulting services to organizations and individuals.
- Serves as an adjunct instructor at the Emergency Management Institute for the National Emergency Management Basic Academy, the National Emergency Management Advanced Academy, and the Master Exercise program.
- Recruited, developed and trained Florida instructor for Homeland Security Exercise and Evaluation Program training in Florida
- Served on planning committee for 2016 National Preparedness Conference at Emergency Management Institute

YEARS OF EXPERIENCE

30+

AREAS OF EXPERTISE

Exercise Design, Development, and Conduct; All phases of training development and delivery; Leadership

EDUCATION

M.S. Instructional Systems Design, Florida State University, Tallahassee Florida

B.S. Journalism, West Virginia University, Morgantown WV

RELEVANT EXPERIENCE

FLORIDA DIVISION OF EMERGENCY MANAGEMENT TRAINING AND EXERCISE UNIT, 2010 TO JUNE 30, 2017

- Served as lead planner and exercise director for Statewide Hurricane Exercise 2014, 2015 and 2017; Lead planner and lead controller for Statewide Hurricane Exercise 2013; lead planner for Statewide Hurricane Exercise 2012.
- Served as lead instructor and course manager for FDEM's offering of the National Basic Emergency Management Academy, the DEM Management Academy, an ongoing series of training classes on management techniques; and the DEM Leadership Academy, which focused on making agency decision-makers better leaders.
- Received certification as a Master Exercise Practitioner in 2012.
- Graduate of the National Basic Emergency Management Academy and the Advanced Emergency Management Academy.

FLORIDA DIVISION OF HIGHWAY SAFETY AND MOTOR VEHICLES 2001 – 2010

- developed and delivered training courses for nine years, managed training and development personnel and led the curriculum development process, first for the Customer Service Center and ultimately the entire agency.
- Procured funding and served as project manager for the design, installation, and implementation of the agency's learning management system for hosting member training records and online training courses.

FLORIDA DEPARTMENT OF TRANSPORTATION – 1984 - 2001

- Managed the training program for a 10,000-member agency.
- Supervised maintenance of training records in the agency's Training Records and Scheduling System.
- Compiled reports on training needs, delivery and outcomes for 10,000 employees.
- Developed, designed and delivered 15 training courses to participants throughout Florida.
- Consulted with other agencies on training and quality issues.
- Negotiated and managed contracts with AASHTO Management Institute and Florida State University for ongoing training programs.

CERTIFICATION AND TRAINING

Certified to teach Homeland Security Exercise and Evaluation Program training (L146,) ICS courses (G300, G400, G402, G191, Foundations of Emergency Management (E/L 101) and Emergency Management Planning, Exercise Planning, Public Information Officer (E/L 103, 104 and 105,) ICS train-the-trainer (L449.) Trained as All-Hazards Plans Section Chief, Public Information Officer and Liaison Officer.



ACCOMPLISHMENTS

- Former FEMA Grants Director, FEMA Region VI
- Experience reviewing FEMA PA Appeals
- Served Hurricane Harvey clients under new FEMA PA process
- Assisted clients in maximizing PA and HMGP reimbursements through effective damage assessments and project formulations
- Oversight experience including Emergency Management at the U.S. Government Accountability Office and FEMA’s DHS OIG Liaison responsible for resolving FEMA grant audit findings

RELEVANT EXPERIENCE

IEM, INC., DIRECTOR, DISASTER RECOVERY, NOVEMBER 2017 – PRESENT

- Training staff on new FEMA PA process used in the Hurricane Harvey recovery
- Reviewing and providing recommendations for CDBG-DR policy and procedures enhancements for State clients

DELOITTE & TOUCHE, LLP, SENIOR MANAGER, JANUARY 2016 – NOVEMBER 2017

Senior Manager, Texas State University System, August – November 2017

- Served as project manager identifying Hurricane Harvey damage across four campuses, cataloging damages, uploading to FEMA’s PA Grants Portal, and navigating the System through the Recovery Scoping Meeting and Damage Assessment by FEMA as well as generating Category B and E Project Worksheets.

Senior Manager, Alley Theatre Company, September 2017 – November 2017

- Served as project manager identifying Hurricane Harvey damage across four campuses, cataloging damages, including the unique contents at the Theatre, uploading to FEMA’s PA Grants Portal, and navigating the System through the Recovery Scoping Meeting and Damage Assessment by FEMA as well as generating Category B and E Project Worksheets.

Senior Manager, Louisiana Governor’s Office of Homeland Security and Emergency Preparedness, July 2017 – November 2017

- Served as a project manager identifying obstacles related to Applicant PW closeouts for all disasters.

YEARS OF EXPERIENCE

10

AREAS OF EXPERTISE

Disaster Response; Disaster Recovery; Emergency Operations Center; Joint Field Office (JFO) Operations; Emergency Planning/Management; Emergency Operations; Logistics; Intergovernmental Liaison; Grants Management; FEMA PA/IA/HMGP; CDBG-DR; Action Plans; Capital Plans; FEMA PA Project Worksheets; Damage Assessments; Smartlink; NEMIS; EMMIE; NDGRANTS; E-Grants; DRGR

EDUCATION

University of Tennessee, Master of Public Administration
Thomas Edison State University, History



Senior Manager, City of San Marcos, April 2017 – November 2017

- Served as project manager conducting compliance internal audits of the City's management of CDBG-DR grant funding related to 2015 and 2016 flooding.

Senior Manager, City of Joplin, January 2017 – May 2017 Relevant bullet

- Served as Project Manager to assist the City in the recovery from an F-5 tornado using CDBG-DR funding for housing and infrastructure projects.
- Ensured the City was able to expedite reimbursements through condensing milestones and was able to assist the City in reversing OIG questioned costs related to a Section 3 draft audit finding, among other major tasks.

FEDERAL EMERGENCY MANAGEMENT AGENCY, DIRECTOR, JUNE 2013 – JANUARY 2016

- Led the FEMA Regional Grant Division consisting of two branches of grant program managers and specialists. Had a portfolio responsibility of over \$500 million annually of preparedness, mitigation (e.g. non-disaster and HMGP), and recovery grant program funding. He and his team worked through every aspect of the emergency management disaster lifecycle.
- Served as the regional leader for research and analysis with respect to changes in statutory and regulatory policy. To achieve this goal, he led a team of three analysts that conducted research and analysis. He led change at the national level across all regions by consolidating monitoring into joint program and financial site visits to reduce cost and burden to grantees, as well as improving monitoring results.
- He and his team conducted extensive training to transition grantees to 2 CFR 200. He and his team were also instrumental in persuading FEMA to consolidate program systems to reduce cost and better serve States that use multiple streams of FEMA funding. This program at FEMA is now known as FEMA Grant Modernization.
- During the response phase of disasters, He deployed to disaster areas and was also the chief of the Regional Resource Coordination Center where he had statutory authority to provide immediate assistance, with a \$1 million threshold, to states in the region. He also deployed as FEMA's deputy director during the unaccompanied minor crisis in 2014 at the border where he managed teams of Americorps volunteers assisting the Border Patrol and he also managed volunteer donations.

U.S. GOVERNMENT ACCOUNTABILITY OFFICE, SENIOR ANALYST, MAY 2010 – JUNE 2013

- Led teams of analysts as the Analyst-in-Charge examining the extent to which federal programs overlapped or duplicated one another at the Department of Homeland Security (DHS), FEMA and the Department of Justice (DOJ). Included in GAO's national report in 2012 was his team's assessment of programs concentrating on areas where duplication was a potential risk. As a result of this work, DHS-FEMA and DOJ took steps to improve transparency in the use of federal funding, including more robust assessments of need in the annual budget process reviewed by the Office of Management and Budget.

- He also led a team in the evaluation of DOJ's assistance to state and local police departments to hire police officers to conduct community policing. For three years, he assessed DOJ and DHS Congressional Budget Justifications for relevant U.S. House of Representatives Appropriations Committees and offered recommendations to streamline and simplify programs, including requiring more appropriation offsets of unobligated no-year funding.
- Assessed FEMA's use of JFOs and recommended that the FEMA Administrator takes steps to reduce administrative costs associated with the operation of a JFO more than six months beyond disaster incident periods
- Examined the extent to which administrative costs related to disaster recovery continue to increase and made recommendations to FEMA and Congress related to costs reduction options.
- Maintained a Top Secret Clearance.

CERTIFICATION AND TRAINING

Certified Fraud Examiner (CFE)

Federal Acquisition Regulations

Presidential Management Fellowship

U.S. Housing and Urban Development Fellowship

Price and Cost Analysis in federal procurement

GAO GAGAS training (Yellow Book)

Internal Controls training (Green Book)

Emergency Management Academy and Leadership Academy – FEMA, EMI

Emergency Management Institute: ICS/NIMS/Science of Disasters/Response and Recovery/PA/IA/MIT

Numerous courses during federal civil career such as: federal appropriations law; federal budgeting, small purchases; grant accounting; grant monitoring; Single Audit; Congressional Operations; fraud examinations; audits and investigations; and leadership courses.

Numerous military courses such as: Emergency Management; Command Center and Communication Networks; Combat Lifesaver; Encrypted Radio

Communications; Interoperable

Communications; NBC training; leadership; and more.

ACCOMPLISHMENTS

- More than 24 years of experience in emergency management, specializing in evaluation and improvement of emergency operations plans (EOPs) and procedures, conducting hazard analyses, and recommending effective protective action strategies.
- Successfully led effort to deliver lifeline restoration planning support to San Diego area communities that included the areas of commercial power, natural gas, fuel, water, and wastewater.
- Supported development of the 2015 Joint State and Federal Bay Area Earthquake Plan Fatality Management Services Appendix and coordinated stakeholder input from the Department of Health and Human Services (HHS), Department of Defense (DOD), FEMA, California National Guard (CNG), and CA Emergency Function's (EF) 13 officials.
- Served as Planner for development of the Region IX Bay Area Earthquake Response and Recovery Plan and development of the FEMA Region IX Bay Area Medical Countermeasures Plan; validated local Points of Dispensing staffing requirements, local gaps, and potential state resources to fill local gaps.
- Oversaw development of the FEMA Mass Fatality Incident Planning Technical Assistance (TA) Program and the FEMA Mass Casualty Incident Planning TA Program, and supported 19 total program deliveries to state, regional, and local jurisdictions on behalf of the FEMA National Preparedness Directorate (NPD).
- Oversaw development of the New Jersey Transit Corporation EOP on behalf of the FEMA National Preparedness Directorate (NPD); the plan became basis for the new Homeland Security Preparedness Technical Assistance Program (HSPTAP) for mass transit entities.
- Served as Project Manager for the Louisiana Office of Homeland Security and Emergency Preparedness (LOHSEP) Region 9 Consolidated EOP with a plan development committee that produced the LOHSEP Region 9 EOP.
- Supervised development of EOPs for the Washington Metropolitan Area Transit Authority (WMATA) and the Massachusetts Bay Transportation Authority (MBTA).
- Served more than 23 years in the U.S. Army (Active and Reserve) and National Guard; retired Major.

YEARS OF EXPERIENCE

24+

AREAS OF EXPERTISE

Emergency Planning; Emergency Management; Emergency Operations; Capability Assessment; Disaster Response; National Incident Management System (NIMS); National Planning Guidance and Regulations; Incident Command System (ICS); Evacuation Planning; Recovery Planning

EDUCATION

B.S. Police Administration,
Eastern Kentucky University,
1985

RELEVANT EXPERIENCE

IEM, BATON ROUGE, LA
 SENIOR EMERGENCY PLANNER, 2003–PRESENT

FEMA NPD Homeland Security Preparedness Technical Assistance Program (HSPTAP)

- Served for 11 years as IEM’s overarching Project Manager for IEM’s assistance to FEMA’s TA Program, overseeing teams that provided nearly 300 TA deliveries, more than 600 TA products and tools, and various national guidance and doctrine documents.
- Member of IEM Team that provided facilitation support to the DHS Capability Assessment Pilot in Tampa, Florida; facilitated groups from various disciplines through their self-assessment using the DHS Capability Assessment Tool.
- Served as Project Manager on team that provided peer observers for DHS capability assessment pilots in Minneapolis-Saint Paul Metro Region and the Northwest Minnesota Region; provided Homeland Security and Emergency Management observations to these regions to assist them in properly assessing themselves.
- Served as Project Manager for TIA development technical assistance, in development of new TIA templates and guidance for local, state, and tribal jurisdictions; project delivered successfully to Oklahoma City and nearby satellite communities as well as Minnesota-Canadian border communities, Wayne County, Michigan, and the State of Vermont; each participating jurisdiction was guided through a TIA capability assessment as initial part of their planning process.
- Participated in the DHS Nationwide Plan Review (NPR) as a member of the teams reviewing plans in New Jersey at the state level and for the major urban areas of Jersey City, Newark, and Orlando, Florida.
- Led successful effort to develop and pilot the Regional Response Team Planning Technical Assistance Program for the State of Oklahoma. This program was also successfully delivered to the regional hazardous materials teams in the state of Connecticut.
- Successfully led the effort to develop an after action report for the State of Tennessee to assist them in a self-evaluation of their response to the severe weather and flooding in the spring of 2010.
- Served as Project Manager to develop the Food and Agriculture Technical Assistance Program. Also currently serving as the Project Manager for the pilot delivery of this program for the State of Kansas.
- Successfully led the effort to develop and deliver CPG 101 Workshops for local, tribal, state and Federal officials. These workshops have been conducted in California, Oklahoma, Idaho, Arizona, New Mexico and Washington State.
- Successfully led the effort to deliver recovery planning technical assistance to the Green River, Washington communities.
- Successfully led effort to response hazard assessment, impact analysis and response support to the local, State and Federal planning partners associated with the New York Delaware Aqueduct.

North Carolina Regional Hazardous Materials Planning Study Part 1

- Served as the hazardous materials subject matter expertise in the North Carolina Regional Hazardous Material Planning Study Part 1.
- Provided overall guidance in the chemical selection methodology task to identify the chemical of concerns included in the study.
- Provided overall guidance to assess the emergency response capabilities of the 23-county study area.

New Orleans UASI Nationwide Plan Review Support

- Responsible for evaluating and documenting current status of the New Orleans Urban Area Security Initiative (UASI) preparedness based on the U.S. Department of Homeland Security Information Bulletin 197; reviewed current plans and procedures, conducted individual meetings, and facilitated joint meetings with officials from member jurisdictions; responsible for development of Draft IB 197 response that was finalized and approved by the UASI.

LA DOTD Emergency Planning Support

- Serves as Project Manager for IEM's support to Louisiana Department of Transportation and Development (DOTD) assisting DOTD along with local, state, and federal partners to develop operational and tactical plans that account for the roles, responsibilities, operations, and resources necessary to address evacuation, shelter, and sustenance needs for evacuated populations.
- Led successful effort by IEM to provide surge support to Louisiana DOTD during Hurricanes Gustav and Ike; this assistance provided DOTD with the support they needed to carry out assisted evacuation operations and the safe return of evacuees.

East Baton Rouge Parish Emergency Operations Plan

- Served as Project Manager for the East Baton Rouge Parish (EBR) EOP review; led effort to ensure plan was in compliance with and conformed to local, state, and federal laws, regulations, and guidance; prepared EBR Parish for its successful Emergency Management Accreditation Review.

MADISON COUNTY EMERGENCY MANAGEMENT AGENCY, RICHMOND, KY CSEPP COORDINATOR/DEPUTY DIRECTOR, DECEMBER 1996–2003

- EOP Subject Matter Expert (SME) with five years of service as chair of Madison County, Kentucky Local Emergency Planning Committee; served as Coordinator for the Chemical Stockpile Emergency Preparedness Program (CSEPP) and as Deputy Director for the Madison County Emergency Management Agency.
- Oversaw the development, approval, and maintenance of 23 fixed facility emergency response plans that were subject to the Emergency Planning and Community Right-to-Know Act (EPCRA).
- Directed planning and execution for all CSEPP activities in Madison County, Kentucky.
- Oversaw the development and maintenance of emergency plans and procedures and coordination with multiple jurisdictions and organizations including local schools, hospitals, nursing homes, the cities of Richmond and Berea, the Blue Grass Chemical

Activity, the Blue Grass Army Depot, the Kentucky Division of Emergency Management, FEMA, and surrounding counties.

- Coordinated countywide responses of emergency services involving activities of 10 fire departments, law enforcement agencies from six jurisdictions, emergency medical services, rescue squads, and three dispatch centers; conducted ongoing hazard analysis and development of effective protective-action strategies.

CERTIFICATION AND TRAINING

Certified Emergency Manager (CEM)

Project Management Professional (PMP)

Emergency Response

On-Line Introduction to Mass Fatalities, National Mass Fatalities Institute 2007

Community Preparedness Implementing Simple Activities for Everyone (EMI, Independent Study), 2016

Applying ICS to Healthcare Organizations: ICS-200 for Health Care/Hospitals (EMI, Independent Study), 2016

Active Shooter: What You Can Do (EMI, Independent Study), 2016

Developing and Managing Volunteers (EMI, Independent Study), 2016

Livestock in Disasters (EMI, Independent Study), 2016

Introduction to the Incident Command System for Healthcare/Hospitals (EMI, Independent Study), 2016

Guide to Points of Distribution (EMI, Independent Study), 2016

Animals in Disaster: Awareness and Preparedness (EMI, Independent Study), 2016

Special Events Contingency Planning for Public Safety Agencies (EMI, Independent Study), 2014

Emergency Planning (EMI, Independent Study), 2014

Law Enforcement Prevention and Deterrence of Terrorist Acts, Customized Awareness Level, National Center for Biomedical Research and Training, 2010

National Planners Course, Department of Homeland Security, 2009

National Response Framework, and Introduction (EMI, Independent Study) 2008

Advanced Incident Command System, FEMA 2008

Intermediate ICS for Expanding Incidents, FEMA 2007

ICS for Single Resources and Initial Action Incidents (EMI, Independent Study), 2007

National Incident Management System an Introduction (EMI, Independent Study), 2007

National Response Plan, an Introduction, (EMI, Independent Study), 2007

Certified Disaster Management Interoperability Services Planner, FEMA 2005

Introduction to the Incident Command System (EMI, Independent Study), 2005

Citizen Emergency Response Team Training FEMA, 2004

Basic Incident Command System (EMI, Independent Study), 2004

HazMat

Household Hazardous Materials: A Guide for Citizens (EMI, Independent Study), 2016

Hazardous Materials Training, BRAMAS
2003

Hazardous Materials First Responders
Practicum, FEMA 1996

Chemical Hazard Prediction, U.S. Army
Defense Ammunition Center and School
1996

Emergency Response to Hazardous
Materials Incidents, Kentucky Emergency
Response Commission 1995

CSEPP Chemical Awareness, Kentucky
Disaster and Emergency Services 1994

1.2 References

IEM has provided four references for the emergency preparation scope of services provided in the RFP, which are of similar scope and services and were performed over the past five years.

1.2.1 Prince George's County EM Services

Prince George's County EM Services	
Client Name	Prince George's County Office of Emergency Management
Responsible Contact Person / Contact Name	Ron Gill
Phone Number	(240) 619-6497
Email Address	regill@co.pg.md.us
Years of Service	October 2015–December 2015
Scope of Work / Summary of Work/ Scope of Services	<p>This project is a follow on contract from a previous planning and exercise series contract that IEM had with Prince George's County OEM from October 2013-July 2014. Prince George's County Office of Emergency Management sought a contract with IEM to assist in the development of their Emergency Operations Center (EOC) Guidebook, coordination of development of community preparedness and branding materials, and onsite planning and EOC support.</p> <p>IEM provided onsite planning support to assist in numerous planning projects including updating their Emergency Operations Plan (EOP) based on best practices and lessons learned from the region and nationally as well as recommendations from the gap analysis and exercise series IEM conducted with Prince George's County from October 2013-July 2014. In addition, the onsite planner provided regional planning support to the National Capitol Region focusing on the update of the Regional Emergency Coordination Plan. The onsite planner also supported EOC preparedness activities as well as served on call for planning section support through the duration of the contract.</p> <p>IEM also worked with Prince George's County OEM to Rebrand itself, including assisting in the development of public education brochures for internal and external customers. IEM worked with Pretzelman Printing Group to provide over 25,000 total printed copies of the following materials:</p> <ul style="list-style-type: none"> ■ Emergency Preparedness Guide ■ Family Preparedness Brochure ■ Business Preparedness Brochure ■ Access and Functional Needs Preparedness Brochure ■ Family Preparedness Brochure translated into Spanish ■ Disaster Preparedness Coloring Book ■ Alert Prince George's Notification Card

Prince George’s County EM Services	
	<p>In addition, IEM worked with Prince George’s County OEM to update and finalize their County EOC Guidebook comprising of their new EOC facility information and processes, job action sheets for each EOC position, operational information on EOC planning and operational phases and activities.</p> <p>IEM also completed a review and technical edit of several County emergency plans including their Volunteer and Donations Management Plan, Reception Center Plan, Snow Emergency Plan, LEPC By-Laws, Emergency Support Function Annexes, and a guidance document for updating future plans with consistent styling and format.</p>

1.2.2 FEMA National Preparedness Directorate (NPD)/NIC Planning Technical Assistance

FEMA National Preparedness Directorate (NPD)/NIC Planning Technical Assistance	
Client Name	FEMA National Preparedness Directorate (NPD)/NIC
Responsible Contact Person / Contact Name	Nicholas W. Peake
Phone Number	(202) 786-0895
Email Address	nick.peake@fema.dhs.gov
Years of Service	July 2004–July 2014
Scope of Work / Summary of Work/ Scope of Services	<p>The FEMA Technical Assistance (TA) Program is designed to deliver capacity-building TA in prevention, protection, mitigation, response, and recovery to governments and special jurisdictions. IEM developed and/or delivered more than 60 different TA programs, including programs for THIRA, Emergency Operations Planning, COOP Planning, Regional Response Planning, Debris Management Planning, Resource Management Planning, Disaster Housing Planning, and Mass Care and Sheltering Planning. In total, IEM’s TA support encompassed development of more than 600 information resources, models, templates, samples, and delivery tools, and we used them to provide more than 290 onsite workshops. On TA deliveries, IEM conducted workshops around the country using SMEs to facilitate jurisdictions of all sizes through planning and other preparedness processes. Our planners routinely worked with multijurisdictional and multidiscipline planning teams, providing subject matter expertise and facilitation skills to guide them through the planning process. Post-delivery evaluations from participants consistently attested to the high quality of our TA support.</p> <p>Within the State of Louisiana, IEM supported a number of Planning TA deliveries based on requests to FEMA from a variety of jurisdictions. That list includes the following:</p>

FEMA National Preparedness Directorate (NPD)/NIC Planning Technical Assistance

- COOP Planning TA for EBR Parish
- ESF Planning Facilitation for LA GOHSEP

TA Program support included development or revision of TA program materials, including templates, guidance, subject-research summaries, and presentation materials, to support plan development at the jurisdictional level. The information resources generated for this project reflect extensive research and analysis of standards, requirements, best practices, and lessons learned from throughout the nation and beyond. In addition, IEM reviewed and evaluated requestor-specific customizations to the onsite workshops for inclusion into the information resources for the following year, ensuring that the program propagated appropriate advances nationally. Additionally, we were tasked with analyzing the products developed using RCPGP funding to identify and incorporate strengths and concepts that should be incorporated into the TA information resources for use by other jurisdictions.

As noted above, one of the TA programs developed by IEM was Evacuation Planning. In addition to deliveries of this program within Louisiana noted above, IEM also provided Evacuation Planning TA support to Alachua County, Fla.; Chicago RCPGP; Los Angeles/Long Beach RCPGP (two deliveries); Seattle RCPGP; New York/New Jersey RCPGP; State of Hawaii; Westchester County, N.Y.; and Dallas Area Rapid Transit.

IEM's excellent programmatic support to the TA Program was consistently recognized by FEMA and emphasized in contractual reviews. We have established repeatable, proven processes that consistently produce solid, customized, and effective results in a wide range of settings and subject matter areas. The success of IEM's dynamic, agile, and always-available approach was confirmed as FEMA expanded the scope of IEM's support to include areas previously supported by other contractors.

Program support also included the following activities:

- Support for the National Planning Frameworks rollout
- THIRA analysis and after-action reporting
- Development of an innovative data analysis and text analytics tool
- Phase I and II of the 2006 Nationwide Plan Review
- Staffing support for the future planning cell of the National Response Coordination Center during disaster response
- Providing technical reviews of federal guidance
- Facilitation of FEMA-sponsored working groups and the Homeland Security Grant Program peer review process

IEM also supported the Presidential Policy Directive 8 (PPD-8) Program Executive Office and NIC in drafting and engaging the whole community in refining, publishing, and rolling out the National

FEMA National Preparedness Directorate (NPD)/NIC Planning Technical Assistance	
	Preparedness System description, the National Preparedness Goal, the National Planning Frameworks, and A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action. We supported NIC’s 2014 update to NIMS. We also updated TA materials to reflect these new doctrine and guidance documents as they were published.

1.2.3 LA DOTD Emergency Management

LA DOTD Emergency Management	
Client Name	Louisiana Department of Transportation and Development
Responsible Contact Person / Contact Name	Yvonne Murphy
Phone Number	(225) 379-1792
Email Address	Yvonne.Murphy@la.gov
Years of Service	March 2006–August 2014
Scope of Work / Summary of Work/ Scope of Services	<p>Louisiana DOTD serves as the primary agency for ESF #1 Transportation and ESF #3 Public Works and Engineering and serves as a support agency for 11 other ESFs. DOTD turned to IEM for support in development of plans and procedures that detailed how the agency would carry out the responsibilities it had been assigned in the State EOP. IEM supported DOTD in this effort for nearly 8 years.</p> <p>One important aspect of this project was IEM’s support to DOTD and its local, state, and federal partners for the development of integrated NIMS-compliant plans and procedures that provide transportation assistance for evacuation of the general population without available transportation, and of those with disabilities and others with access and functional needs. This was a new planning aspect for the state and federal entities. IEM helped DOTD and its partners to classify DAFN individuals who would be appropriate for DOTD transport and identified transportation assets and systems needed for this operation.</p> <p>IEM also supported design and evaluation of two DOTD hurricane preparedness exercises during this period. Additionally, IEM supported DOTD with its response to Hurricanes Gustav and Ike in 2008. Because IEM had assisted DOTD with development of its plans and procedures for assisted evacuation, the agency requested that we assist with implementation. This support involved ensuring transportation for more than 26,000 individuals, including thousands with special needs, using buses and paratransit vehicles. The operation included coordination with transportation providers, fuel providers, parish emergency management agencies, traditional shelter operations,</p>

LA DOTD Emergency Management	
	<p>special needs shelter operations, air operations, rail operations, and host states.</p> <p>Most recently, IEM helped DOTD process its FEMA assistance claims related to a 2013 ice storm.</p> <p>Relevant Final Deliverables with Brief Description for Each:</p> <ul style="list-style-type: none"> ■ Developed ESF #1 Support Plan and Procedures and ESF #3 Support Plan and Procedures detailing DOTD’s responsibilities under the state EOP and verified that these plans and procedures were in compliance with NIMS/Incident Command System (ICS). ■ Developed a Concept of Operations (CONOPS) plan for assisted evacuation of the general public, including those with special needs, in coordination with coastal parish officials; the plan included a staging area standard operating procedure (SOP), guidance for the development of parish-assisted evacuation plans, and criteria for parish pick-up points. ■ Supported development of a transportation resource directory. ■ Delivered emergency preparedness training programs. ■ Supported development of DOTD’s COOP plan. ■ Developed procedures for DOTD’s support responsibilities under the state EOP for ESFs #2, #4, #5, #7, #8, #9, #10, #11, #13, #14, and #15. ■ Updated DOTD’s emergency response plan, including incorporation of ESF #1 responsibilities and procedures for specific tasks, and verified NIMS compliance. ■ Developed supporting materials for a DOTD Functional Exercise focused on testing plans for ESF #1. ■ Wrote DOTD’s internal after action report for Hurricane Gustav.

1.2.4 Kern County, CA Continuity of Operations Planning and Tabletop Exercise

Kern County, CA Continuity of Operations Planning and Tabletop Exercise	
Client Name	Kern County
Responsible Contact Person / Contact Name	Georgianna Armstrong
Phone Number	(661) 873-2604
Email Address	garmstrong@kerncountyfire.org
Years of Service	November 2014—June 2016
Scope of Work / Summary of Work/ Scope of Services	IEM worked with Kern County to conduct a business impact analysis (BIA), developed COOP Plans for all 35 County departments, developed a countywide COOP plan, and conducted a tabletop exercise (TTX). IEM also developed a findings report to highlight gaps



Kern County, CA Continuity of Operations Planning and Tabletop Exercise	
	<p>in current COOP capabilities and a paths-forward document, which highlights areas for improvement for each department's COOP plan.</p> <p>IEM conducted a kick-off meeting with County executives. We worked with our point of contact to develop a COOP template, which followed FEMA Continuity Guidance Circulars guidance. We conducted one-on-one meetings with each County department in order to gather data for the development of departmental COOP plans. During the planning process, IEM planners held labor-intensive, one-on-one meetings points of contact from each department to ensure the COOP plans were comprehensive and viable.</p> <p>To save the County time, IEM combined the BIA effort with our COOP data gathering process. After developing the departmental COOP plans, we produced a Countywide COOP plan that organizes the COOP data according to critical County needs. To conclude project operations, IEM conducted a Countywide COOP TTX to validate the COOP plans.</p>

ANTI-KICKBACK AFFIDAVIT

STATE OF Louisiana)

: SS

Parish OF East Baton Rouge Parish)

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.

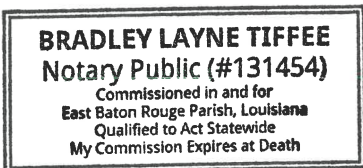
By: *David Michel*

Sworn and subscribed before me this 8TH day of JANUARY 20 18.

Bradley Layne Tiffée

NOTARY PUBLIC, State of LOUISIANA at Large

My Commission Expires: AT DEATH



* * * * *

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.

1. This sworn statement is submitted with Bid or Proposal for Innovative Emergency Management, Inc.

2. This sworn statement is submitted by Daniel Michael
(Name of entity submitting sworn statement)

whose business address is 2801 Slater Road Suite 110 Morrisville, NC 27560

and (if applicable) its Federal Employer Identification Number (FEIN) is 72-1045884

(If the entity has no FEIN, include the Social Security Number of the individual

signing this sworn statement N/A (FEIN is provided above)

3. My name is Daniel Michael
(Please print name of individual signing)

and my relationship to the entity named above is Chief Financial Officer

4. I understand that a “public entity crime” as defined in Paragraph 287.133(1)(g), Florida Statutes, means a 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 United States, including but not limited

to, any bid or contract for goods or services to be provided to any public or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

5. 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.

6. I understand that an “affiliate” as defined in Paragraph 287.133(1)(a), Florida Statutes, means
 - a. A predecessor or successor of a person convicted of a public entity crime; or

 - b. 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 prima facie case 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. 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).

 X Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and

convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional 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 subsequent 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.)

Dan Michael
(Signature)

1/8/2018
(Date)

STATE OF Louisiana

Parish OF East Baton Rouge Parish

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

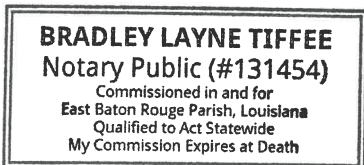
DAN MICHAEL
~~Brad Tiffie~~

____ who, after first being sworn by me, affixed his/her
(Name of individual signing)

signature in the space provided above on this 8th day of JANUARY, 20 18.

My commission expires:
AT DEATH

Bradley Layne Tiffie
58



CITY OF KEY WEST INDEMNIFICATION FORM

To the fullest extent permitted by law, the CONSULTANT expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees (herein called the "indemnitees") from any and all liability for damages, including, if allowed by law, 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, caused in whole or in part by any act, omission, or default by CONSULTANT or its subcontractors, material men, or agents of any tier or their employees, arising out of this agreement or its performance, including such damages caused in whole or in part by any act, omission or default of any indemnitee, but specifically excluding any claims of, or damages against an indemnitee resulting from such indemnitee's gross negligence, or the willful, wanton or intentional misconduct of such indemnitee or for statutory violation or punitive damages except and to the extent the statutory violation or punitive damages are caused by or result from the acts or omissions of the CONSULTANT or its subcontractors, material men or agents of any tier or their respective employees.

Indemnification by CONSULTANT for Professional Acts. CONSULTANT hereby agrees to indemnify the City of Key West and each of its parent and subsidiary companies and the directors, officers and employees of each of them (collectively, the "indemnitees"), and hold each of the indemnitees harmless, against all losses, liabilities, penalties (civil or criminal), fines and expenses (including reasonable attorneys' fees and expenses) (collectively, "Claims") to the extent resulting from the performance of CONSULTANT'S negligent acts, errors or omissions, or intentional acts in the performance of CONSULTANT'S services, or any of their respective affiliates, under this Agreement. If claims, losses, damages, and judgments are found to be caused by the joint or concurrent negligence of the City of Key West and CONSULTANT, they shall be borne by each party in proportion to its negligence.

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 CONSULTANT 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 CONSULTANT or of any third party to whom CONSULTANT may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of the work.

CONSULTANT: Innovative Emergency Management, Inc.

SEAL:

2801 Slater Road Suite 110 Morrisville, NC 27560
Address



Signature

Daniel Michael
Print Name

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Louisiana)

: SS

Parish OF East Baton Rouge Parish)

I, the undersigned hereby duly sworn, depose and say that the firm of Innovative Emergency Management, Inc.

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.

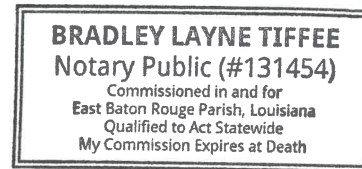
By: *Sam Mihal*

Sworn and subscribed before me this 8TH day of JANUARY, 2018

Bradley Layne Tiffée

NOTARY PUBLIC, State of LOUISIANA at Large

My Commission Expires: AT DEATH



* * * * *

CONE OF SILENCE AFFIDAVIT

STATE OF Louisiana)
 : SS
Parish OF East Baton Rouge Parish)

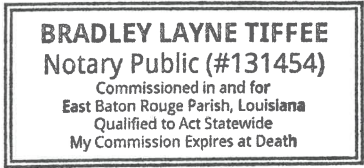
I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of IEM have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence.

By: Daniel Michael 

Sworn and subscribed before me this

8TH day of JANUARY 2018.





NOTARY PUBLIC, State of LOUISIANA at Large

My Commission Expires: AT DEATH

* * * *

CITY OF KEY WEST CONSULTANT RANKING FORM

Project Name: Emergency Management Consulting

Project Number: RFP #001-18

Firm _____

Date _____

SELECTION CRITERIA	POINTS ALLOWED	POINTS EARNED
Professional Qualifications of Key Personnel	25	
Program Approach	25	
Familiarity with Local Area	10	
Cost Proposal and Pricing Methodology	30	
Subtotal Points	90	
References	10	
Total Points	100	

DRAFT AGREEMENT

CITY OF KEY WEST

AGREEMENT TO FURNISH

**EMERGENCY
MANAGEMENT
CONSULTING
SERVICES**

TO THE

CITY OF KEY WEST

December 2017

AGREEMENT

THIS IS AN AGREEMENT, dated the _____, 2018, between:

a for profit corporation, authorized to do business in the State of
Florida, hereinafter "CONSULTANT."

and

CITY OF KEY WEST

a Florida municipal corporation, hereinafter "CITY,"

WITNESSED:

In consideration of the mutual terms and condition, promises, covenants, and payments hereinafter set forth, CITY and CONSULTANT agree as follows:

ARTICLE 1
PREAMBLE

In order to establish the background, context and form of reference for this Agreement and to generally express the objectives, and intentions, of the respective parties herein, the following statements, representations and explanations shall be accepted as predicates for the undertakings and commitments included within the provisions which follow and may be relied upon by the parties as essential elements of the mutual considerations upon which this Agreement is based.

1.1 The CITY is in need of an independent contractor to provide professional emergency management support services to the City of Key West.

1.2 On _____, the CITY received a proposal from CONSULTANT to provide emergency management support services to the CITY, including situational awareness, planning, training, and decision support services.

1.3 The CITY and CONSULTANT desired to enter into an Agreement for the provision of emergency management support services as set forth herein.

1.4 The CITY Manager is authorized to execute an agreement with CONSULTANT for services related to the scope of work set forth in the Proposal attached hereto as Exhibit "A", (Levels 1 and 2 if appropriate) and as more particularly described herein.

ARTICLE 2
SCOPE OF WORK

2.1 The CONSULTANT shall furnish all of the materials, tools, supplies, and labor necessary to perform all of the work described in the Proposal, a copy of which is attached hereto and specifically made a part of this Agreement as Exhibit "A".

2.2 CONSULTANT hereby represents to CITY, with full knowledge that CITY is relying upon these representations when entering into this Agreement with CONSULTANT, that CONSULTANT has the professional expertise, experience and manpower to perform the services to be provided by CONSULTANT pursuant to the terms of this Agreement.

2.3 None of the work or services under this contract shall be subcontracted beyond that shown on List of Major Sub-contractors submitted to the CITY by CONSULTANT, unless CONSULTANT obtains prior written consent from the CITY. Approved subcontractors shall be subject to each provision of this contract and CONSULTANT shall be responsible and indemnify the CITY for all subcontractors' acts, errors or omissions.

ARTICLE 3
TIME FOR COMPLETION

3.1 The CONSULTANT shall commence work as directed by CITY and in accordance with a project timeline to be provided to CONSULTANT by the CITY. CONSULTANT shall complete all work in a timely manner in accordance with the project timeline and as stated in Exhibit "A", , to this Agreement.

3.2 Anything to the contrary notwithstanding, minor adjustment to the timetable for completion approved by CITY in advance, in writing, will not constitute a delay by CONSULTANT. Furthermore, a delay due to an Act of God, fire, lockout, strike or labor dispute, riot or civil commotion, act of public enemy or other cause beyond the control of CONSULTANT shall extend this Agreement for a period equal to such delay and during this period such delay shall not constitute a delay by CONSULTANT for which liquidated damages are due.

ARTICLE 4
CONTRACT SUM

4.1 The CITY hereby agrees to pay CONSULTANT for the faithful performance of this Agreement, for work contracted in accordance with the Proposal attached hereto as Exhibit "A", Incident Management Support Services, and as directed by CITY. The Annual total base contact price hereto is referred to as "Level 1" Contract Sum and shall not exceed _____ Dollars (\$_____), per year.

4.2 The CITY will make payments to CONSULTANT for contracted and proper work and in the amounts stated in Exhibit "B", "Level 2, Incident Management Support Team Activation" FEE

SCHEDULE and will be calculated per-project amounts according to the following time-and-expense rate table in Exhibit "B".

4.3 The CONSULTANT shall guarantee all portions of the Project against poor workmanship and faulty materials for a period of twelve (12) months after final payment and shall immediately correct any defects which may appear during this period upon notification by CITY.

4.4 The making and acceptance of the final payment shall constitute a waiver of all claims by the CONSULTANT other than those arising from requirements of the specifications.

4.5 CONSULTANT is prohibited from placing a lien on the CITY's property. This prohibition applies to; inter alia, all sub-CONSULTANTS and subcontractors, suppliers and labors.

ARTICLE 5

CONSULTANT'S LIABILITY INSURANCE

5.1 The CONSULTANT shall not commence work under this contract until he has obtained all insurance required under this paragraph and such insurance has been approved by the CITY nor shall the CONSULTANT allow any Subcontractor to commence work on his subcontract until all similar such insurance required of the subcontractor has been obtained and approved.

5.2 Certificates of insurance, reflecting evidence of the required insurance, shall be filed with the CITY prior to the commencement of the work. These Certificates shall contain a provision that coverage afforded under these policies will not be canceled until at least thirty (30) days prior written notice has been given to the CITY. Policies shall be issued by companies authorized to do business under the laws of the State of Florida.

5.3 Insurance shall be in force until all work required to be performed under the terms of the Contract is satisfactorily completed as evidenced by the formal acceptance by the CITY. In the event the insurance certificate provided indicates that the insurance shall terminate and lapse during the period of this contract, then in that event, the CONSULTANT shall furnish, at least thirty (30) days prior to the expiration of the date of such insurance, a renewed certificate of insurance as proof that equal and like coverage for the balance of the period of the contract and extension thereunder is in effect. The CONSULTANT shall not continue to work pursuant to this contract unless all required insurance remains in full force and effect.

5.4 Comprehensive General Liability insurance to cover liability bodily injury and property damage. Exposures to be covered are: premises, operations, products/completed operations, and certain contracts. Coverage must be written on an occurrence basis, with the following limits of liability:

- a) Workers' Compensation Insurance – as required by law;
- b) Comprehensive General Liability Insurance - \$1,000,000 per occurrence;
- c) Automobile Liability Insurance - \$1,000,000 per occurrence, \$1,000,000 per Accident for bodily injury and \$1,000,000 per accident for property damage, when applicable.

5.5 The CONSULTANT shall hold the CITY, its agents, and employees, harmless on account of claims for damages to persons, property or premises arising out of CONSULTANT's negligent

operations in completing this Agreement and name the CITY as an additional insured under their policy.

ARTICLE 6
PROTECTION OF PROPERTY

6.1 At all times during the performance of this Contract, the CONSULTANT shall protect the CITY's property and properties adjoining the Project site from all damage whatsoever on account of the work being carried on pursuant to this Agreement.

ARTICLE 7
CONSULTANT'S INDEMNIFICATION

7.1 The CONSULTANT agrees to release the CITY from and against any and all liability and responsibility in connection with the above mentioned matters. The CONSULTANT further agrees not to sue or seek any money or damages from CITY in connection with the above mentioned matters, except in the event that the CITY fails to pay to CONSULTANT the fees and costs as provided for in Article 4 herein.

7.2 The CONSULTANT agrees to indemnify and hold harmless the CITY, its trustees, elected and appointed officers, agents, servants and employees, from and against any and all claims, demands, or causes of action of whatsoever kind or nature, and the resulting losses, costs, expenses, reasonable attorneys' fees, liabilities, damages, orders, judgments, or decrees, sustained by the CITY or any third party arising out of, or by reason of, or resulting from the CONSULTANT's negligent acts, errors, or omissions.

7.3 If a court of competent jurisdiction holds the CITY liable for certain tortuous acts of its agents, officers, or employees, such liability shall be limited to the extent and limit provided in 768.28, Florida Statutes. This provision shall not be construed as a waiver of any right or defense that the CITY may possess. The CITY specifically reserves all rights as against any and all claims that may be brought.

ARTICLE 8
INDEPENDENT CONTRACTOR

8.1 This Agreement does not create an employee/employer relationship between the parties. It is the intent of the parties that the CONSULTANT is an independent contractor under this Agreement and not the CITY's employee for all purposes, including but not limited to, the application of the Fair Labor Standards Act minimum wage and overtime payments, Federal Insurance Contribution Act, the Social Security Act, the Federal Unemployment Tax Act, the provisions of the Internal Revenue Code, the State Workers Compensation Act, and the State unemployment insurance law. The CONSULTANT shall retain sole and absolute discretion in the judgment of the manner and means of carrying out the CONSULTANT's activities and responsibilities hereunder provided.

This Agreement shall not be construed as creating any joint employment relationship between the CONSULTANT and the CITY and the CITY will not be liable for any obligation incurred by CONSULTANT, including but not limited to unpaid minimum wages and/or overtime premiums.

ARTICLE 9
PERFORMANCE BOND

9.1 No performance bond shall be required under this Agreement.

ARTICLE 10
CHANGES TO SCOPE OF WORK AND ADDITIONAL WORK

10.1 The CITY or CONSULTANT may request changes that would increase, decrease or otherwise modify the Scope of Services/Basic Services to be provided under this Agreement as described in Article 2 of this Agreement. Such changes or additional services must be in accordance with the provisions of the Code of Ordinances of the CITY and must be contained in a written amendment, executed by the parties hereto, with the same formality and with equality and dignity prior to any deviation from the terms of this Agreement, including the initiation of any additional or extra work. Each amendment shall at a minimum include the following information on each project:

- PROJECT NAME
- PROJECT DESCRIPTION
- ESTIMATED PROJECT COST
- ESTIMATED COST FOR ADDITION OR CHANGE TO PROJECT CONTRACT
- ESTIMATED PROJECT COMPLETION DATE

10.2 In no event will the CONSULTANT be compensated for any work which has not been described in a separate written agreement executed by the parties hereto.

ARTICLE 11
TERM AND TERMINATION

11.1 This Agreement may be terminated by either party for cause, or the CITY for convenience, upon ten (10) days written notice by the CITY to CONSULTANT in which event the CONSULTANT shall be paid its compensation for services performed to termination date. In the event that the CONSULTANT abandons this Agreement or causes it to be terminated, he shall indemnify the CITY against any loss pertaining to this termination up to a maximum of the full contracted fee amount. All finished or unfinished documents, data, studies, plans, surveys, and reports prepared by CONSULTANT shall become the property of CITY and shall be delivered by CONSULTANT to CITY.

11.2 This Agreement shall take effect as of the date of execution as shown herein below and continue in effect for a period of one (1) year from the date of execution with an option to extend for additional one (1) year.

ARTICLE 12
CONTRACT DOCUMENTS

12.1 CONSULTANT and CITY hereby agree that the following Specification and Contract Documents, which are attached hereto and made a part thereof, are fully incorporated herein and made a part of this Agreement, as if written herein word for word: this Agreement; CONSULTANT’s Proposal for Emergency Management Support Services to the CITY , as set forth in and made a part of this Agreement as Exhibit "A", “Level 1 & 2”; and all other exhibits thereto.

ARTICLE 13
MISCELLANEOUS

13.1 Legal Representation. It is acknowledged that each party to this Agreement had the opportunity to be represented by counsel in the preparation of this Agreement and, accordingly, the rule that a contract shall be interpreted strictly against the party preparing same shall not apply due to the joint contribution of both parties.

13.2 Assignments. This Agreement, or any interest herein, shall not be assigned, transferred or otherwise encumbered, under any circumstances, by CONSULTANT without the prior written consent of CITY. For purposes of this Agreement, any change of ownership of CONSULTANT shall constitute an assignment which requires CITY approval. However, this Agreement shall run to the CITY and its successors and assigns.

13.3 Records. CONSULTANT shall keep books and records and require any and all subcontractors to keep books and records as may be necessary in order to record complete and correct entries as to personnel hours charged to this engagement, and any expenses for which CONSULTANT expects to be reimbursed, if applicable. Such books and records will be available at all reasonable times for examination and audit by CITY and shall be kept for a period of three (3) years after the completion of all work to be performed pursuant to this Agreement. Incomplete or incorrect entries in such books and records will be grounds for disallowance by CITY of any fees or expenses based upon such entries. CITY is a public agency subject to Chapter 119, Florida Statutes. To the extent that CONSULTANT is acting on behalf of CITY pursuant to Section 119.0701, Florida Statutes, CONSULTANT shall:

- a) Keep and maintain public records that ordinarily and necessarily would be required to be kept and maintained by CITY were CITY performing the services under this agreement;
- b) Provide the public with access to such public records on the same terms and conditions that the County would provide the records and at a cost that does not exceed that provided in Chapter 119, Florida Statutes, or as otherwise provided by law;

- c) Ensure that public records that are exempt or that are confidential and exempt from public record requirements are not disclosed except as authorized by law; and
- d) Meet all requirements for retaining public records and transfer to CITY, at no cost, all public records in possession of the CONSULTANT upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt. All records stored electronically must be provided to the CITY.

13.4 Ownership of Documents. Reports, surveys, plans, studies and other data provided in connection with this Agreement are and shall remain the property of CITY.

13.5 No Contingent Fees. CONSULTANT warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the CONSULTANT, to solicit or secure this Agreement, and that it has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for CONSULTANT, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of this Agreement. For the breach or violation of this provision, the CITY shall have the right to terminate the Agreement without liability at its discretion, to deduct from the contract price, or otherwise recover the full amount of such fee, commission, percentage, gift or consideration.

13.6 Notice. Whenever any party desires to give notice unto any other party, it must be given by written notice, sent by registered United States mail, with return receipt requested, addressed to the party for whom it is intended and the remaining party, at the places last specified, and the places for giving of notice shall remain such until they shall have been changed by written notice in compliance with the provisions of this section. For the present, the CONSULTANT and the CITY designate the following as the respective places for giving of notice:

CITY: James Scholl, CITY Manager
1300 White Street
Key West, FL. 33040

Copy To: Shawn Smith, CITY Attorney
1300 White Street
Key West, FL 33040

CONSULTANT: Innovative Emergency Management, Inc.
Brad Tiffie

~~2801 Slater Road Suite 110 Morrisville, NC 27560~~

13.7 Binding Authority. Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.

13.8 Exhibits. Each Exhibit referred to in this Agreement forms an essential part of this Agreement. The exhibits if not physically attached should be treated as part of this Agreement and are incorporated herein by reference.

13.9 Headings. Headings herein are for convenience of reference only and shall not be considered on any interpretation of this Agreement.

13.10 Severability. If any provision of this Agreement or application thereof to any person or situation shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement, and the application of such provisions to persons or situations other than those as to which it shall have been held invalid or unenforceable shall not be affected thereby, and shall continue in full force and effect, and be enforced to the fullest extent permitted by law.

13.11 Governing Law. This Agreement shall be governed by the laws of the State of Florida with venue lying in Monroe County, Florida.

13.12 Disputes. Any claim, objection, or dispute arising out of the terms of this Agreement shall be litigated in the Sixteenth Judicial Circuit Court in and for Monroe County.

13.13 Attorney's Fees. To the extent authorized by law, in the event that either party brings suit for enforcement of this Agreement, the prevailing party shall be entitled to attorney's fees and court costs in addition to any other remedy afforded by law.

13.14 Extent of Agreement. This Agreement together with Contract Documents, attached as an Exhibit hereto, as amended herein above represents the entire and integrated agreement between the CITY and the CONSULTANT and supersedes all prior negotiations, representations or agreements, either written or oral.

13.15 Waiver. Failure of the CITY to insist upon strict performance of any provision or condition of this Agreement, or to execute any right therein contained, shall not be construed as a waiver or relinquishment for the future of any such provision, condition, or right, but the same shall remain in full force and effect.

ARTICLE 14

BREACH

14.1 CONSULTANT shall perform its services in compliance with all FEMA required methods and procedures in order to maximize CITY'S reimbursement by FEMA for emergency services and expenses. Failure of CONSULTANT to fulfill this obligation or any other obligation under this Agreement shall be a breach of this agreement and CITY shall be able to recover any and all of its losses or damages arising therefrom.

ARTICLE 15

SUSPENSION AND DEBARMENT

(1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such the CONSULTANT is required to verify that none of the CONSULTANT, its principals (defined at 2 C.F.R. §180.995), or its affiliates (defined at 2 C.F.R. §180.095) are excluded (defined at 2 C.F.R. §180.940) or disqualified (defined at 2 C.F.R. §180.935).

(2) The CONSULTANT must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

(3) This certification is a material representation of fact relied upon by Client. If it is later determined that the CONSULTANT did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to Client, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

(4) The CONSULTANT agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this Agreement is in force. The CONSULTANT further agrees to include a provision requiring such compliance in its lower tier covered transactions.

ARTICLE 16

BYRD ANTI-LOBBYING CLAUSE

Contractors [including CONSULTANT] who apply or bid for an award of \$100,000.00 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. §1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient. [See Attached signed APPENDIX – 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING]

ARTICLE 17

I. **Access by the Client, Subgrantees, Federal Grantor Agency and Comptroller General:** The CONSULTANT shall allow access by the Client, subgrantees, Federal grantor agency and Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers, and records of the CONSULTANT which are directly pertinent to that specific Agreement for the purpose of making audit, examination, excerpts and transcriptions.

Compliance with the Contract Work Hours and Safety Standards Act:

(1) Overtime requirements. No CONSULTANT, contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section, the CONSULTANT, and any contractor(s) or subcontractor(s), responsible therefor shall be liable for the unpaid wages. In addition, such CONSULTANT/contractor/subcontractor shall be liable for liquidated damages, if applicable.

(3) Withholding for unpaid wages and liquidated damages. The Client shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold, or cause to be withheld, from any moneys payable on account of work performed by the CONSULTANT or its subcontractor(s) under the Agreement, or any other Federal contract with the same CONSULTANT or subcontractor(s), such sums as may be determined to be necessary to satisfy any liabilities of the CONSULTANT or subcontractor(s) for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

(4) Subcontracts. The CONSULTANT or subcontractor(s) shall insert in any subcontracts the clauses set forth in paragraphs (1) through (4) of this section, and also a clause requiring subcontractors to include these clauses in any lower tier subcontracts. The CONSULTANT shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.

ARTICLE 18

Clean Air Act.

(1) The CONSULTANT agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. §7401 et seq.

(2) The CONSULTANT agrees to report each violation to any applicable agency and understands and agrees that the applicable agency may, in turn, report each violation as required to assure notification to the Client, Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

(3) The CONSULTANT agrees to include these requirements in each subcontract exceeding \$150,000 that is financed in whole or in part with Federal assistance provided by FEMA.

(This space intentionally left blank)

IN WITNESS WHEREOF, the parties have executed this Agreement on the respective dates under each signature: The CITY, signing by and through its CITY Manager, attested to by its CITY Clerk, duly authorized to execute same, and by CONSULTANT, by and through its President, duly authorized officer to execute same.

CITY

THE CITY OF KEY WEST, FLORIDA

By: _____

James Scholl, CITY Manager

AUTHENTICATION:

Cheri Smith, CITY Clerk

(SEAL)

APPROVED AS TO FORM AND LEGALITY
FOR THE USE AND BENEFIT OF CITY OF KEY WEST, FLORIDA, ONLY

Shawn Smith, CITY Attorney

CONSULTANT

COMPANY:

BY: _____

See attached document for **Exhibit “A”**

Proposal

*(Proposal for Emergency Management Support Services to the
CITY of Key West, “Level 1 & 2 Support”)*

Exhibit “B

”
—

Level 2 Support:

Stand-by Incident Management Support Team Activation

In the event that a disaster escalates to a proportion where it exhausts certain City resources up to and including incident management and EOC support personnel, CONSULTANT can provide Incident Management Support Teams (IMSTs) to support and augment staffing at the Local/City/County/State Emergency Operations Center (EOC), to include but not limited to Incident Managers, Command, Operations, Logistics, Planning and Finance/Adm. Sections and other ICS/EOC unit level personnel. This service allows local jurisdictions to maintain continuity of government while effectively managing the incident.

In addition, through the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Grant Program, FEMA provides supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process.

CONSULTANT can provide short-term and long-term recovery staff support to assist the City with the FEMA Public Assistance (PA) Grant Program to provide assistance to the City so that you can quickly respond to and recover from major disasters or emergencies declared by the President.

NOTE:

1. The initial response team will vary in number of staff based on the scope of each event. Typically, a two-person team will respond to evaluate the situation status (Phase 1). Staffing will then ramp up to address immediate needs and, should an event escalate to significant additional services proportions, CONSULTANT will have pre-staged staffing on standby for immediate response (Phase 2).
2. CONSULTANT provides the IMST and FEMA-related services on a time-and-expense basis. The overall cost of our service will be based on the number of staff and time required. Per-project amounts will be calculated according to the following time-and-expense rate table.
3. CONSULTANT reserves the right to remove all CONSULTANT staff in harm's way if an event is deemed unsafe due to improper sheltering or as conditions warrant in order to provide and protect the safety of their staff.
4. Activation fees are eligible for reimbursement, if the City is included in a declared disaster by a Presidential declaration.
5. Because of the nature of federal reimbursable funding, EA can make no guarantees concerning the amount of funding the City will receive from applicable funding sources. EA's fees for service are not contingent on FEMA or other reimbursements to the City.

Fee Schedule Level 2 Support: TO BE PROPOSED BY CONSULTANT

Position	Rate / Hour *
Emergency Management	
Senior EM CONSULTANT	\$ 278.42
EM CONSULTANT	\$ 201.53
Senior Planner	\$ 181.03
Project Manager	\$ 227.16
Planner	\$ 165.65
Incident Management Team Support (Level 2)	
[PHASE 1] Initial On-site Incident Management Support Team Activation (IMST) Fee	\$ 7,710.49 Plus expenses, per 24 hr. day
[PHASE 2] Emergency Management Coordinator (IMST Overhead Teams: Team Leader)	\$ 181.03
Operations Manager (Any IMST Command or General Staff position)	\$ 165.65
Operations Specialist (Any non-general/command IMST position)	\$ 155.40
Hazard Mitigation Assistance	
Senior Program Manager	\$ 278.42
Program Manager	\$ 278.42
Technical Specialist	\$ 175.90
Administrative Support	\$ 134.89
Preliminary Damage Assessment - Public Assistance	
Damage Assessment Team Lead	\$ 201.53
Damage Assessment Specialist	\$ 155.40
Public Assistance Consulting	
Senior CONSULTANT / Appeals Specialist	\$ 278.42
CONSULTANT	\$ 201.53
Technical Specialist I	\$ 155.40
Technical Specialist II	\$ 175.90

* Hourly Rates Proposed are inclusive of travel

Note: The Activation fee is based on the following:

On-site Incident Management Support Team (IMST) 78

Note: The Activation fee is based on the following onsite Activation, when requested by the City /City Manager and/or OEM to report to the Emergency Operation Center or other designated location.

- *Onsite Activation: The Activation Fee Schedule is executed when requested by the City Manager and/or OEM and followed with a written “Notice to Proceed” to report to the Emergency Operation Center or other applicable location. Partial days are billed at 12 hour increments.*
- *Initial IMST Response Team will vary in number of staff based on the scope of each event. Typically a two (2) person team will respond for phase 1 to evaluate situation status and resource need. Phase 2, staffing will ramp up to address immediate needs and should an event escalate to significant proportions, CONSULTANT will have pre-staged staffing on standby for immediate response. Phase 2 pricing shall be negotiated and determined based the approved fee schedule and on scope of services at time of request.*
- *Activation (Emergency Management) fees are eligible for reimbursement if the Governing Agency is included in a declared disaster by a Presidential Declaration. The amount of the recovery may vary depending on the disaster eligibility of Federal, State, and local match for the event. (i.e.: In a hurricane activation: 100% recovery for Emergency Protective Measures for initial 72 hours response, 75% Federal / 25% (divided by local and state) for other disaster recovery operations).*
- *Phase 2 Response Fees: Professional fees will be invoiced on a monthly basis. Expenses will be billed to the City at EA’s cost. Expense reimbursement will include transportation, lodging, meals and incidentals. EA will make every effort to keep expenses to a minimum. We encourage the City to assist us with this by any means available. To simplify billings, we are agreeable (and prefer) to establishing per diems that are agreeable to the both the City and our team as long as they accurately reflect the current economic conditions.*

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CITY OF KEY WEST, FLORIDA

Business Tax Receipt

This Document is a business tax receipt
Holder must meet all City zoning and use provisions.
P.O. Box 1409, Key West, Florida 33040 (305) 809-3955

Business Name INNOVATIVE EMERGENCY MANAGEMEN CtlNbr:0027414
Location Addr 2801 SLATER RD 110
Lic NBR/Class 18-00033806 GENERAL SERVICE PROVIDER
Issue Date: January 03, 2018 Expiration Date: September 30, 2018
License Fee \$77.25
Add. Charges \$0.00
Penalty \$0.00
Total \$77.25
Comments: PROFESSIONAL CONSULTING SERVICES

This document must be prominently displayed.

BERIWAL, MADHU

INNOVATIVE EMERGENCY MANAGEMEN
P.O BOX 110265

DURHAM NC 27709

Oper: KEYWAFB Type: OC Drawer: 1
Date: 1/03/18 61 Receipt no: 5430
2018 33806
OR LIC OCCUPATIONAL RENEWAL 1.00 \$77.25
Trans number: 3121108
VM VISA/MASTERC \$77.25
Trans date: 1/03/18 Time: 9:57:58

SALE AMOUNT \$77.25

CUSTOMER COPY

Card # XXXXXXXXXXXX1344
Seq #: 3
Batch #: 98
INVOICE 3
CLERK 0011
Approval Code: 140636
Entry Method: Manual
Mode: Online

01/03/2018 09:43:15
CREDIT CARD
AMEX SALE
(305) 809-3957
CITY-KEY WEST(GENERAL)
1300 WHITE ST
KEY WEST, FL 33040



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/29/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER TriSure Corporation - AA 4325 Lake Boone Trail, Suite 200 Raleigh, NC 27607	CONTACT NAME: Erin L. Lunsford PHONE (A/C, No, Ext): (919) 469-2473 FAX (A/C, No): (919) 467-4987 E-MAIL ADDRESS: elunsford@trisure.com
INSURER(S) AFFORDING COVERAGE	
INSURED	NAIC #
Innovative Emergency Management, Inc 2801 Slater Rd, Ste 110 Morrisville, NC 27560	INSURER A : Allmerica Financial Benefit 41840 INSURER B : RSUI Indemnity Company 22314 INSURER C : Endurance American Specialty 41718 INSURER D : INSURER E : INSURER F :

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Stop Gap Liab \$1M OH <input checked="" type="checkbox"/> No XCU Exclusions GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			ZD6A740856	10/01/2017	10/01/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			AD6A721722	10/01/2017	10/01/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			UH6A740855	10/01/2017	10/01/2018	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input checked="" type="checkbox"/> Y / <input checked="" type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A	WH6A70708002	10/01/2017	10/01/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Professional E&O			LCY759882	10/01/2017	10/01/2018	Limit 5,000,000
C	Excess E&O			PRX10009962900	10/01/2017	10/01/2018	Limit 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Operations of the Named Insured covered by the above referenced policies.

CERTIFICATE HOLDER**CANCELLATION**

Insured's Copy	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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1.0 Confirmation of Receipt of All Addenda

IEM confirms receipt of all addenda for RFP #001-18 Emergency Management Consulting Services.



Daniel Michael
Chief Financial Officer