

City of Key West

Emergency Management Consulting Services

25-001 | December 18, 2024

Submitted to

City of Key West

ATTN: Office of the City Clerk of Key West
1300 White Street
Key West, FL 33040

Submitted by

Paul Taylor

Vice President, Management Consulting Services

Tidal Basin Government Consulting, LLC
675 N Washington St, Suite 400
Alexandria, VA 22314
888.282.1626

proposals@tidalbasingroup.com



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December 18, 2024

City Clerk
City of Key West
1300 White Street
Key West, FL. 33040

Re: City of Key West Emergency Management Consulting Services

Entity Information

Tidal Basin

675 N. Washington Street, Suite 400
Alexandria, VA 22314

P: 888.282.1626

E: proposals@tidalbasingroup.com

tidalbasingroup.com

Dear Sir/Madam,

Tidal Basin Government Consulting, LLC (Tidal Basin) understands that the City of Key West (the City) desires to hire an experienced firm to perform emergency management consulting services, as outlined in the scope of work. As the current contract holder, our team has supported the City's disaster-related needs since Hurricane Irma made landfall in 2017. We are the best choice to remain as the City's consultant and serve the City on this contract. Under the new contract, we will apply lessons learned from the current contract and provide continuity for the City moving forward. To date, our team has helped the City recover approximately \$10 Million in disaster-related costs for its Hurricane Irma financial recovery and approximately \$1.5 million for their Hurricane Ian financial recovery.

Highlights and Key Features of Our Approach

OUR TEAM OF EXPERTS. Tidal Basin employs top talent from the emergency management and recovery industry who bring expertise in successfully supporting financial recovery for federal, state, local government, and private sector clients. We take pride in assisting all clients, including the City, to identify and achieve emergency management, planning, training, and disaster recovery goals. We were founded on the principles of maintaining the high integrity of our staff, delivering quality work at the best possible price, and delivering results for our clients so they can maximize their return on investment.

TRIED AND TRUSTED PROCESSES AND PROCEDURES. Communities throughout Florida and the country trust Tidal Basin as their emergency management consulting partner. The City of Key West will benefit from our innovative reimbursement knowledge in handling catastrophic losses. Whether the need involves strategic planning, targeting grants and funding resources, staff training and augmentation, or resolving the City's property insurance claims; we deliver expert-level guidance, technical assistance, and advisory services in current disaster recovery efforts and those yet-to-be-experienced.

WE KNOW FLORIDA, AND WE KNOW THE CITY OF KEY WEST. The Tidal Basin team has been supporting the city since 2017. With a full-service office in Lake Mary, Florida, and a consulting team of over 2,000 full- and part-time employed, deployable consultants, many of whom reside in the state of Florida, we are well-suited to provide the entire scope of services requested by the City. As the current incumbent contractor to the City, we bring a unique understanding of the City's challenges, priorities, and goals which will benefit the city.

HAZARD MITIGATION EXPERTISE. We have a demonstrated record of managing large-scale hazard mitigation and recovery programs with rapid start-ups and short timeframes. Tidal Basin provides comprehensive HMGP support with the capacity to quickly pivot to address issues that could jeopardize timely project implementation and federal funding.

GRANT MANAGEMENT EXPERTISE. Our knowledge of the FEMA Public Assistance program, as well as numerous other funding streams, such as the Hazard Mitigation Grant Program (HMGP), FEMA Individual Assistance, and Economic Development Administration grants is unmatched, and we are ready



to continue assisting the City upon activation. We are prepared to offer in-person assistance as needed and have also developed a remote approach to maintain forward progression both during these uncertain times and as a cost-effective long-term approach.

EXTENSIVE CDBG-DR KNOWLEDGE. We bring to the City a team of Community Development Block Grant (CDBG) practitioners and subject matter experts (SMEs) with decades of experience who are proficient with U.S. Department of Housing and Urban Development (HUD) funding streams, with a concentration on CDBG-DR and CDBG-MIT. Working side-by-side with the city, Tidal Basin can manage all aspects of housing, infrastructure, economic revitalization, public service, disaster recovery, and mitigation program design and implementation.

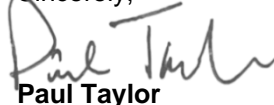
EMERGENCY PREPARATION EXPERTS.

- **Planning.** Our team has developed, reviewed, revised, and updated all types of emergency management plans for communities of varying sizes nationwide. We utilize emergency management best practices that encourage our clients to develop programs and plans assessing hazards, risks, and vulnerabilities to the community, defining resource (human, equipment, and training) requirements, evaluating existing capabilities against requirements, identifying accurate and targeted performance objectives, and documenting realistic activities to support operational objectives.
- **Training.** We have expertise in training field-level staff all the way through executive-level leadership and recognize the difference in the type of and time commitment for training executive leaders and elected officials about their roles and responsibilities during an emergency, and we're highly experienced at building inclusive emergency management exercises "from the ground up."
- **Exercise Development.** Our team understands that exercises provide the means to attain, practice, validate, and improve new and existing capabilities. Tidal Basin has been involved in all aspects of exercise planning and facilitation, including exercise development, conduct and facilitation, logistics, controller/evaluator, and general staffing.

THE TIDAL BASIN DIFFERENCE. We have enduring relationships with our clients because of our unwavering dedication to professionalism; unsurpassed knowledge of policy, systems, and agencies; and a focus on tailoring our work product, communication, and reporting structures to fit your organizational needs. Everything from our personalized approach to service and dedicated leadership team, to our customized project management system and daily and weekly reports are designed to provide the City with the insights, intelligence, and guidance necessary to make well-informed leadership decisions before, during, and after a disaster event. Tidal Basin looks forward to the opportunity to continue our laser focus on excellence, expertise, and exceeding expectations on the City's behalf, and commits to performing the services outlined in the RFP.

I am authorized as Vice President to negotiate terms, render binding decisions, commit to the firm's resources, and receive correspondence regarding this RFP. **Tidal Basin understands and acknowledges all terms and conditions set forth in this RFP.** Please contact me at proposals@tidalbasin.rphc.com with any questions and concerns about this proposal. We appreciate your favorable consideration of our proposal. We are excited at the prospect of continuing our working relationship with the City of Key West and look forward to assisting you in this important effort.

Sincerely,



Paul Taylor

Vice President, Management Consulting Services

C: 315.440.4775 | E: paul.taylor@tidalbasingroup.com | cc: proposals@tidalbasingroup.com

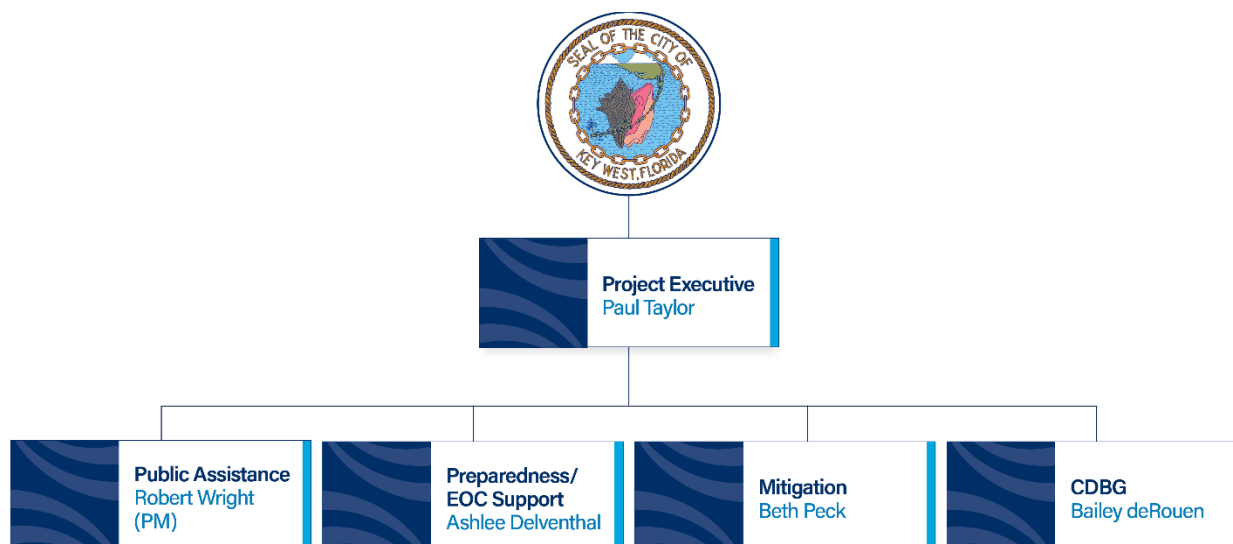


Responses to the RFP

Organization Overview

Structure

We have provided our proposed organizational chart for this project below.



Number of Employees

As of December 2024 Tidal Basin employs 281 total employees. Additionally, we have a cadre of over 2,000 disaster recovery experts that can mobilize within 48 hours of contract activation.

Background



Tidal Basin is a comprehensive emergency management firm that specializes in providing the full spectrum of emergency management services to include preparedness, planning, training, response, recovery, and mitigation. We have provided unmatched experience and resources to organizations, businesses, governments, and communities in helping them prepare for, respond to, recover from, and mitigate natural and human-made disasters for 40 years. We guide our clients through the array of funding sources including the FEMA Public Assistance (PA) and Individual Assistance (IA) programs, Hazard Mitigation Assistance (HMA) program, FEMA Building Resilient Infrastructure and Communities (BRIC), FEMA Flood Mitigation Assistance (FMA), FEMA StormAct, insurance, U.S. Department of Treasury, and all other available funding sources following a federally declared disaster.

Company History

Tidal Basin was founded in 2006 by CEO Daniel A. Craig. The firm was primarily focused on disaster response and recovery grant management services, supporting major disasters, including the Iowa Floods and Hurricanes Gustav and Ike of 2008, Hurricane Irene in 2011, Hurricane Isaac and Superstorm Sandy in 2012, and Hurricane Matthew in 2016 with FEMA Public Assistance (PA) and Individual Assistance programs. In 2016, Tidal Basin added a preparedness and resiliency practice and merged



with Adjusters International, Inc., a public adjusting consulting firm that was founded in 1985. In 2017, Adjusters International and Tidal Basin formed Rising Phoenix Holdings Corporation as a parent company. Growth accelerated with support provided to Puerto Rico, Florida, Texas, and other impacted states by the 2017 storms, Hurricanes Harvey, Irma, and Maria. Between 2020 and 2023, another significant organic growth spurt occurred due to the COVID-19 Pandemic, the California Wildfires, Hurricanes Ian and Idalia, and the Maui Wildfires. In late 2022, Tidal Basin acquired technology firm, Capraro Technologies Inc, and formed a new division focused on providing enterprise solutions to enhance our program delivery. The enterprise solutions division included in-house technology, software development, and call center practices. In late 2023, DC Capitol Partners, a private investment firm, acquired Tidal Basin and became a sister company with leading multi-disciplinary engineering, architecture, and construction firm Michael Baker International.

Service Areas

The graphic below highlights our service offerings.



Services

Tidal Basin's team of experts provides comprehensive solutions to prepare for and recover from natural and human-caused hazards. Utilizing a risk-based and whole-community perspective, we provide the following services.

FEMA Public Assistance	Continuity of Operations (COOP)/Business Continuity Plan (BCP) Development
FEMA Grants Management	Pre-Disaster/Cost Recovery Planning
FEMA 404/406 Mitigation	Critical Infrastructure Specific Planning
Hazard Mitigation Planning	Emergency Operations Center (EOC) Planning, Training and Exercises
Debris Monitoring	Incident Action Plan, EOC Action Plan, Incident Support Plan or other real-world and special event, incident response plan development and execution
FEMA Housing Inspection Services	Consequence Management Guidance and Planning
Resiliency Building	Executive Leadership Expertise, Guidance, Training, and Exercising
Program and Capabilities Assessments/Needs Assessments	Strategic Planning and Development
Gap Analysis	Healthcare/Hospital Preparedness and Recovery
Emergency Management and Preparedness Training	Threat and Hazard Identification and Risk Assessments (THIRA) / Stakeholder Preparedness Review (SPR) Resiliency Building
Homeland Security Exercise and Evaluation Program (HSEEP) consistent all-hazards exercises	Call Center Services
EOP Development	Experience with USACE and NRCS
Comprehensive Emergency Management Plan (CEMP) Development	

Financial Disclosure

Tidal Basin is fiscally responsible, adhering to the highest ethical standards regarding every aspect of our business. Our firm has never filed for bankruptcy, is not currently in bankruptcy, and has no bankruptcy action pending. There are no conditions that would impede our ability to complete the project.



Litigation History

In the last five years, Tidal Basin has not been involved in any litigation related to any defaults, breaches of contract, or contract disputes. The following is a list of civil litigation cases, administrative proceedings and disputes in which Tidal Basin has been involved in the last five (5) years related to projects.

Project Related Litigation History

Caption, Case No. and Date of Claim	Allegations and Status
<ul style="list-style-type: none">Krystal Hale v. Our Florida2022 CC 001624June 6, 2022	<ul style="list-style-type: none">Unauthorized disclosure of Confidential Information. Our Florida Program Managed by Tidal Basin.Dismissed for failure to state a cause of action by Order of August 25, 2022.
<ul style="list-style-type: none">Janiqueeka Chandler2022 CC 001621June 6, 2022	<ul style="list-style-type: none">Unauthorized disclosure of Confidential Information. Our Florida Program Managed by Tidal Basin.Dismissed for failure to state a cause of action by Order of November 22, 2022.
<ul style="list-style-type: none">Modeanny, LLC v. Tidal Basin Government ConsultingCONO 22 002447July 6, 2022	<ul style="list-style-type: none">Failure to pay benefits. Our Florida Program Managed by Tidal Basin.Settlement; Dismissed on May 8, 2023
<ul style="list-style-type: none">Amscot CorporationClaimJuly 2022	<ul style="list-style-type: none">Honor program checks. Our Florida Program Managed by Tidal Basin.No lawsuit was ever brought. Claim was settled.
<ul style="list-style-type: none">Andrea JohnsonClaim2022	<ul style="list-style-type: none">Failure to provide program assistance. Our Florida Program Managed by Tidal Basin.No lawsuit was ever brought. Claim was settled.
<ul style="list-style-type: none">Caleb Bergeson v. Florida Department of Children and Families23-SC-000066January 2023	<ul style="list-style-type: none">Our Florida ProgramFailure to pay landlord.Claim settled.

Current Workload

Tidal Basin actively supports entities throughout the Country, including many in the State of Florida. With our nationwide network and robust staffing capability, our organization is specifically designed to support multiple clients simultaneously, which we attribute to our distinctive approach of maintaining a full-time professional staff of experienced Project Managers.

Qualifications

Key Personnel

As we will demonstrate throughout our proposal, our team's expertise is unparalleled. Few firms, if any, can match Tidal Basin's integrated knowledge of the preparedness, response, and recovery resources from federal disaster relief and emergency management agencies.

Resumes

Tidal Basin provides resumes of qualified staff as an appendix at the end of this document.



FEMA Reimbursement Projects Secured in the past 5 years

Tidal Basin FEMA Contracts in the Past Five Years		
Client	State	Monetary Value
Miami-Dade County	FL	\$28,000,000.00
City of Key West	FL	\$11,500,00.00
Mount Sinai Medical Center	FL	\$60,000,000
Florida Keys Electric Cooperative	FL	\$8,000,000.00
Charlotte County	FL	\$10,850,000.00
City of Hialeah	FL	\$8,483,575.00
City of Sanibel	FL	\$80,000,000.00
Town of Fort Myers Beach	FL	\$19,497,558.58
Scurry County Hospital	FL	\$4,700,000.00
State of Florida, Dept of Emergency Management	FL	\$15,800,000.00
Santa Rosa County	FL	\$12,300,000.00
City of Marion Iowa	IA	\$36,300,989.25
Houston Housing Authority	TX	\$62,000,000.00
Legacy Health	WA	\$49,000,000.00
Jefferson Parish	LA	\$282,000,000.00
Keys Energy Services	FL	\$18,400,000.00
Linn County	IA	\$12,000,000.00
Orange County	NY	\$15,936,110.20
Lee County Electric Cooperative	FL	\$12,704,672.40
Suwanee Valley Electric Cooperative	FL	\$45,000,000
Tri-County Electrical Cooperative	FL	\$20,000,000
Ramsey County	MN	\$4,400,000.00
State of Alaska (Net Assigned Applicants)	AK	\$34,500,000.00
State of Hawaii (Net Assigned Applicants)	HI	\$500,000,000.00
State of New York (Net Assigned Applicants)	NY	\$250,000,000.00
State of Michigan (Net Assigned Applicants)	MI	\$150,000,000.00



Examples of FEMA Public Assistance Advisory Services & Pricing Method

Example 1: City of Sanibel, FL	
Solutions Applied	We provided the City of Sanibel with emergency management professional services to support the recovery, and mitigation in their recovery from Hurricane Ian. With the City needing funding to cover incurred costs from various response and recovery efforts, exceeding \$2 million, we recommended and assisted City Leadership with the development of an expedited project submission to FEMA.
Outcome	Upon FEMA acceptance of the expedited project, City was advanced \$2.4 million within 45 days of submission of the project request.
Pricing Method	Time and Expenses (T&E)
Example 2: City of Hialeah, FL	
Solutions Applied	<p>Tidal Basin supported the City contract activation in 2017 after Hurricane Irma. To date, we have managed 87 damage assessments for 14 projects totaling \$8 million in FEMA recovery costs. We continue to help the City retain these funds during subsequent project closeouts and audits. The City requested support services in the following areas:</p> <ul style="list-style-type: none">▪ Support the undertaking of damage assessments to maximize recovery efforts.▪ Review eligibility issues, and work with the City to develop justifications for submissions to FEMA and other applicable agencies.▪ Assist the City in developing an approach to filing and tracking eligible costs.▪ Assist in the preparation of project worksheets based upon actual and estimated costs provided by City departments.▪ Participate in meetings with the FEMA, FDEM, and the State to negotiate and formulate individual project worksheets and mitigation projects as needed.▪ Assist departments having difficulty with their project worksheet claims.▪ Assist in determining if any eligible damages have not been identified and submitted for reimbursement and in preparation of appeals.▪ Provide Public Assistance Program seminars for City departments' Directors on disaster response tracking and program requirements.▪ Coordinate with FDEM's contractor to complete six large project final accounting and closeouts for a total amount of \$6.9 million.
Outcome	Provided guidance for programmatic compliance for all debris operations. Completed closeout of over \$5 million for debris PWs and \$1.7 million for Emergency Protective Measures.
Pricing Method	Time and Expenses (T&E)
Example 3: Town of Fort Myers Beach, FL	
Solutions Applied	Hurricane Ian struck Florida on September 28, 2022, as a Category 4 hurricane, causing catastrophic damage to the Town of Fort Myers Beach. Over 900 structures were completely leveled, and 2,200 were damaged from high wind impacts, over 15 feet of storm surge, and inland flooding. Tidal Basin performed the following services for the Town of Fort Myers Beach: Grant & Program Management, Damage Assessments and Site Inspections, Emergency Planning, Emergency Operations Support & Staff Augmentation, Disaster Recovery Consulting (including FEMA Public Assistance (PA) Technical Assistance), Scopes of Work Development & Cost Recovery for Project Worksheets (PWs), Hazard Mitigation Planning, Grant Management Software Solutions (for Applicant Intake, Workflow, Program Management and Reporting)
Outcome	Seven FEMA Public Assistance projects have been obligated by FEMA with a total obligation to date of \$20 million with more pending obligation. Under Hazard Mitigation, an additional seven HM grant applications with a total value over \$63 million.
Pricing Method	Time and Expenses (T&E)



Program Approach and Pricing

Approach

The Tidal Basin team surpasses other firms by bringing a unique combination of state and local knowledge, small and large grant application preparation and program implementation experience, as well as CDBG, CDBG-DR and CDBG-MIT expertise. We possess the requisite understanding of the outlined scope of services and tasks to deliver a top-notch team of experts to execute the goals, objectives, and intentions of the City.

Our service areas include FEMA's Public Assistance (PA), including 406 Hazard Mitigation, 404 Hazard Mitigation Grant Program (HMGP), Community Disaster Loan (CDL), and National Flood Insurance Program (NFIP); Federal Highway Administration (FHWA) Emergency Relief (ER) Program; Federal Transit Administration; Small Business Administration; Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR); and Natural Resources Conservation Service (NRCS).

We have provided FEMA PA, HMGP, Community Block Grant Recovery (CDBG-DR), Joint Field Offices Stand Up, Debris Monitoring, Damage Assessments, and overall program management services for over 150 clients.

Logistics

When Tidal Basin employees are activated to assist the City of Key West, they are provided with the necessary equipment to carry out their assignment. This includes laptop computers, plus any additional equipment that may be needed. Additionally, the assigned Tidal Basin Consultants can be on location when needed to participate in scheduled meetings plus participate in virtual meetings if personnel are working remotely. Tidal Basin will collaborate with the City on a continuous basis using available communication platforms, such as Microsoft Teams, and will set up a shared filing platform, such as Microsoft SharePoint to create, organize and manage folders with applicable documentation.

Our Designated Office

Office Type	Address	% of Total Services to be Conducted at this Location
Corporate Office	126 Business Park Dr. Utica, NY 13502	10%
Florida Based Office	400 International Parkway Suite 300 Lake Mary, FL 32746	90%
Tallahassee Office	204 South Monroe Street Suite 1 Tallahassee, FL 32301	0%

Limitations

Tidal Basin has no current and does not anticipate any future limitations that may exist that would impact our firm's ability to perform the services covered under this RFP. We are fully capable, equipped, and available to immediately respond to the City's disaster recovery needs. We understand that unique challenges that the City of Key West faces and will continue to support the City.



Pricing

Tidal Basin has provided pricing in Attachment A: Unit Price Proposal Form

Scope of Services: Emergency response

FEMA Public Assistance Advisory Services

Tidal Basin operates on the forefront of the latest FEMA Public Assistance program policies and regulations, delivering service to its clients in a manner that maximizes opportunity and aligns with FEMA's latest delivery model. Tidal Basin employs staff that contributed to the development of FEMA's latest Public Assistance Program and Policy Guide (PAPPG) and Grants Portal.



A Team of Experts. All Tidal Basin staff are required to maintain up-to-date training on federal and state laws, regulations, and policy. This includes recipient or state-level pass through grant program requirements to ensure that our clients remain in compliance at all levels. Additionally, our staff regularly coordinate other federal and state programs during the course of a Public Assistance engagement. This includes both FDOT and FHWA programs, especially where there are damages that may be under the jurisdiction of another federal or state agency. Because Tidal Basin maintains a team with cutting edge knowledge of disaster programs, this allows us to coordinate funding resources to maximize and streamline recovery for our clients.

Tidal Basin's team of PA experts begin every engagement with the development of a recovery strategy, which is a collaborative "plan of attack" outlining the goals, strategies and tactics for maximizing opportunities under the PA program. If preferable to the client, Tidal Basin offers a PA Workflow that employs the use of a Shared Resources structure whereby our client's sub-grantee applications are managed and developed through the use of shared resources, while the engagement is managed by staff located at the client's office. Our proprietary remote workflow streamlines the standard PA workflow. Although many of the day-to-day functions may be performed off-site, the Project Manager remains in the field managing deliverables and the needs of the client. While the needs of each client may differ, the way our engagements are managed is consistent, even if the client requests that staff be physically located on-site. Tidal Basin will continue to assign staff in the field as necessary and as requested by the client.

Preliminary Damage Assessments

The Tidal Basin team will engage prior to or immediately following a disaster event as requested by the City. Our staff will engage in the following activities in advance of a potential Presidentially declared major disaster declaration:

- Establish operational area(s) based on the specific characteristics of the event
- Augment existing capabilities to ensure expeditious assessment of all affected properties
- Establish an assessment strategy and provide damage assessment forms for consistent, accurate, and detailed damage intake
- Provide advice on potentially overlooked damages or expenses that could be eligible for FEMA Public Assistance reimbursement
- Work with the various departments to initiate record keeping processes that comply with FEMA's PA program requirements, FEMA's delivery model, and the FEMA Grants Portal



Damage Inventory

The Tidal Basin team is well-versed in FEMA's delivery model, the Consolidated Resource Center (CRC) requirements, and the use of Grants Portal. The Tidal Basin team will intake all the City's damages to complete the Damage Inventory (DI) listing.

- The Tidal Basin team will develop and organize the Damage Inventory in the most advantageous manner for eventual development of Project Worksheets (PW's)
- We will develop the DI with respect to potential Environmental and Historic Preservation concerns, potential eligibility issues, and the structure of the MOA's insurance property insurance
- Our team will manage the Damage Inventory items in such a way that complies with FEMA's requirements and the data requirements inherent to Grants Portal.

Site Inspections

- Using FEMA's Site Inspection Report forms for each category of work, the Tidal Basin team will perform site inspections prior to FEMA's engagement to ensure that sufficient damage details are captured in advance of the FEMA inspection
- Our team will participate in the site inspection with FEMA to guarantee that all damage details are captured accurately

Project Worksheet Formulation

Project formulation occurs differently under FEMA's new delivery model. Damage Inventory items are combined into project worksheets by FEMA in the internal FEMA Grants Manager system, oftentimes without input or feedback provided by applicants.

- Tidal Basin's team will direct FEMA to formulate projects in the most advantageous, streamlined, organized manner that aligns with the City's internal priorities.
- Projects will be formulated in such a way that projects with potential eligibility issues, environmental or historic preservation concerns, or ensuring complicated insurance coverage issues are considered to expedite funding and address complex projects independently.
- We will develop project worksheets that comply with FEMA's eligibility requirements while maximizing opportunities for reimbursement for Hazard Mitigation, Codes and Standards, Environmental Compliance or other opportunities under FEMA's various pilot programs and policy updates.
- Tidal Basin will capitalize on FEMA's Section 428 Public Assistance Alternate Procedures programs, and the latest FEMA policy revisions.

Requests for Information

Requests for Information (RFI's) are developed and issued electronically in FEMA's Grants Manager/Portal system.

- The Tidal Basin team will track and respond to all FEMA RFI's in a manner that complies with FEMA's programmatic timelines.
- Tidal Basin will formulate RFI responses that satisfy FEMA's information requirements necessary to process and obligate project worksheets in the most expeditious manner possible by providing thorough documentation supported by policy and regulation.



Determination Memos and Appeals

In the event FEMA makes a negative eligibility determination or takes issue with the City's recovery goals, Tidal Basin will advocate on behalf of the City to ensure its best interests are represented to FEMA.

- We will utilize precedent setting appeals and policy decisions to justify complex eligibility issues in a manner that maximizes opportunity for the City
- In the event FEMA disagrees with the City and the Tidal Basin team, Tidal Basin will direct FEMA to provide Determination Memos, which memorialize FEMA's determination and outline the policy or regulation used in making the decision
- Tidal Basin will review FEMA's Determination Memos and make a recommendation to the City as to whether the decision warrants an appeal
- Should the City desire to appeal a FEMA Determination Memo, Tidal Basin will develop a letter of appeal, aggregate the required documentation to support the appeal, justify the position with past precedent, and submit the appeal package to the State of Florida and FEMA with the statutory timeline
- Tidal Basin will respond to Requests for Information by the State of Florida and/or FEMA in response to any appeals

FEMA 404 and 406 Hazard Mitigation Expertise

Tidal Basin understands the value of implementing effective, cost-efficient Mitigation measures into FEMA-funded projects. As FEMA states, every dollar spent on Mitigation saves six dollars in future losses. Consequently, including Section 406 Hazard Mitigation proposals is a cornerstone of all Tidal Basin's Public Assistance consulting engagements. Our approach includes strategic guidance at the local level. It is accompanied by the development of tools and direct assistance to support successful application development and subsequent project implementation by sub-recipients. We provide end-to-end support throughout the lifecycle of the sub-grant.

406 Mitigation

To continuously increase the resilience of the City's infrastructure, the Tidal Basin Team will meticulously analyze all projects for opportunities to incorporate mitigation measures that comply with FEMA's eligibility criteria, maximize recovery opportunities, and protect facilities against future losses. This includes:

- Tidal Basin assisting in the development of Section 406 Hazard Mitigation Proposals (HMPs) for projects in alignment with the Public Assistance Program and Policy Guide (PAPPG) Appendix J and the Benefit Cost Analysis (BCA).
- Analyzing all the City's projects for immediate opportunities for mitigation included in Appendix J, which outlines pre-approved mitigation measures that can be funded up to 100% of project costs without the need for a BCA.
 - Pre-approved cost-effective mitigation measures included in FEMA's PAPPG Appendix J include:
 - ✓ Increasing draining structure sizes
 - ✓ Sump pumps
 - ✓ Elevation of equipment above BFE
 - ✓ Anchoring storage tanks
 - ✓ Dry floodproofing
 - ✓ Securing walls to roofs using connectors or hurricane clips
- Tidal Basin's mitigation experts will analyze mitigation opportunities with the City's budget concerns in mind, understanding that added project costs come with additional local cost share unless funded at 100% Federal cost share.



- Based upon the budgetary analysis, our team will make recommendations to the City as to the most advantageous opportunities for mitigation projects that also maximize resiliency.
- Tidal Basin mitigation experts will work with the team of PA experts to ensure baseline FEMA projects include maximized funding opportunities under eligibility rules, which translates to a higher level of available mitigation funding on a project-by-project basis
- We will develop HMPs with all FEMA required information including cost estimates, 15% calculations, all necessary regulatory pieces, permit and compliance information, thorough and detailed HMP scopes of work, and performance of a BCA for those projects that exceed 15% and are not included on Appendix J.
- Using FEMA approved methodologies, Tidal Basin will conduct the BCA to determine the overall benefit-cost ratio to support the County's mitigation objectives for PA funded projects.

404 Hazard Mitigation Grant Program

For over 20 years, the Tidal Basin team has provided technical support at the State and local levels, supporting recipients and subrecipients with hazard mitigation project assistance, all while prioritizing the needs of our clients. Our team has a committed focus to enhance the resilience of Key West by first listening to the needs of the community, then analyzing those needs within the context of risk, return on investment, and the cities priorities.

Tidal Basin currently implements HMA programs on behalf of the states of Alaska, Hawaii, New York, and many local communities, particularly in South Florida.

Tidal Basin offers “force multiplication” by assigning highly qualified specialists and subject matter experts. In most instances, the method for undertaking hazard mitigation and minimization follows a sequential path from concept to closeout. The provision of technical assistance and subject matter expertise to the City of Key West includes direct coordination and guidance on FEMA's Benefit Cost Analysis. This assistance extends to supporting the development of eligible project sub-applications, offering technical feasibility, environmental and historic preservation, and cost-effectiveness guidance. Additionally, technical review assessments are conducted for ongoing and new grant sub-applications. The support also encompasses the development and implementation of strategies aimed at maximizing HMA Advance Assistance and Management Costs for local government applicants.

Tidal Basin's Hazard Mitigation Team has the specialized and precise technical skills and abilities required to provide turnkey mitigation support for the distinct types, sizes, and frequency of disasters faced by your communities.

Financial and Grant Management Support

The Tidal Basin team will develop a grant management strategy that will maximize qualified FEMA reimbursements. Our team provides general grant management services throughout all phases of the recovery process. Our team will work closely with the City to determine damages and review these for eligibility, actively flagging any questionable items to help ensure that the City receives the full amount it is entitled to under appropriate recovery programs. In addition, we will assist the City to implement an effective project formulation strategy and to track the development of project worksheets and any related change orders, paying close attention to the accurate quantification of damages.



We work in close coordination with all relevant stakeholders to ensure that state and federal regulations are being followed, and that policy requirements are met related to PW development. As projects are defined, we will work with the City to collect the necessary documentation to support proper reconciliation of work completed, as well as work yet to be completed. We work closely with all relevant departments throughout the process, providing training and guidance to help the City prepare for closeout and audit from the outset of its recovery. Our consultants also serve as a centralized program management resource to facilitate the coordination and communication for the City, guiding key staff through the preparation of a program management plan, and providing decision makers with the information they need to drive the recovery from beginning to end – all with an eye to FEMA eligibility and compliance.

We will help the City to:

- Develop and maintain a grant management and recovery strategy that includes hazard mitigation;
- Formulate and validate project worksheets (PW) that are fully coordinated with the insurance claim settlement process;
- Accurately track projects; and
- Provide expert program guidance with respect to eligibility and options.

Grants Portal

FEMA's PA delivery model requires the use of the Grants Portal system. Tidal Basin employs staff that were instrumental in the initial design and rollout of Grants Portal during its inception, so we have expertise that is unmatched in the industry.

- Tidal Basin will operate Grants Portal on behalf of the City and provide training if desired
- Our team will schedule meetings, memorialize meeting notes, FEMA comments, issues, agreements and document potential appeals
- Tidal Basin will review, approve or request revisions to FEMA Site Inspection Reports, Damage Dimensions and Descriptions, Scopes of Work, Hazard Mitigation Proposals, and Cost Estimates
- Our team will develop and enter directly into Grants Portal Damage Descriptions and Dimensions, Scopes of Work, Hazard Mitigation Proposals, and Cost Estimates
- Tidal Basin will direct FEMA to formulate the City's damages into project worksheets in the most advantageous and compliant manner

Audits

Any federal grant program administered by the State is subject to audit from both State and Federal agencies. Tidal Basin works to support audit reviews from the PDA through project closeout. Our standard approach when creating project files ensures that each project is completely documented as if being audited from the start of the disaster. In the event of an audit by the Office of the Inspector General, the Tidal Basin team will work directly with the OIG representative to provide the required information and documentation that is required

Essential Elements of Information (EEl)s and Documentation

The new FEMA PA delivery model requires Essential Elements of Information to be satisfied within the Grants Portal system in order to review and process every project worksheet for an applicant.

- Using FEMA's EEI checklists, the Tidal Basin team will manage and complete the EEI process for all of the City's project worksheets



- Our team will aggregate and organize all applicant project documentation, and upload all of the necessary information into the FEMA Grants Portal system
- Tidal Basin will ensure electronic files are kept electronically apart from the FEMA system in a manner that is organized by project worksheet and preserved for easy access for appeals, closeout, and audit

Public Insurance Adjustment Support

Tidal Basin has extensive experience providing insurance reviews and consultation related to the recovery from a disaster. Our experts will review the City's policies and advocate on the City's behalf related to the proper application of insurance proceeds related to damaged infrastructure ensuring the maximum financial recovery for the City.

Tidal Basin will provide insurance consulting support to the City, including the review of insurance policies and the application of insurance coverage as they pertain to their disaster recovery projects. Should the City require a claim to be adjusted, a separate contract with a licensed Public Adjusting firm would be required as outlined by Florida Statute XXXVII, Chapter 626, Section 8796.

Community Development Block Grant Disaster Recovery (CDBG-DR) Support Services

Tidal Basin has a history of working with local and state governments to plan, administer and implement CDBG and CDBG-DR programs for housing, infrastructure and economic development. Our team of CDBG and CDBG-DR subject matter experts are adaptable to fit the needs of Key West with any pre-funding or post-funding activities that are required.

Our team has directly contributed to the completion of state and local action plans and amendments and has extensive experience in utilizing HUD-provided tools to complete an unmet needs analysis. We have performed requisite community outreach, data analysis, needs assessments and program development. Our methodology will include an assessment of data from federal (FEMA, SBA), state and local government programs, impacts to stakeholders, vulnerable populations and most impacted and distressed areas.

Our staff have a deep understanding of federal and HUD-funded program requirements. Additionally, our team is experienced in cost allocation methodology and the overall LMI benefits attached to the CDBG and CDBG-DR allocations. Tidal Basin will assist Key West in properly aligning program budgets to eligible activities and the national objective. We know the importance of proper cost allocation across Program Delivery, Planning, and administrative categories to maximize program budgets and minimize reliance on administrative dollars, which are often stretched thin.

Tidal Basin's program design experience takes into consideration all environmental, administrative and cross-cutting federal regulations. Our team's vast background, experience and knowledge provides coverage for every aspect of compliance. We write policies and procedures to address minimizing displacement as a result of program implementation; program income; duplication of benefits; contractor procurement; risk assessment and monitoring; preventing fraud, waste, abuse and mismanagement of funds; Davis Bacon labor standards: Section 3; and Section 504.

Planning for project closeout starts during the program design phase. Performance reporting in real time is vital for transparency and accountability across programs. Our team has experience in managing CDBG and CDBG-DR programs from design to closeout. Our policies and standard operating procedures enable oversight and visibility by Key West staff and designated stakeholders. All programmatic data will be compiled and kept in the designated system of record. We will ensure all data is maintained throughout each process to make closeout a seamless process, and ensure Key West is prepared for any future audit.



Tidal Basin's extensive grant administration experience in both Florida and across the country has prepared us to be a strategic partner to the City of Key West in the administration of its CDBG-DR programs. Tidal Basin is an experienced disaster recovery partner, having helped to administer and design over \$10 billion in CDBG-DR and CDBG-MIT programs across the United States.

Scope of Services: Emergency Preparation

National Incident Management System (NIMS) Training) Classes

Our team of experts has provided training to communities across the state of Florida and nationwide. Recent Florida clients include the City of Maitland and the City of Palm Coast.

Tidal Basin has developed and maintained a robust training series on a wide variety of emergency management topics, to include Basic FEMA Eligibility, Cost Documentation Requirements, Section 428 Alternative Procedure Options, surviving an OIG Audit, Procurement/Contracting, FEMA Insurance Obtain and Maintain. These courses will be offered to the City's staff to help familiarize them with policy changes, roles and responsibilities, effective oversight procedures, and other processes that will increase awareness and better prepare Key West for future events.

Copies of any materials (presentations, hand-outs, etc.) will be provided to City in accordance with requirements outlined in the RFP.

We will ensure all materials comply with the most current federal or state educational requirements and will handle all pre-event advertisements, course registration and materials and course close out packages. The close out packages will include the student roster, agenda, course objectives, participant's evaluation summary and student evaluations from the course within 45 days after the course completion.

Comprehensive Emergency Management Plan (CEMP) Update

The purpose of the Comprehensive Emergency Management Plan (CEMP) is to provide uniform policies and procedures for the effective coordination of actions necessary to prepare for, respond to, recover from, and mitigate natural or human-caused disasters that could affect the health, safety, or general welfare of individuals residing in or visiting the City. With extensive familiarity of the plan due to our involvement in updating the 2023 version, we have retained the Lead Planner, Ashlee Delventhal, from the previous iteration to spearhead this effort, ensuring cohesion between updates with the support of a team of experienced planners. This process includes multiple meetings and workshops with staff to incorporate relevant updates and information gathered since last year, ensuring that the plan remains current and effective in addressing the City's needs. We will provide the City electronic, editable versions of these documents and upon completion, the documents will be delivered electronically in both the native program format and a password protected Adobe PDF.

Tidal Basin assisted the City of Key West with an update of their Comprehensive Emergency Management Plan (CEMP) in 2023.



Exercises and Drills

The Tidal Basin team is highly experienced at building inclusive emergency management exercises “from the ground up.” Tidal Basin understands that exercises provide the means to attain, practice, validate, and improve new capabilities. Leveraging our experienced designers, evaluators, and robust project management framework, we ensure flawless delivery across all project aspects. Our approach blends planning technologies with collaborative expertise to exceed the City's expectations, adhering to Homeland Security Exercise and Evaluation Program (HSEEP) guidelines for efficient progress. Furthermore, among Tidal Basin's team members, there are two Master Exercise Practitioners (MEPs).



Our Exercise Expertise. Tidal Basin is prepared to provide the City of Key West with a team of exercise experts, all of whom are HSEEP trained and have supported exercise design and delivery for clients nationwide. Florida clients for whom we have developed exercises include the Florida Division of Emergency Management, the City of Maitland, Palmetto General Hospital and the University of Miami.

Our exercise design and delivery approach include:

- **Facilitation of Exercise Planning Team (EPT):** We manage an EPT of stakeholders to ensure varied perspectives and expertise in planning, setting the stage for a tailored exercise.
- **Planning Meetings Facilitation:** We lead planning meetings to discuss response planning efforts, identify priorities, and finalize exercise objectives and timelines. This includes the Concepts and Operations (C&O), Initial Planning Meeting (IPM), Midterm Planning Meeting (MPM), Master Scenario Events List (MSEL) Meeting, and Final Planning Meeting (FPM).
- **Development of Exercise Materials:** We create registration forms, PowerPoint slides, evaluation guides, and feedback forms.
- **Logistics Management:** We handle logistics, including facility arrangements and setup, ensuring smooth execution on an exercise day.
- **Controller and Evaluator (C/E) Preparation:** We conduct detailed training sessions for C/E roles before exercise.
- **Exercise Conduct and Evaluation:** We facilitate exercise operations, brief participants, and conduct hotwashes and debriefings post-exercise.
- **After-action reports and Improvement Plans (AAR/IP):** We compile validated information from exercise conduct and evaluations to develop concise, actionable reports.

Special Projects

Tidal Basin staff will support the City with any special projects including continuity of operations plans (COOP) and department operations center reviews and recommendations. With regards to any special projects related to planning, we will follow our approach outlined in the Planning section earlier. However, when it comes to conducting reviews of current operations and providing recommendations, Tidal Basin will work to gain a better understanding of the City's current operating procedures, processes, plans, and policies through an operational audit and gap analysis. After our assessments, we will provide an oral presentation

Our team is comprised of emergency management practitioners who have developed COOP plans for their jurisdictions and have had to activate those plans during real-world events.



(supported by a bulleted management summary) outlining our findings and providing recommendations for areas where the City may be most vulnerable. In addition, during the time that the assessment takes place we will provide one four-hour administrative training session to Key West. Finally, we will combine what we have learned with the City's goals and processes into an Administrative Action Plan (AAP) that will include forms, procedures, and processes designed to lessen administrative burden and redundancies.

Incident Management Support

The City may identify that an activation of the City CEMP and/or EOC, requires incident management staffing beyond the staffing levels the City has the capabilities for. One of the challenges to effective response and recovery is the high turnover and short tenure. Effective response and recovery hinges upon well-trained leaders and responders who have invested in response and recovery preparedness, developed engaged partnerships, and are able to achieve shared objectives.

In accordance with approved and adopted planning documents, and in order to provide immediate actions to save lives, protect property and the environment, and meet basic human needs, all of which is critical from the onset of a disaster, the City may desire to have in place a stand-by Incident Management Support Team (IMST).

Tidal Basin's IMST is made up of subject matter experts (SMEs) comprehensively experienced in all components of the National Response Framework (NRF), National Incident Management System (NIMS), the Incident Command System (ICS), and the National Disaster Recovery Framework (NDRF). When activated, IMST personnel are prepared to integrate with the City staff, and function as an integral part of the City response and recovery staffing. However, decision-making authority always remains with the City agency administrator or management staff, where applicable.

When disaster related incident management and EOC support personnel needs require IMST support, City staffing at the Local/City/County Emergency Operations Center (EOC) and/or Command Post is augmented with IMST staffing, including, but not limited to: Incident Managers; Command; Operations; Logistics; Planning; Finance/Adm. Sections; and other ICS/EOC unit level personnel. This service allows the City jurisdiction to maintain continuity of government while effectively managing the incident or disaster.

Our IMST provides support for short-term and long-term recovery staffing to assist the City with the PA Grant Program to provide assistance to the City so it can quickly respond to and recover from major disasters or emergencies declared by the President.

Our team provides short-term and long-term staff support in:

- Emergency Support Function (ESFs) positions, based on need and the level of response
- Operations | Section Chiefs, Branch Directors & Division/Group Supervisors
- Planning | Section Chiefs, Situation, Resources, Documentation & Demobilization Unit Leaders
- Logistics | Section Chiefs, Communications, Supply & Facilities Unit Leaders
- Finance/Admin | Section Chiefs, Time, Procurement, Compensation, Claims & Cost Unit Leaders
- Command Staff | Public Information officers, Safety Officers and Liaison Officers



Familiarity with Florida and the Florida Keys

The Tidal Basin team have maintained a presence in Florida assisting with disaster recovery efforts since Hurricane Andrew in 1992. We have extensive familiarity with recovery operations in Florida and have aided over 30 Florida communities to-date, guiding our clients through their insurance and FEMA recoveries. We have experience with emergencies such as hurricanes and major flooding events, as well as a deep understanding of FEMA and other federal programs, FHWA and FDOT. This intimate familiarity and level of involvement enables our in-depth understanding of the unique needs and challenges Florida faces following catastrophic events. **The graphic below shows the various disaster recovery clients that Tidal Basin has supported throughout the state of Florida.**





Florida Experience

Details of our experience supporting Florida clients includes but is not limited to:

- **City of Sanibel.** Tidal Basin continues to provide The City of Sanibel with emergency management professional services to support the recovery, mitigation, and implement future policy in their recovery from Hurricane Ian. The duties completed include: completing an expedited project to inject an advancement of \$2.4M within 45 days of submission, completed the damage assessments and identify 163 damages affecting The City, coordinating with City departments and management to facilitate FEMA PA, 404 mitigation and state grants related to the recovery, providing procurement guidance for RFP and RFQ solicitations, removing the administrative burden from the city (allowing City personnel return to normal work duties) through providing technical staff to complete daily coordination with FEMA and required recovery stakeholders, utilization of policy and FEMA precedence in past disasters to provide justifications to the Florida Division of Emergency Management (FDEM) and FEMA, coordinate funding advancements through FDEM, coordinate with FEMA Public Assistance, Community Assistance and Community Disaster Loan divisions to stabilize city's financial recovery, guide its' physical recovery and complete site inspections and guide A&E firms on FEMA policy. Tidal basin has submitted 48 FEMA projects, 163 damaged assets totaling an estimated \$80M in damages.
- **City of Hialeah, FL.** Tidal Basin provides the City of Hialeah with services designed to support emergency management administrative needs with preparedness, mitigation response and recovery associated with disaster related events. We supported the City's contract activation in 2017 after Hurricane Irma and to date have managed eighty-seven damage assessments for 14 projects totaling \$8M in FEMA recovery costs. The Tidal Basin team continues to help the City of Hialeah retain these funds during subsequent project closeouts and audits. Additionally, we supported the City with its HMGP and its BRIC Program. In total, across these two programs we have developed \$19.5M in grant applications. As part of our work for the City we also assisted with identifying cost-effective mitigation opportunities and alternatives (Section 404 and 406 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act) and the preparation of documentation to secure funding.
- **Hendry County.** Tidal Basin was selected by Hendry County to assist the County in preparing applications for and managing grants for CDBG-DR infrastructure, housing and economic development. Tidal Basin services include reviewing existing project information and background data and developing a complete application for the county's CDBG-DR funding. Our team assisted Hendry County in completing grant applications and obtaining grant funding for three infrastructure projects:
 - **Hendry County Flow-Way:** \$4.3 million CDBG-DR funded project to improve drainage and prevent flooding in Hendry and three adjacent counties by increasing the capacity of a flow-way that was over run during Hurricane Irma.
 - **Central County Water District Flood Control:** \$1.6 million CDBG-MIT funded project to improve conveyance and pumping capacity in the low-income Montura area of the County that was inundated during Hurricane Irma.
 - **Montura Volunteer Fire Station Hardening:** \$350,400.00 CDBG-MIT funded project to harden the volunteer fire station to be wind rated for hurricanes in the low-income area of Montura. This will allow first responders to shelter in the fire station during future events and decrease response time for residents in need.
- **City of Maitland.** Tidal Basin assisted the City of Maitland in developing and facilitating a three-hour tabletop exercise and a three-module hurricane scenario with breakout sessions used for discussion. We also developed and conducted a one-hour FEMA Public Assistance (PA) Overview Training to



familiarize the participants with the PA process, the City's responsibility as an applicant, eligibility, documentation, and closeouts, and developed an After-Action Report, using notes, worksheets, a hotwash, exercise evaluation guides, and participant feedback forms to record observations, analyze strengths and areas of improvement, and offer recommendations to support the City in response and recovery of future hurricane events.

- **Florida Department of Emergency Management.** Tidal Basin was contracted by FDEM to develop a tabletop exercise aimed at planning for a potential evacuation in response to a hurricane threat in Southwest Florida. Through the process of crafting a comprehensive standard operating procedure (SOP) for responding to and coordinating the temporary relocation of state-owned Temporary Sheltering Units (TSU) out of the Special Flood Hazard Area (SFHA) during emergency evacuations, Tidal Basin assisted FDEM to better understand their strengths as well as procedures that required additional attention. The project culminated in a hybrid virtual/onsite exercise that tested the new SOP during three separate modules. Takeaways from the exercise allowed for further refinement of the SOP focused on ensuring a robust strategy for any future evacuations.

Florida Keys Experience

- **Keys Energy Services.** Immediately following the aftermath of Hurricane Irma, Tidal Basin began providing guidance regarding reimbursement eligibility, compliant procurement practices, and the required documentation to effectively capture and present to FEMA the broad list of damages suffered by Keys Energy Services. Our work included reviewing contracts, providing programmatic consultation to identify eligible storm related expenses, and guidance on strategies to maximize recovery. Tidal Basin provided HMGP application preparation and submission, Benefit-Cost Analysis (BCA) Technical support for an approved Galvanic Cathodic Protection (GCP) project. Tidal Basin helped Keys Energy obtain \$5.5 million in Public Assistance grant funds.
- **Florida Keys Electric Cooperative.** The Tidal Basin Team has been engaged with Florida Keys Electric Cooperative (FKEC) since October 2017, following the landfall of Hurricane Irma. Our team provided strategic guidance and consultation to maximize the utility's recovery, providing services including reviewing for eligibility all documentation, contracts, expenses and reimbursements. Our mitigation team remains an ongoing partner with FKEC to apply for and manage Hazard Mitigation Grant Program (HMGP) projects for critical infrastructure armoring, including replacing vulnerable poles with self-supporting poles in distribution as well as replacing and armoring transmission poles from the mainland throughout the upper and middle Keys. Consultancy services include HMGP projects applications, Benefit-Cost Analyses (BCA) for multiple projects for critical infrastructure, and grant project management.
- **Florida Keys Aqueduct Authority.** Since 2022 Tidal Basin has provided services to the Florida Keys Aqueduct Authority (FKAA) in support of FEMA's Public Assistance program, Sheltering and Temporary Essential Power (STEP) and Hazard Mitigation Grant Program (HMGP).



Client References

Tidal Basin Client References		
Client	Project Name	Project Reference
City of Sanibel, FL	Disaster Recovery/Grant Management Services	Jocelyn Upchurch, Deputy Director Finance (P) 239-472-9615 x 368 (E) Jocelyn.Upchurch@mysanibel.com
Florida Keys Aqueduct Authority	FEMA Program Consulting Services	Tara Davila, Benefit and Risk Manager (P) 305-295-2212 (E) tdavila@fkaa.com
Fort Myers Beach, FL	Hurricane Ida and Idalia Emergency Management, Response, Recovery, Mitigation, CDBG-and Other Support Services	Andy Hyatt, Town Manager (P) 239- 313-0895 (E) andyhyatt@fmbgov.com
Hendry County, FL	HUD CDBG-DR Grant Development, Administration, and Professional Services	Adriana Walker, Grants & Special Projects Coordinator (P) 863-675-5264 (E) Adriana.Walker@hendryfla.net
City of Maitland, FL	Hurricane Tabletop Exercise and Recovery Training	Chris Morton, Fire Chief (P) 407-539-0774 (E) cmorton@itsmymaitland.com

Personnel Resumes

Please find the resumes for our key personnel immediately following this page.



Paul Taylor, VP Project Executive

Education

- M.P.A., Public Administration, University of Louisville, 2004
- B.S., Political Science and Government, United States Military Academy at West Point, 1993

Areas of Expertise

- Program Management
- Organizational Leadership
- Legislative Affairs & Policy
- Strategic Communications
- Stakeholder Engagement
- Crisis Management
- Public Administration & Policy
- Operational Planning
- Public & Intergovernmental Affairs

Certifications & Training

- Active Top Secret Security Clearance
- Certified Emergency Manager (CEM), International Association of Emergency Managers, 2023
- Grant Seeking Essentials Certificate, DisasterReady, 2023
- Professional Continuity Practitioner, Level 1, FEMA, 2022
- Non Profit Board Member Essentials Certificate, DisasterReady, 2022
- Project Management Essentials Certificate, DisasterReady, 2022
- Financial Management Essentials Certificate, DisasterReady, 2022

Profile

Mr. Taylor is an accomplished executive leader, with demonstrated success in Emergency Management, Government Affairs, and Stakeholder Management across multiple federal agencies and in the private sector. He most recently served a Regional Administrator for the Federal Emergency Management Agency (FEMA), an appointed Senior Executive in the U.S. Department of Homeland Security. Mr. Taylor was the lead executive responsible for all federal emergency management functions across four states, with a team of 300 employees, annual budget of \$14.4 million, and annual program obligations of \$227 million. Prior to FEMA, Mr. Taylor retired from the U.S. Army at the rank of Colonel, serving at multiple command levels, as well as in the Pentagon and U.S. Congress.

Relevant Experience

Vice President, Management Consulting Group, Tidal Basin, 04/2023 – Present

Vice President of Tidal Basin's Consulting Management Group, responsible for the company's Response and Recovery operations.

Regional Vice President, 04/2023 – 04/2024

Regional VP responsible for client relationships, business development, partnering efforts, and project oversight across a ten-state area encompassing FEMA Regions 7 and 8.

Maui Wildfires (DR-4724-HI), 2023 – Present

Mr. Taylor is the lead Tidal Basin executive for all Response and Recovery efforts.

Owner & Principal, Taylor Strategies LLC, 02/2021 – 04/2023

Provided consulting services to companies and non-profit organizations in the areas of Government Relations & Funding, Emergency Management, Relationship Building and Business Development.



Assisted clients with strategy development, lobbying and proposal preparation for federal government funding opportunities. Notable client successes include a DoD TACFI application resulting in a \$1 million grant, a \$2.5 million congressional appropriation to establish a training center of excellence, and a complex RFI response resulting in a \$500k technology testing opportunity. Represented clients at national and regional conferences including IAEM, NEMA, National Hurricane Conference, Natural Disasters Expo, NVOAD, and Florida Governor's Hurricane Conference. Frequent contributor to and speaker at regional and national events.

Disaster Experience:

- Hurricane Ian (DR-4673-FL) – Mass Care and Disaster Feeding liaison

Regional Administrator, FEMA Region 7, FEMA, 11/2017 – 01/2021

Oversaw all federal emergency management functions in a four-state region, including disaster Response coordination, Preparedness and Planning activities, Recovery (Public & Individual Assistance), and Mitigation programs. Provided leadership to 250 employees and led the region through several iterations of strategic planning, coordinating with FEMA headquarters and communicating with key internal and external stakeholders. Provided executive level oversight for fourteen Federal disaster declarations, including the historic Midwest flooding in 2019, Kansas and Iowa tornadoes in 2019, and the Iowa derecho in 2020.

Assigned as the Federal Coordinating Officer for all federal COVID response operations in the region from March 2020 until Jan 2021, coordinating directly with state & local elected officials, including governors, as well as local, state, regional and federal Emergency Management and HHS agencies. Executed an aggressive intergovernmental outreach plan that included local, state, & tribal Emergency Management officials, Governors and state cabinet officials, partner Federal agencies, and the region's congressional delegation, as well as private sector and non-profit organizations.

Actively supported and made critical contributions to the growth of two state-wide public-private partnerships in Iowa and Nebraska. Responsible for all continuity, contingency planning and exercises for natural disasters, cyber incidents, and pandemic preparedness, including the completion of the first FEMA-state joint operations plan for the New Madrid Seismic Zone with Missouri. Oversaw a hiring surge to improve the region's Recovery and Mitigation functions; hired more than 100 employees over an 18-month period, increasing the overall size of the region by 50%, allowing FEMA to better support state and local partners during the disaster recovery process. Built the first FEMA regional data analysis branch to improve disaster program and other organizational outcomes.

Disaster Experience:

- Iowa Derecho/Severe Storms (DR-4552)
- COVID-19 Pandemic (DR-4521-NE, DR-4504-KS, DR-4490-MO, DR-4483-IA)
- Missouri Tornadoes and Flooding (DR-4451, DR-4435)
- Kansas Tornadoes and Flooding (DR-4449)
- Iowa Flooding (DR-4421)
- Nebraska Flooding (DR-4420)
- Kansas Flooding (DR-4417, DR-4403)
- Iowa Tornadoes and Flooding (DR-4392, DR-4386)
- Nebraska Tornadoes and Flooding (DR-4387)



Vice President of External Affairs, WillCo Technologies, 09/2016 – 04/2017

Responsible for developing external relationships for WillCo Technologies, a software integration company specializing in Cybersecurity and Information Technology workforce management software compliance tools. Built potential sales, investor and partner relationships, as well as managing initiatives with Congress and the federal government. Assisted in the ongoing management of several Department of Defense contracts, providing Software as a Service (SaaS) product and support to more than 1.3 million users worldwide.

Adjunct Professor – Budgetary Politics, George Washington University, 08/2014 – 08/2016

Leverages education and professional experience to co-teach a graduate course in Budgetary Politics, focusing on procedures and politics of the federal budget and congressional appropriations processes.

U.S. Army, 01/2010 – 08/2016

Director of Government Relations, 10/2013 – 08/2016

Managed a team of hand-picked government affairs professionals responsible for translating overall legislative strategy into measurable results. Secured legislative support for Army budget requests (\$125 billion annually) by developing extensive stakeholder networks to facilitate complex engagement strategies. Represented C-suite level leaders on Capitol Hill, regularly achieving greater than 99% of Army appropriations requirements. Developed and delivered key messages to external audiences and executed crisis communications when required.

Squadron Commander, 1-32 Cavalry, 101st Airborne Division, 09/2011 – 09/2013

Senior manager leading a 500-Soldier organization; articulated vision, and oversaw strategic planning, operations, training, human resources, risk management, and logistics; repeatedly recognized in top 10% of over 75 peer leaders. Restructured and retrained unit in only four months to deploy 125 Soldiers to mentor & train the Afghan Army, widely viewed as critical to the unit's overall strategic and tactical success. Led a significant unit reorganization, doubling the organization's size and direct reports, completing all organizational and training benchmarks on time over a 9-month period. Expanded external relations, media outreach, and partnering with key stakeholders to heighten organizational success and esprit de corp.

Legislative Liaison/Lobbyist, 01/2010 – 08/2011

Primary liaison between the Department of the Army and Congress for Army personnel issues. Experienced collaborator, leveraging relationships within the House/Senate Armed Services Committees, executive branch, & military advocacy groups in support of Army personnel issues. Trusted by senior Army (C-suite level) and Congressional leadership on a variety of complex policy issues; developed coalitions to enable legislative success for Army priority personnel concepts. Selected by Army leadership as the lead for several high-profile crisis communications efforts.

Legislative Assistant, Senator John Cornyn, United States Senate, 12/2008 – 12/2009

Supported and advised a senior U.S. Senator (later the Senate Majority Whip) on key issues; responsible for defense, foreign affairs, and veterans policy issues, as well as defense appropriations. Built extensive relationships with a variety of stakeholder groups to advance legislative efforts, as well as publicizing these efforts to key constituencies.



Early Career Assignments, U.S. Army, 11/1993 – 08/2008

- Chief of Staff and Operations Officer for a 1,000-person organization, with seven direct reports; managed all organizational training, human resources, resource management, and logistics functions.
- Deputy operations officer for a combat brigade consisting of ten direct reports; synchronized daily operations and logistics missions for more than 8,000 U.S. and foreign military personnel.
- Observer and analyst, responsible for coaching and teaching organizations, including the execution of focused After-Action Reviews, resulting in measurable process and performance improvements.
- Operations officer for a forward deployed command, responsible for logistics, security, training, external outreach, and coordination with the U.S. Department of State and foreign military leadership.
- Small unit manager, leading operations, maintenance, and training organizations from 16 up to 350 Soldiers and civilian employees.



Robert “Bob” Wright

Project Manager

Education

- BS, Business Administration, Columbia College
- AAS, Airway Sciences, Community College of the Air Force

Areas of Expertise

- 404 HMGP
- 406 Hazard Mitigation
- Alternative Procedures
- Appeals
- Closeout
- Cost Estimating Format (CEF)
- FEMA Individual Assistance
- FEMA Public Assistance
- Improved Projects
- Preliminary Damage Assessments
- Project Management
- Project Worksheet Formulation, Version and Writing
- Navigating the FEMA Grants Portal
- Navigating the Civix Grants Management Platform

Profile

Mr. Wright joined Tidal Basin after 25 years of military service. Wright has worked three federally declared disasters in New York State, assisting with Adjusters International’s administration of the FEMA Public Assistance Program for the State, was deployed to Florida to assist Applicants in Monroe County, to Mississippi to assist Applicants in the aftermath of Hurricane Katrina, and to Louisiana to assist Applicants in Jefferson Parish. Wright worked as a consultant for the Village of Islands, Islamorada, Florida for federally declared disasters hurricanes Dennis, Katrina, Wilma, and Tropical Storm Rita. Wright retired from the Air National Guard as a Chief Master Sergeant. His broad knowledge and understanding of the FEMA Public Assistance program provided the basis for his technical writing. He is most recently published in Disaster Recovery Today where he authored the article, “Rebuilding Under the FEMA Public Assistance Program: Repair? Replace? Relocate?”

Relevant Experience

Assistant Vice President/Operations Manager, Management Consulting Services, Tidal Basin, 2005 – Present

City of Marion, IA – Severe Storms-Derecho, DR-4557-IA, 11/2020 – 12/2024

- Mr. Wright was assigned as the Engagement Manager, assisting and overseeing the assigned activities of the Project Manager. The City is facing \$40 million in estimated Category A, Debris Removal costs.
- Wright is working with the Project Manager and City Leadership in obtaining and organizing Debris Removal supporting documents to obtain project approval and obligation of \$14 million in invoiced costs to date.
- Wright is also assisting the Project Manager and City Leadership with the identification of eligible storm-damaged facilities, appropriate categories of work and project formulation.



[Santa Rosa County, Florida – Hurricane Sally, DR-4564-FL, 09/2020 – 06/2022](#)

Wright was assigned as the Engagement Manager, assisting and overseeing the assigned activities of the Project Manager. Wright is assisting the Project Manager and City Leadership with the identification of eligible storm-damaged facilities, appropriate categories of work and project formulation.

[University of West Florida – Hurricane Sally, DR-4564-FL, 09/2020 – 07/2024](#)

Wright was assigned as the Engagement Manager, assisting and overseeing the assigned activities of the Project Manager. Wright is assisting the Project Manager and City Leadership with the identification of eligible storm-damaged facilities, appropriate categories of work and project formulation.

[San Patricio County, Texas – COVID-19 Pandemic, DR-4485-TX, 08/2021 – 04/2022](#)

Wright was assigned as the Engagement Manager, assisting and overseeing the assigned activities of the Project Manager. Wright is assisting the Project Manager and City Leadership with the identification of eligible Pandemic Costs to apply to CARES Act funding and eligible costs to apply to Public Assistance grants.

[Florida Division of Emergency Management \(FDEM\) – COVID-19 Pandemic, DR-4486-FL, 06/2020 – 12/2024](#)

Wright was appointed as the Project Manager, assisting and overseeing the assigned activities of six assigned personnel. FDEM assigned sixty-seven applicants to the Tidal Basin Team, consisting of State Agencies plus Colleges and Universities. Main responsibilities of the assigned team are to assist the applicants with completing the required subgrant agreement and other FDEM required documents and getting them processed through the FDEM PA web-based portal. The team is also responsible for assisting each applicant with their development of the COVID-19 specific streamlined application used for requesting public assistance grants. This effort also includes ensuring each applicant provides supporting documentation and each team member thoroughly reviews each document for accuracy and eligibility. The Team has currently assisted with over \$8.3 million posted in FEMA's Grants Portal. Wright is responsible for the review and feedback of each streamlined application prior to further approval and obligation of requested funding. Wright is also responsible for the completion and submission of FDEM required reports.

[State of Hawaii – Rain Event, Volcanic Eruption, Hurricane Lane, 05/2019 – 09/2019](#)

Wright was assigned to the State of Hawaii Emergency Management Agency, as a Senior State Representative, to assist subrecipients with their processing of their public assistance grants for the respective federally declared disasters. Wright was instrumental in assisting the Island of Kauai Water Department in obtaining FEMA's acceptance to replace roughly 400 feet of main waterline, one of six included in a single project report; thus, raising the estimated cost for the entire project's scope of work to over \$1 million, from the initial amount of \$356K.

[City of Key West, FL – Hurricane Irma, 10/2017 – 06/2022](#)

Wright was assigned to the City of Key West to assist with their recovery efforts from Hurricane Irma. Wright has been a valued asset to the City with the identification of eligible damaged facilities and has provided a detailed listing of projects, by category, and has produced solid formulation of Category A through G project worksheets. There were twenty project reports produced with a net total of nearly \$11 million. Wright is actively involved with large project reimbursement requests and assisting City leadership with closeout of large projects.

[City of San Jose, CA – Severe Winter Storms, Mudslide, Flooding - DR-4301 and DR-4308, 09/2017 – 10/2017](#)

Wright assisted the City of San Jose with their project identification and project formulation, being instrumental in providing input to suggest positive changes to the project worksheets initially written by



FEMA staff. Wright also visited with City staff and provided a valuable training session regarding 2CFR and proper procurement of contracts.

Town of Danville, CA – Severe Winter Storms, Mudslides, Flooding – DR-4301, DR-4305 and DR-4308, 06/2017 – 09/2017

Mr. Wright assisted the Town of Danville with project identification and formulation to meet the requirements of the Public Assistance Program. Wright is currently assisting in the development of damage description and scope of work and has provided the Town with valuable input for the obligation of each project worksheet.

Victor Valley Wastewater Reclamation Authority, Victorville, CA – DR 1952, 08/2017 – 09/2017

Wright assisted the Victor Valley Wastewater Reclamation Authority with the closeout of two large projects. One large project was submitted for a final closeout cost of over \$36million and the second large project was submitted for a final closeout cost of over \$8million. Wright was instrumental in developing a final cost tracking and supporting documentation mechanism; providing the state closeout specialist with a one-stop shop for both large projects.

Union-Endicott Central School District, 09/2011 – 03/2012

During the first week of September 2011, the School District suffered record flooding after the remnants of Tropical Storm Lee caused the Susquehanna River to overflow its banks that abut school district property. The resulting flood left the entire athletic field complex under 14.5 feet of floodwater and roughly 5 inches of thick, muddy silt once the waters receded. Wright is serving as Project Lead for this engagement. Damages are estimated at over \$1.6 million dollars.

New York State: OCNV-001 - Orange County, Tropical Storm Lee, 09/2011 – 11/2011

Wright was initially assigned to Orange County after a summer flood event that damaged a few of the County-owned facilities. Bob was responsible for accompanying the FEMA Building Assessment Team during multiple visits to the County Office Complex. Bob started the project coordination and formulation for all county facilities eligible public assistance funding.



Ashlee Delventhal, CEM, CM

Preparedness/EOC Support Lead

Education

- M.S., Applied Aviation Safety, Florida Institute of Technology
- B.S., Emergency Management, Jacksonville State University

Areas of Expertise

- Mass evacuation and Sheltering
- Catastrophic Planning and Response
- Mass Casualty
- Family Assistance and Reunification
- Airports and Aviation
- Special Events
- Strategic Planning
- Improvement Planning and Analysis
- Public Information and Media

Certifications & Training

- Certified Emergency Manager
- AAAE Certified Member
- Master Continuity of Operations Plan (COOP) Practitioner
- Homeland Security Exercise and Evaluation Program (HSEEP)
- Infrastructure Protection Certificate (Updated)
- Colorado Certified Emergency Manager

Profile

Ms. Delventhal is a leader in the emergency management industry, experienced in a broad range of functions. She currently serves as Senior Director of Debris and Response for Tidal Basin.

Ms. Delventhal has spent over 20 years in the emergency management industry and responded to 26 large/major disasters during that time period. She has also planned and activated for some of the largest special events in the country, including Super Bowl XLVII, Mardi Gras in New Orleans, NCAA Championship game to name a few.

Prior to joining Tidal Basin, Ms. Delventhal was the Assistant Director of Emergency Management at Denver International Airport where she used experience gained working with other airports as a local emergency manager to lead the airport's preparedness program. Ms. Delventhal also spent the first half of her career in Southeast Louisiana where she worked at the local, federal, and non-profit levels where she worked extensively in hurricane preparedness, response, and recovery efforts.

Relevant Experience

Tidal Basin, 10/2019 – Present

Senior Director, Response and Debris Management, 04/2024 – Present

Supports clients in growing preparedness programs. Builds resiliency through planning, training and exercise, and other collaborative initiatives.

Director/Senior Director, Preparedness, Resiliency, and Emergency Management Programs, 10/2019 – 04/2024

Response

Project Manager

- Florida Division of Emergency Management, Hurricane Idalia, Starlink Logistics Deployment, Gainesville, FL, 08/2023 – 10/2023
- Hawaii Emergency Management Agency, Maui Wildfires, Starlink Logistics Deployment, Oahu, HI, 08/2023



Logistics

- Florida Digital Services, Hurricane Ian, Starlink Logistics Deployment, Ft. Myers, FL, 11/2022

Planning

Project Manager

- Colorado Department of Human Services ESF #6 Mass Care Assessment, Denver, CO, 10/2022 – 06/2023
- Hillsborough County Aviation Authority Incident Management Consulting Services, Tampa, FL, 10/2022 – 11/2022
- Butte County Emergency Operations Plan Revision, Butte County, CA, 02/2021 – 04/2022
- Del Norte County Emergency Operations Plan Power Outage Annex Development, Del Norte County, CA, 06/2021 – 11/2021
- Del Norte County Emergency Operations Plan Volunteer and Donations Annex Development, Del Norte County, CA, 05/2021 – 11/2021
- Del Norte County Emergency Operations Plan Revision and Tabletop Exercise, Del Norte County, CA, 06/2020 – 03/2021

Subject Matter Expert

- Greater Toronto Aviation Authority Crisis Management Gap Analysis, Toronto, Ontario, 08/2023 – 12/2023
- Municipality of Anchorage Continuity of Operations Planning Initiative, Anchorage, AK, 05/2023 – 09/2023
- Colorado North Central Region Patient Tracking and Family Reunification Plan, Denver, CO, 02/2021 – 08/2021
- Airport Cooperative Research Program Synthesis 11-03 / Topic S04-24, Practices in Airport Emergency Plans, 10/2019 – 12/2020

Project Executive

- Countywide Emergency Operations Plan, Annexes, and Tabletop Exercise, Solano County, CA, 03/2023 – 06/2024
- Del Norte County Transportation and Evacuation Annex, Del Norte County, CA, 09/2022 – 04/2023
- Del Norte County Natural and Cultural Resource Protection and Preservation Program Preparedness, Planning, and Exercise Development, 04/2022 – 04/2023

Planner

- Tri-County Hazard Mitigation Plan, Ingham County, MI, 11/2021 – 02/2023
- (Sub-contractor) Arapahoe County Patient Tracking and Family Reunification Workshop Series, Arapahoe County, CO, 09/2020 – 08/2021
- TriMet ICS Course Updates, Tri-County Metropolitan Transportation District of Oregon (TriMet), Portland, OR, 02/2019 – 01/2020
- Tri-County Hazard Mitigation Plan, Ingham County, MI, 10/2021 – 10/2022



Other Roles

- Technical Lead (sub-contractor) – Program for Applied Research in Airport Security (PARAS) 0040, Pandemic Response, Recovery, and Preparedness Planning for Airport Security Operations, May 2021 – July 2022

Training and Exercises

Project Manager

- City of Cupertino Emergency Planning and Tabletop Exercise Series, Cupertino, CA, 10/2023 – 06/2024
- City of Maitland Hurricane Recovery Training and Tabletop Exercise, Maitland, FL, 06/2023 – 08/2023
- Emergency Management On-Call Checklists and Training, Los Angeles World Airports, Los Angeles, CA, 05/2023 – 06/2023
- MidAmerica St. Louis Airport Triennial Airport Full Scale Exercise, MidAmerica St. Louis Airport, Mascoutah, IL 04/2023 – 09/2023
- Crisis Leadership Team Executive Tabletop Exercise, Los Angeles World Airports, Los Angeles, CA, 02/2023 – 05/2023
- Northern Virginia Silver Line Coordination Tool Planning, Training, and Exercising Phase III, Northern Virginia Emergency Response System (NVERS) / Washington Metropolitan Area Transit Authority (WMATA), Northern Virginia, 05/2020 – 11/2021

Subject Matter Expert

- John Wayne Airport Triennial Airport Full Scale Exercise, John Wayne Airport, Orange County, CA 10/2019 – 07/2020
- Water System Service's Emergency Communications Center Operations Plan, Training, and Exercises, Los Angeles Department of Water and Power (LADWP), Los Angeles, CA, 10/2019 – 12/2019
- Crisis Management Council (CMC) Functional Exercise, Southern California Edison, Los Angeles, CA, 10/2019 – 11/2019
- Northern Virginia Silver Line Coordination Tool Planning, Training, and Exercising Phase II, Northern Virginia Emergency Response System (NVERS) / Washington Metropolitan Area Transit Authority, Northern Virginia, (WMATA, 10/2019 – 11/2019

After-Action Reports

Project Manager

- Colorado Division of Emergency Management, Marshall Fire After-Action Report, Denver, CO, 04/2023 – 06/2023
- Shasta County COVID-19 After-Action Report / Improvement Plan, Redding, CA, 06/2022 – 06/2023
- State of Hawaii COVID-19 After-Action Report / Improvement Plan, Oahu, HI, 05/2022 – 05/2023
- Oregon Association of Hospitals and Health Systems (OAHHS) COVID – 19 After-Action Report and Improvement Plan, Lake Oswego, OR, 05/2021 – 12/2021
- Calvert County COVID–19 AAR/IP, Calvert County, MD, 10/2020 – 02/2021



Subject Matter Expert

- Sub-contractor – San Jose COVID-19 AAR, San Jose, CA, 08/2020 – 11/2020

Denver International Airport, Denver, CO, 04/2015 – 10/2019

Assistant Director Emergency Management, 01/2018 – 10/2019

- Managed team of seven; responsible for preparedness, regulatory and emergency training and exercise, and movement area driving.
- Chair and founder of Emergency Preparedness Committee, Family Assistance working group.
- Lead in Emergency Management Committee responsible for improvement planning, special projects, and metrics analysis.
- Lead and facilitator for airport employee emergency preparedness initiative.
- Coordinated with work groups and stakeholders for Emergency Operations Center (EOC) planning, emergency ingress and egress, access and functional needs, and other special projects.
- Public speaker on mass casualty, family assistance, and human factors nationally and internationally.
- Instructor for Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program, Continuity of Operations Plan, and Incident Command System courses.

Disaster Response

- Colorado Bomb Cyclone Blizzard, Planning Section Chief, March 2019

Emergency Management Coordinator, 04/2015 – 01/2018

- Developed, facilitated, and hosted over 40 emergency exercises per year.
- Created and managed airport exercise analysis and improvement plan program.
- Facilitated the integration of exercise and real-life event improvement plans to create a cohesive program.
- Developed the Training and Exercise Design Annual Report demonstrating departmental accomplishments each year.

Disaster Response

- Colorado Blizzard, Planning Section Chief, March 2016

Communications and Special Events Oversight Coordinator, City of Boulder, Boulder, CO, 05/2013 – 04/2015

- Served as Public Information Officer during Emergency Operations Center activations and as City liaison to the Incident Command Post during significant special events.
- Responsible for all aspects of special event coordination and permitting and the City's Special Events Committee.
- Oversaw development of communications plan, press releases, media interviews, and other public information activities for downtown Boulder.
- Developed and presented department initiatives and projects to City Council and City boards and commissions.



Disaster Response

- Colorado Floods (DR-4145), ESF-15 Public Information Officer, Sept 2013, Boulder, CO

Significant Special Events

- US Pro Challenge, Incident Command Liaison, City of Boulder, August 2014
- Ironman, Incident Command Liaison, City of Boulder, August 2014

Deputy Planning Section Chief, New Orleans Office of Homeland Security and Emergency Preparedness, New Orleans, LA, 09/2010 – 05/2013

- Led New Orleans Emergency Management Planning Section in all phases of disaster and significant special events.
- Played an extensive role in hurricane planning and response with Louis Armstrong International Airport (MSY), including tourist and resident commercial flight evacuations, City-assisted air evacuations, airport evacuation and closure, re-entry and restoration of operations, and the annual full-scale hurricane exercise.
- Coordinated with stakeholders to plan and activate bus and air evacuation plans for 300,000+ citizens with limited means of transportation.
- Developed and oversaw the City's Corrective Action Plan program, ensuring resolution of improvement items identified during disasters and significant special events.
- Consolidated expenditures and documentation for reports and FEMA reimbursement for national disasters.
- Supervised and mentored departmental interns.

Disaster Response

- Hurricane Isaac (DR-4080), Planning Section Chief, Aug 2012; New Orleans, LA
- Tropical Storm Lee (non-declared), Planning, Situation Unit Leader, Sept 2011; New Orleans, LA
- MS River Flooding (EM-3322), Planning, Situation Unit Leader, May 2011; New Orleans, LA

Significant Special Events

- Mardi Gras, Planning Section Chief, Feb 2013
 - Super Bowl XLVII, Planning Section Chief, Jan/Feb 2013
 - Navy Fleet Week, Planning Section Chief, April 2012
 - NCAA Final Four, Planning Section Chief, March 2012
 - Mardi Gras, Planning Section Chief, Feb 2012
 - BCS National Championship Game, Planning Section Chief, Jan 2012
 - Sugar Bowl, Planning Section Chief, Jan 2012
 - Mardi Gras, Planning, March 2011
 - Sugar Bowl, Planning, Jan 2011
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Planning Specialist, Temporary Katrina Recovery Position, Federal Emergency Management Agency, New Orleans, LA, 03/2009 – 08/2010

- Managed and led Air Evacuation Team activities in support of New Orleans hurricane air evacuations, including recruitment, assignments, activation processes, training, and the annual airport full-scale evacuation exercise.
- Developed and maintained internal Continuity of Operations (COOP) Plan, Hurricane Operations, Pandemic Influenza, Occupant Emergency Plans, and the Emergency Notifications System for three FEMA facilities and over 700 employees.
- Developed and facilitated briefings, training, and exercises for FEMA senior leadership and the Federal Executive Board.

Disaster Response

- Deepwater Horizon (BP) Oil Spill (non-declared), Planning, Situation Unit Leader, May 2010; New Orleans, LA
- Hurricane Katrina (DR-1603), Safety/Planning, March 2009-August 2010; New Orleans, LA

Regional Program Manager, American Red Cross, New Orleans, LA, Salt Lake City, UT, Flagstaff, AZ, Baton Rouge, LA, 06/2003 – 03/2009

- Led Red Cross planning and response operations in various positions in four cities.
- Led mass evacuation and shelter planning efforts.
- Served as Operations Management for aviation responses and mass casualty family assistance center for six transportation and mass casualty incidents.
- Supported local airports with airport operations planning and exercise, focused primarily on family assistance planning and hurricane evacuation efforts.
- Managed an average of 2-6 paid employees, and 10-20 volunteer response teams in local and regional locations.
- Responded to 13 large-scale disasters, including Hurricanes Ivan, Katrina, Rita, Gustav, and Ike.
- Continued as a volunteer trainer for disaster relief workers until 2013.

Disaster Response

- Hurricanes Gustav & Ike (DR-1786/1792), Operations / Incident Command Liaison, August-October 2008; Jefferson Parish & Houma, LA
- Wells Earthquake (non-declared), Public Information Officer, American Red Cross, February 2008; Wells, NV / Salt Lake City, UT
- Mexican Hat Bus Crash / Mass Casualty (non-declared), Operations / Family Assistance, January 2008; Mexican Hat, UT
- Crandall Canyon Mine Collapse / Mass Casualty (non-declared), Operations / Family Assistance, August 2007; Huntington, UT
- Neola North (Morris) Fire (FMAG-2703), Operations, June-July 2007; Duchesne, UT
- Severe Storms and Flooding (DR-1660), Operations, September 2006; Tuba City, Navajo Nation (AZ)
- Tiger Complex Fire (non-declared), EOC / Incident Command Liaison, June 2006; Prescott, AZ



- Brins Fire (FMAG-2645), Operations / Incident Command Liaison, June 2006; Sedona, AZ
- Hurricanes Katrina & Rita (DR-1603/1607), Operations, August-December 2005; Baton Rouge, LA
- Tropical Storm Cindy (DR-1601), Operations, July 2005
- Olla Tornadoes (non-declared), Casework / Mass Care, November 2004; Olla, LA
- Hurricane Matthew (non-declared), Mass Care, October 2004, Baton Rouge, LA
- Hurricane Ivan (DR-1548), Mass Care, September 2004; Baton Rouge, LA
- Severe Storms and Flooding (DR-1521), Casework, June 2004; Baton Rouge, LA
- Tropical Storm Bill (non-declared), June 2003; Baton Rouge, LA



Elizabeth Peck, MA, CPM

Mitigation Lead

Education

- M.A., Homeland Security, American Military University
- B.S., Liberal Arts, Franklin Pierce University

Areas of Expertise

- Hazard Mitigation
- Change Management
- Threat Analysis
- Vulnerability Assessments
- Instructional Systems Design
- Operations Management
- Personnel Management
- Policy Writing
- Strategic Planning
- Emergency Management
- Budget Management
- Policy & Procedures

Certifications & Training

- Grant Writing, 2011
- Web EOC certification course, State of NH 2011
- Benefit Cost Analysis Training 2011
- Advanced Public Information Officer 2014
- Certified Public Manager 2016
- Section 508-Standards for Applications, 2017
- Developing and Managing Volunteers (IS.244.b)

Profile

Ms. Peck is a highly respected Hazard Mitigation professional, with twelve years of progressive state and local hazard mitigation grant program management (404 and 406), application development, strategic planning, mitigation planning, and communications. Advanced leadership derived from direct experience as Director of Mitigation, State Hazard Mitigation Officer for the State of New Hampshire, Public Assistance Coordinator, and Assistant Public Information Officer. Current subject matter expertise is being used in government advising and consultation with focused efforts on business development, capture initiatives, initiative emergency management, sustainability, and resiliency development ensuring protection from natural hazards.

Relevant Experience

Tidal Basin, 03/2021 – Present

Director of Hazard Mitigation

As the Director of Mitigation, the top priorities are to foster exceptional customer relationships and provide support and guidance to clients across the country on program compliance, application development, policy, and procedures.

- Manage staff members on initiatives while focusing on client priorities.
- Lead team members to provide technical guidance to clients.
- Overseeing and coordinating training, outreach, and technical assistance.
- Maintain contract schedules and deliverables exceeding expectations.
- Ensure legal updates and FEMA policy guidance protocols are adhered to on current projects.
- Contribute throughout the development and design of organizational and strategic initiatives.



- Direct team members with guidance on cost-efficient practices that remain consistently applied to all internal efforts and those applied to clients.
- Schedule work priorities and set deadlines for work completion based on workforce availability, workload, and productivity analysis, define technical work requirements, and develop and revise tactical and strategic plans as needed.
- Present development initiatives for advanced platforms that increase efficiency on assigned projects and ensure we are meeting all required goals and performance milestones.
- Meet budget constraints of contract ensuring that goals and objectives are accomplished within budgetary parameters.
- Assist with large, complex, multi-discipline presentations.
- Evaluate contractor performance and overall program effectiveness in terms of mission accomplishments.

Mitigation Capture Manager

Work closely with the Business Unit Lead, and the Business and Development to assist in a disciplined approach to qualifying business opportunities and developing a winning strategy to improve the probability of winning a strategic opportunity. Play a strong role in technical writing with proposals, ascertaining business pursuits, and providing the leadership, coordination, resource allocation, and strategy needed to prepare winning bids.

Program Manager, State of Iowa Department of Homeland Security and Emergency Management, Windsor Heights, IA Hazard Mitigation Assistance Program

Work in coordination with the State of Iowa Department of Homeland Security and Emergency Management officials and leadership team, to develop Hazard Mitigation Assistance for the FY23 BRIC/FMA application period. Supported outreach to identify and develop mitigation applications, and additional possible mitigation actions to ensure maximum participation with mitigation funds. Assist with the development of mitigation applications, and outreach.

Program Manager, City of Manchester New Hampshire, Hazard Mitigation Plan Update Manchester, New Hampshire

Work in coordination with the City of Manchester, stakeholders, and the public to update their local Hazard mitigation plan. Hazard mitigation Planning is a federal requirement to secure federal funding through the Federal Emergency Management Agency (FEMA). Mitigation Plan updates are done through updates to capability assessment, identifying any changes or gaps. Update the hazard identification and risk assessment, including update and refinement of the hazard profile, hazard extent, previous occurrences, probability, magnitude, and severity, and a wrap-up of overall hazard significance to put hazards in context. Review and update vulnerability data to provide the risks to various hazards. Report out of the mitigation actions and identify new actions to reduce the risk of impact from identified hazards. Implementation strategies and plan maintenance to ensure the plan is maintained over its five-year life cycle.

Program Manager, Town of Fort Myers Beach, Fort Myers Beach, Florida-Hazard Mitigation Grant Program

Following Hurricane Ian and Hurricane Nicole, work in coordination with the Town of Fort Myers Beach officials and leadership team, to develop Hazard Mitigation Grant Program projects to present to the Lee (Co.) Mitigation Strategy team for adoption to move forward with outreach to identify and develop mitigation applications, and additional possible mitigation actions to ensure maximum participation with mitigation funds. Assist with the development of mitigation applications, and outreach.



Mitigation Planning Support, Morris County NJ Multi-Jurisdictional Hazard Mitigation Plan Update

Work in coordination with Morris County NJ, stakeholders, and the public to update their Multi-Jurisdictional Hazard mitigation plan. Hazard mitigation Planning is a federal requirement to secure federal funding through the Federal Emergency Management Agency (FEMA). Mitigation Plan updates are done through updates to capability assessment, identifying any changes or gaps. Update the hazard identification and risk assessment, including update and refinement of the hazard profile, hazard extent, previous occurrences, probability, magnitude, and severity, and a wrap-up of overall hazard significance to put hazards in context. Review and update vulnerability data to provide the risks to various hazards. Report out of the mitigation actions and identify new actions to reduce the risk of impact from identified hazards. Implementation strategies and plan maintenance to ensure the plan is maintained over its five-year life cycle.

Project Lead, State of Hawaii Emergency Management, Honolulu Hawaii-Hazard Mitigation Grant Program

Work in coordination with the Hazard Mitigation leadership team, State Hazard Mitigation Officer, and Hazard Mitigation staff to manage FEMA Sections 404, Hazard Mitigation Grant Program. Assist with outreach to identify and develop mitigation applications, and additional possible mitigation actions to ensure maximum participation with mitigation funds. Assist with the development of mitigation applications, and outreach.

Deputy Program Manager, State of NY, Department of Homeland Security and Emergency Services, Albany, NY-Hazard Mitigation Grant Program

Work in coordination with the Hazard Mitigation leadership team, State Hazard Mitigation Officer, Deputy Hazard Mitigation Chief and Hazard Mitigation staff to manage FEMA Sections 404, Hazard Mitigation Grant Program. Program Lead for the Mitigation Project Identification and Development Task Force. Assisted with outreach to identify and develop mitigation applications, and additional possible mitigation actions to ensure maximum participation with mitigation funds.

Program Lead, State of NY, Department of Homeland Security and Emergency Services, Albany, NY-Hazard Mitigation Planning

Assisted clients by providing support and guidance to the client for their Hazard Mitigation Planning Division. Close coordination with the Deputy Hazard Mitigation Chief and Hazard Mitigation staff with the update of local hazard mitigation plan updates. Supported the reviews to ensure the plans met FEMA Hazard Mitigation Plan requirements for approval.

Professor/Homeland Security Lecturer, School of Graduate and Professional Studies, New England College, Henniker, NH, 2016 – Present

- Homeland Security and Emergency Management professor for undergraduate students.
 - Instruct classroom and online courses.
 - Develop students' foundational understanding of criminal justice homeland security, and emergency management by teaching theory and analyzing case studies.
 - Utilize technology to deliver online courses and materials via discussion board format and PowerPoint presentations.
 - Utilize technology such as Blackboard, Teams, and Adobe Connect.
 - Develop new courses and curriculum design for additional degree programs.
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Dawson Solutions LLC, Washington, DC, 2017 – 2019

Business and Development Assistant Project Manager, National Security Program

Worked on a Department of Defense contract as an Instructional Systems Designer for Computer Networking Operations for Nellis Air Force Base, NV. Assisted with identifying and acquiring new clients through following up on potential networking opportunities. Advised on the proposal process and collaborated with team members to prepare responses to 'Sources Sought', Request for Information, and prepared final proposals for client presentations.

Deputy Project Manager, Change Management and Communications Specialist

Served in a leadership capacity spearheading the change management development of strategic initiatives and plans to address some of the most mission critical issues for the Department of Defense and Defense of Health Agency. Conducted analysis of current trends, intelligence, and developed advanced communications and coordination plans.

Senior Consultant, Booz Allen Hamilton, McLean, VA, 2016 – 2017

Provided guidance to the U.S. Department of Homeland Security, Office of Emergency Communications, with efforts to promote forward-thinking communications used by emergency responders and government officials on interoperability capabilities domestically. Led analysis efforts, project coordination, and asset development, to guide federal, state, local, tribal, and territorial partners on advancement of emergency communications capabilities.

State of New Hampshire, Concord, NH, 2011 – 2016

State Hazard Mitigation Officer | Public Assistance Coordinator

Managed the State Hazard Mitigation and Public Assistance programs through the implementation of grants (404 and 406) over the course of 17 declared disasters. Managed a mitigation team which assisted the state with Hazard Mitigation Planning, Threat Hazard Identification and Risk Assessment, and Vulnerability Assessments. Fostered strong Community relations with federal, state, local entities to include congressional collaboration on key area of concern.

- Provided grant writing assistance, collected information during and after events to provide data and historical documentation for benefit cost analysis and application development.
- Worked with stakeholders to identify and develop hazard mitigation proposals, applications. projects. Provided guidance on the Hazard Mitigation Assistance Grant Programs.
- Assisted with Benefit-Cost Analysis development.
- conducted field site visits to ensure project and planning compliance.
- Collaborated closely with federal, state, and local agencies.
- Provided guidance to state and local stakeholders in furtherance of identification of trends, and areas of concern across the state.
- Developed sources to funding in support of mitigation projects that have improved sustainment and resiliency from future hazard events.

Assistant Public Information Officer

Directed and coordinated various public information activities on behalf of the Commissioner and Director. Integrated the agencies communications and public relations programs and initiatives into a cohesive



effort that conveyed a consistent message in support of its mission, strategic goals, and objectives. Served as strategic advisor to senior leaders with respect to communications and public affairs initiatives.

- Planned, developed, directed, and coordinated comprehensive communication programs, which included media, press releases, public affairs, and publications, in close collaboration with other institutional communications and/or public relations activities.
 - Served as the designated spokesperson for the organization and its affiliates, as was necessary.
 - Coordinated surveys, evaluations, and assessments of external communications activities to determine the effectiveness of the organization's communications plans.
 - Assured quality and appropriateness of institutional communication programs and initiatives, whether internally or externally produced.
 - Developed and managed annual operating budget and provided fiscal direction to the unit(s) of oversight.
 - Supported and conducted press conferences to ensure public awareness during events, both notice and no-notice events.
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Bailey deRouen

CDBG

Education

- Juris Doctor, Environmental Law Certificate, Loyola University New Orleans College of Law, New Orleans, LA
- M.A., Urban and Regional Planning, Environmental and Hazard Mitigation Concentration, University of New Orleans, New Orleans, LA
- B.A., History, Political Science, Christian Brothers University, Memphis, TN

Areas of Expertise

- Urban and Regional Planning
- CDBG-DR, CDBG-MIT Funding
- Disaster recovery policy guidance
- Long Term Post-Disaster Rebuilding
- Needs assessments
- Program management
- Grants administration
- FEMA local match coordination

Certifications & Training

- American Institute Certified Planners (AICP)

Profile

Ms. deRouen is a disaster recovery professional with over 15 years of experience, focused on long-term post-disaster rebuilding, planning, and program management. Her experience includes working with local and state governments to design and implement resiliency-based initiatives, programs, and policies. She is an expert in federal procurement regulations, experienced in managing CDBG-DR, CDBG-MIT, and FEMA funds, and has created and delivered trainings on all aspects of these funding sources. Ms. deRouen also has expertise creating HUD Action Plans, performing needs assessments, and developing policies designed to increase a community's resilience and overall sustainability.

Relevant Experience

Senior Director/Director/Senior Project Manager, Tidal Basin, 2019 – Present

Ms. deRouen assists with managing Tidal Basin's portfolio of HUD CDBG-DR, CDBG-MIT, and FEMA Housing contracts with a general focus on disaster recovery and relief programs for state and local governments in housing and infrastructure. Bailey also supports the Tidal Basin's business development team and growth efforts across the country.

Subject Matter Expert, Maui Wildfire Housing Recovery Project Management Office, State of Hawaii Emergency Management Agency, 2023 – Present

Tidal Basin provides comprehensive support across multiple housing and sheltering programs to the State of Hawaii for Maui wildfire recovery. Ms. deRouen provides recovery housing and long-term recovery policy guidance and support to the State of Hawaii for the Maui wildfire recovery program.

Contract Manager/Program Manager, Internal Auditing & Program Monitoring CDBG-DR, State of Alaska Department of Commerce, Community, and Economic Development, 2022 – Present

Ms. deRouen serves as the engagement manager and project manager for the State of Alaska CDBG-DR program monitoring contract. Tidal Basin provides HUD required internal auditing and



monitoring services for the State's CDBG-DR program. Under this contract Tidal Basin bi-annual program reviews of the State's internal processes and management of the CDBG-DR funds.

Program Manager, Subject Matter Expert, Massachusetts Homeowner Assistance Fund (MAHAF), Massachusetts Housing Partnership, 2021 – 2023

Ms. deRouen served as the Program Manager for the State of Massachusetts' \$179M Homeowner Assistance Fund. Tidal Basin provided turnkey program implementation and Ms. deRouen was responsible for day-to-day operations and oversight of the team and served as the main point of contact for the client. This required rapid program development and interpretation of new US Treasury rules and guidance.

Technical Advisor, Community Energy and Water Resilience Installations Program (CEWRI), Puerto Rico Department of Housing (PRDOH), San Juan, PR, 2021 – 2022

Ms. deRouen served as a technical advisor and CDBG subject matter expert providing technical assistance and training to the project team overseeing applicant processing, eligibility intake, and awards determinations.

CDBG-DR Subject Matter Expert, Hurricane Michael CDBG-DR Program Management, State of Florida Department of Economic Opportunity, 2021 – 2023

Provided subject matter expertise support to the State of Florida's Department of Economic Opportunity Project Management Office for CDBG-DR Hurricane Michael Recovery Programs. Areas of expertise include CDBG-DR compliance and regulations, procurement, HUD environmental review, and policy development.

CDBG-DR Subject Matter Expert, Technical Assistance for Fiscally-Constrained Counties, State of Florida Department of Economic Opportunity, 2021 – 2023

Ms. deRouen provided subject matter expertise and CDBG-DR application development support to fiscally-constrained counties under Florida DEO's contract for technical assistance for fiscally constrained counties. She develops and reviews application narratives to ensure projects are CDBG-DR eligible, performs LMI analyses and mapping, and provides guidance to the applicants to ensure complete and compliant applications are submitted to DEO.

Project Manager, CDBG-DR Grant Management, Hendry County, Florida, 2019 – Present

Ms. deRouen provides technical assistance and project management support to Hendry County and assists with managing all CDBG-DR grant requirements and writing grant applications for CDBG-DR and CDBG-MIT funds provided through Florida Department of Economic Opportunity (DEO). Assistance to the County includes training on all federal requirements and ensuring all projects are implemented in full compliance with all federal regulations. Tidal Basin has been successful in securing over \$5 million in CDBG-DR funding to date for infrastructure and workforce development programming.

Project Manager, Texas Water Development Board Grant Management, Orange County Drainage District, Orange County, TX, 2020 – Present

Ms. deRouen leads a team assisting the Orange County Drainage District with their grant application development for HUD CDBG-MIT and Texas Water Development Board funds. Application development includes project identification, funding stream evaluation, grant application development, census tract analysis, and Low-to-Moderate Income (LMI) service area review for a variety of infrastructure and mitigation initiatives for which the county is seeking funding.

Project Manager, CDBG-DR Action Plan for 2018 Disasters, California Department of Housing and Community Development (CAL HCD), Sacramento, CA, 2019 – 2021

Ms. deRouen served as the program manager for the development of California's \$1.02 billion 2018 CDBG-DR Action Plan. This included managing a team to complete the unmet disaster needs assessment, program design, budgeting, conducting needs assessments of the state agency and



subrecipients, and completing all required HUD certifications and public outreach. The Action Plan requires HUD approval for the appropriation of the CDBG-DR and CDBG-MIT funds after the destruction of the 2018 wildfires. Ms. deRouen oversaw all staff and all tasks required for HUD approval of the Action Plan.

Unit Head/Programs and Policy Supervisor/Environmental Review Supervisor, New York City Office of Management and Budget, 2015 – 2019

Ms. deRouen served as a unit head, as a program and policy supervisor, and environmental review supervisor for approximately \$4.2 billion in HUD CDBG-DR and NDR grant funds for housing, economic development, resiliency, mitigation, and infrastructure programs for New York City's Superstorm Sandy recovery. Ms. deRouen coordinated with municipal, state, and federal agencies to manage public hearings. She oversaw action plan development, developed new programs, managed aggressive timelines, made strategic funding decisions, and assisted in program implementation. She interpreted Federal Register Notices, 2 CFR 200, 24 CFR 570, and other applicable grant regulations and gave technical assistance to all implementing partners. She also wrote multiple successful waiver requests related to HUD requirements to facilitate CDBG-DR program implementation.



Attachments

We have provided the following attachments immediately following this page.

- Proposal Form
- Price Proposal Form (Attachment A)
- Proposer's General Operation Plan (Attachment B)
- Proposer's Qualifications Statement Form (Attachment C)
- Familiar with the City's Comprehensive Emergency Management Plan (CEMP) and Hazard Annex (Attachment D)
- Anti-Kickback Affidavit (Attachment E)
- Public Entity Crime (Attachment F)
- Indemnification Form (Attachment G)
- Equal Benefits for Domestic Partners (Attachment H)
- Cone of Silence Affidavit (Attachment I)
- Non-Collusion Affidavit (Attachment J)
- Local Vendor Certification (Attachment K)
- Non-Coercive Conduct Affidavit (Attachment L)
- Vendor Certification Regarding Scrutinized Companies List (Attachment M)
- Certificate of Insurance
- Signed addenda
- State of Florida License



Proposal Form

PROPOSAL FORM

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

Proposer's contact person for additional information on this proposal:

Company Name: Tidal Basin Government Consulting, LLC
Contact Name & Telephone #: Maria E. Suppa 888.282.1626
Email Address: proposals@tidalbasingroup.com

PROPOSER'S DECLARATION AND UNDERSTANDING

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

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

CONTRACT EXECUTION AND BONDS

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

CERTIFICATES OF INSURANCE

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

ADDENDA

The Bidder hereby acknowledges that he/she/they has received Addenda No's. 1, 2,
3, 4, 5, _____, _____, _____, _____, _____, _____,

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



SALES AND USE TAXES

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

SURETY

Atlantic Specialty Insurance Company whose address is

150 Royall St., Canton, MA, 02021
Street City State Zip

Proposer

The name of the Proposer submitting this proposal is Tidal Basin Government Consulting, LLC
doing business at

126 Business Park Dr., Utica, NY, 13502
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:

Daniel Craig, President and Chief Executive Officer

Melissa Gordon, Chief Operating Officer

Frank Sardelli, Chief Financial Officer

Daylen Docampo Perez, Chief Legal Counsel

Maria Suppa, SVP Chief Compliance Officer

Amy Baker, Division President of Consulting & Technology Services

William Slater, Chief Operating Officer of Consulting Services

If Sole Proprietor or Partnership

IN WITNESS hereto the undersigned has set his (its) hand this _____ day of _____ 2024.

Signature of Bidder

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 6 day of December 2024.

(SEAL)



Name of Corporation

By: Manuela E Suppa

Title: SVP

Attest: _____

Sworn and subscribed before this 6th day of December, 2025

NOTARY PUBLIC, State of New York, at Large

My Commission Expires: 8/17/27

Tracy A Bearse

TRACY A. BEARSE
NOTARY PUBLIC, STATE OF NEW YORK
Registration No. 01BE0012130
Qualified in Oneida County
Commission Expires 08/17/2027



Price Proposal Form (Attachment A)

**Table A –
PROPOSAL SCHEDULE**

Item	Quantity Hours per Event	Unit Price (Fixed Fee)	Extended Total
Emergency Response Activation			
Project Executive	80	\$225	\$18,000
Subject Matter Expert	80	\$225	\$18,000
Project Manager	160	\$215	\$34,400
Public Adjuster	320	\$220	\$70,400
Senior Closeout Specialist	80	\$176	\$14,040
Closeout Specialist	160	\$165	\$26,400
Other: List specialty		\$	\$
Item	Quantity Class	Unit Price (Fixed Fee)	Extended Total
TRAINING CLASSES (FIXED FEE)			
IS 300 – Intermediate Incident Command System	2	\$8,248.00	\$16,496.00
IS 400 – Advanced Incident Command System	2	\$6,514.00	\$13,028.00
CEMP Refresher Incident Commander (IC)	1	\$4,135.50	\$4,135.50
Comprehensive Emergency Management Plan (CEMP); Hazard Annexes and associated emergency response and contingency plans Annual Update (FIXED FEE)	1	\$16,504.00	\$16,504.00
EXERCISES AND DRILLS (FIXED FEE)			
CEMP Exercise	1	\$11,893	\$11,893
ICS Forms Drill	1	\$4,347	\$4,347



Joint Information Center (JIC) Drill	1	\$4,347	\$4,347
PREPAREDNESS EVENTS (FIXED FEE)			
City Emergency Operations Center (EOC) Facilitation	1	\$5,095	\$5,095
Alternate City EOC Facilitation (IMT)	1	\$4,267	\$4,267
SPECIAL PROJECTS (HOURLY RATE): GRANT RESEARCH AND APPLICATION			
	Proposed Hours	Hourly Rate	Extended Total
Project Manager or Lead Consultant	80	\$211	\$16,880
Project Engineer or Lead Planner	120	\$188	\$22,560
Associate	80	\$155	\$12,400
Staff Assistant	40	\$83	\$3,300
TOTAL PROPOSED CONTRACT PRICE			\$316,490.50
EMERGENCY MANAGEMENT			
Senior EM Consultant		\$211	
EM Consultant		\$177	
Senior Planner		\$171	
Project Manager		\$211	
Planner		\$154	
Incident Management Team Support (Level 2		\$148	
[PHASE 1] Initial On-site Incident Management Support Team Activation (IMST) Fee		\$7,826	
[PHASE 2] Emergency Management Coordinator (IMST Overhead Teams; Team Leader)		\$165	



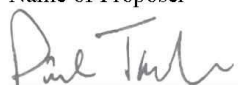
Operations Manager (Any IMST Command or General Staff position)		\$200	
Operations Specialist (Any non- general/command IMST position)		\$165	
Hazard Mitigation Assistance			
Senior Program Manager		\$209	
Program Manager		\$186	
Technical Specialist		\$163	
Administrative Support		\$75	
Preliminary Damage Assessment – Public Assistance			
Damage Assessment Team Lead		\$171	
Damage Assessment Specialist (Team)		\$159	
Public Assistance Consulting			
Senior CONSULTANT / Appeals Specialist		\$223	
CONSULTANT		\$194	
Technical Specialist I		\$177	
Technical Specialist II		\$154	

* Public Adjuster will provide consulting services, any claims adjustments would come with additional cost. *

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

Tidal Basin Government Consulting, LLC

Name of Proposer



12/13/2024

Signature of Proposer

Paul Taylor, Vice President, Management Consulting Services

Title



Proposer's General Operation Plan (Attachment B)

ATTACHMENT – B

PROPOSER'S GENERAL OPERATION PLAN

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

- Annual reviews of the City's CEMP and Hazard Annex review, and associated emergency response and contingency plans
- City associate emergency management training

Annual Reviews of the City's CEMP and Hazard Annex Review, and Associated Emergency Response and Contingency Plans

Preparedness planning should follow a prescriptive approach. Tidal Basin utilizes a building block method for preparedness planning, incorporating all the required elements, doctrine, policy, guidance, etc., into the requested plan set. We employ a three-phased approach to accomplishing these services. Phase 1 is project initiation and covers project management; Phase 2 will include planning, analysis, and solutioning; and Phase 3 will support validating, finalizing, and approval of plans.

The Tidal Basin team will provide the City with a dedicated team of subject matter experts necessary to support the tasks outlined in the RFP's scope of work. Tidal Basin understands that professional and seasoned team members are crucial to a successful planning process and that their experience must be of the highest caliber.

Phase 1: Project Initiation

During Phase 1, **Project Initiation**, Tidal Basin will work with the City to launch the project. Tidal Basin will establish the framework for project administration and will facilitate a project kickoff meeting that leads to the development of the Project Work Plan (PWP) to capture relevant objectives, deliverables, deadlines, and reporting guidelines in one location.

Task 1.1 Project Administration (ongoing)

Project administration begins at contract signing and continues through the project closeout. It includes the following:

- Establishment of a virtual workspace
- Biweekly project management and ad hoc meetings
- Monthly and quarterly progress reporting
- Monthly invoicing

Task 1.2 Project Kickoff

Within two weeks of contract signing, Tidal Basin will hold a meeting with the Project Sponsor and their designees and present the draft PWP to accomplish the following:

- Validate the PWP and review the proposed schedule / timeline.
- Identify key stakeholders (internal and external), including the planning and review teams.
- Clarify and confirm the project scope and areas of focus, including AHEOP and EOC structures, and identify the functional operations and hazards addressed in the final plan.



- Review the proposed timeline for completing the project.
- Agree on roles and responsibilities.
- Explain data gathering protocols as well as information needed for plan development.
- Discuss communication protocols and preferences.
- Verify stakeholder access to web-based project collaboration workspace (Microsoft SharePoint / Teams).
- Discuss potential risks associated with the project.

Based on agreements reached during the meeting, we will finalize the PWP within five days of approval from the Project Sponsor. The final PWP will serve as the charter for the project moving forward.

Deliverables:

- Project Management Plan
- Meeting materials and meeting minutes
- List of relevant planning documents
- Monthly progress reports and coordination calls
- Establish a core planning team

Phase 2: Planning, Analysis, and Solutioning

During Phase 2, **Planning, Analysis, and Solutioning**, Tidal Basin will gather and analyze data, update the Base Plan, update and/or draft annexes, communicate with stakeholders to receive feedback and brainstorm solutions, and deliver drafted content.

Task 2.1 Project Planning Meeting #1

At this meeting, the group will discuss the project goals, deliverables, and timeline so that the project committee is familiar with the inputs and outputs of each meeting. Tidal Basin will facilitate the group with a discussion about the existing CEMP and Hazard Annex and other emergency response plans or gaps that are relevant for the updates to the plans. The Project Planning Meeting builds relationships and project buy-in with the larger stakeholder group, reviews the PWP, validates assumptions, refines specific roles and responsibilities, and initiates the stakeholder data call.

Task 2.2 Gather and Analyze Data

Tidal Basin will gather information through a data call and other means while continuing to review data for incorporation throughout plan development. This task will occur immediately upon contract award and continue through the final draft of the CEMP. Tidal Basin will provide a list of suggested documents and other data to the City and its stakeholders that will help inform the plan update. This information will be uploaded to the Microsoft SharePoint / Teams site or the platform of the client's choosing to be referenced throughout the project. This repository is often helpful to the client for future planning efforts. During this period, the Tidal Basin team is also gathering information, including state and national guidance, relevant regulations, and best practices gained from prior projects.

Tidal Basin will review and analyze the CEMP and Hazard Annex and compare these to the national and state standards. During our review, Tidal Basin will develop a baseline assessment of where the CEMP and Hazard Analysis stand today in comparison to the format and guidance provided by the CPG 101, NRF, NIMS, ICS, EMAP, CEMP – 001, as well as any after action reports. This baseline assessment will



help identify any gaps in the current plans that need to be addressed during the plan revisions. The analysis will also highlight and prioritize planning activities and ensure our collective team is not “recreating the wheel” if a plan, policy, or procedure has already been established. Ultimately, the gap analysis will provide a road map to update the plans and how best to incorporate gaps identified. Our team will also build upon existing and applicable local, regional, and statewide plans and policies to help foster the integration of other jurisdictions and agencies into the planning and implementation processes.

Task 2.3 CEMP Draft #1

The revised CEMP will account for recent changes in laws, regulations, and guidance, to key concepts of accessibility, integration of Whole Community partners, and Community Lifelines. It will include community demographics, geography, a hazard and risk assessment consistent with the City’s Local Mitigation Strategy, emergency management organization (consistent with NIMS, the NRF, and local resources), the roles of local government and the private sector, and an all-hazards emergency response plan. The CEMP will include a preface that provides an overview of the plan that describes its function and purpose. It will also include appropriate tasks, checklists, references, and other resources necessary for City staff and stakeholders to fulfill their duties and ensure the most effective execution of the plan by persons who may not have emergency management as their primary daily role.

Tidal Basin will submit the draft CEMP and Hazard Annex to the City of Key West Project Sponsor for review and comment. We recommend a one to two-week review period to provide edits and comments back to the Tidal Basin team to incorporate into the plan(s).

Deliverables:

- Planning Meeting #1
- CEMP Draft #1
- Document Repository

Phase 3: Finalize CEMP and Closeout

During Phase 3, **Finalize CEMP**, Tidal Basin will validate the draft plan with the City, planning team, and stakeholders, and receive final feedback.

Task 3.1 CEMP Draft #2

Once feedback from all draft documents has been received, Tidal Basin will adjudicate revisions as necessary and provide an updated version of the documents as Draft #2.

Task 3.2 Planning Meeting #2

Tidal Basin will conduct a final workshop for all stakeholders to present the final draft plan. This meeting will serve as the final check-in before plan finalization and will be used to resolve any open issues or last-minute concerns. This meeting will also include a discussion about opportunities to socialize, train, and exercise the plan.

Task 3.3 Finalize and Deliver the CEMP

Tidal Basin will provide an approval-ready finalized copy of the CEMP that adjudicates any issues identified during Planning Meeting #2. The CEMP will be delivered electronically in Microsoft Word and Adobe PDF formats.

Task 3.4 Project Closeout

Upon completion of all deliverables, Tidal Basin will conduct the project closeout with the Project Sponsor. Project closeout will ensure that all deliverables and final project management documentation,



including the final invoice, have been delivered for the project. Our team will also request feedback on project performance and discuss future opportunities for collaboration.

Deliverables:

- CEMP Draft #2
- Planning Meeting #2
- Finalized CEMP and Hazard Annex
- Facilitation of the closeout meeting

City Associate Emergency Management Training

Phase 1: Project Initiation

During the first phase of the training development, Tidal Basin will work with the City of Key West to initiate the project and form the team which will assist with training development and delivery.

- Task 1.1: Conduct Kickoff Meeting
- Task 1.2: Review CEMP, hazard analysis, and department emergency plans

Project Kickoff Meeting. Tidal Basin will begin the project by conducting a project kickoff meeting. The purpose of this meeting is to develop the project work plan, define deliverables and assumptions, agree on roles and responsibilities, discuss expectations, confirm a project timeline, and discuss communication protocols. The meeting will include City of Key West's Project Sponsor, City of Key West's Emergency Manager, key stakeholders, Tidal Basin's Project Manager, and other key staff as City of Key West Leadership deems necessary. Tidal Basin will facilitate the group with a discussion about the goals and objectives for the City Associate Emergency Training.

Deliverables:

- Project Management Plan
- Meeting materials and meeting minutes
- List of relevant planning documents
- Monthly progress reports and coordination calls

Phase 2: Training Development and Delivery

During Phase 2, Tidal Basin will focus on the following

- Task 2.1: Identify key objectives for and outline for Associate Emergency Management Training courses
- Task 2.2: Develop 10 Associate Emergency Management Training Courses
- Task 2.3: Deliver 10 courses, each 8 – 16 hours each, over a two-week period

Training Development. Tidal Basin will hold several meetings with City of Key West project sponsor and key stakeholders to identify goals and objectives for each training course. In addition, the CEMP and departmental plans will be referenced to ensure course content reflects the City's training goals.

Once we have identified the goals, objectives, format, and target audience for the training, Tidal Basin will then develop an agenda, create training materials, coordinate with trainers, and support logistical activities. The customized training curriculum will be developed utilizing adult education principles to



support the implementation and maintenance of the above-mentioned plans. We understand that some people learn by doing, thus we will utilize case studies, create scenarios, activities, hands-on exercises, and knowledge-checks throughout the training to ensure that the session is interactive, dynamic, and value added. If desired, we can also video record the sessions to allow those who are unable to attend to view the training or to create a just-in-time training course that can be electronically delivered.

Training Delivery. Training will be delivered in person, and all training material will be provided to the Project Sponsor and / or agency representatives for review and approval at least five business days prior to the training delivery. Trainers will be experienced instructors and well-versed in the updated plans. Training will utilize best practices and lessons learned to support learning objectives where possible. Tidal Basin will provide hard-copy training materials to all participants along with a training feedback form to evaluate training delivery. All final training materials will be provided to the appropriate City of Key West personnel so that this training can be replicated outside of this contract.

Deliverables:

- Draft Training Material
- Final Training Material
- Training Feedback Form
- Audio/Visual Training Materials
- Customer Feedback Survey Form

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Proposer's Qualifications Statement Form (Attachment C)

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:

Tidal Basin Government Consulting, LLC (a Rising Phoenix Holdings Corporation company) provides disaster recovery services for clients across the country. We employ top talent from the emergency management industry who bring expertise in successfully assisting the financial recovery for federal, state, local government and private sector clients. Our mission is to assist clients to identify and achieve emergency management goals.

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

126 Business Park Drive, Utica, NY 13502

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

Company Phone- (Toll Free): 888-282-1626

Fax -315-272-2054

Email- proposals@tidalbasingroup.com

4. Number of employees:

As of December 2024 Tidal Basin employs 281 total employees

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

The number of assigned personnel will be dependent upon the needs of the City and will be coordinated with City officials. A Project Manager will be assigned to work directly with the City and will oversee aspects of their recovery/emergency management projects. The Project Manager will work with the City to determine the right number of resources needed.

6. Company Identification numbers for the Internal Revenue Service:

TIN: 20-5926493

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



N/A

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

Founded on November 14, 2006, we are a team of unmatched experts specializing in emergency and disaster preparedness, response, recovery, mitigation management, and funding, especially through FEMA grants. For decades, as some of the worst disasters struck North America, we were there immediately boots on the ground, sleeves rolled up - actively shaping the recovery solutions for numerous organizations, communities, and governments. Driven to serve only our clients and become their true advocates as they seek to restore and rebuild their lives, we founded Tidal Basin to provide the prime resources, planning, and solutions to optimize their preparation and maximize their financial recovery.

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:

Tidal Basin provided professional services to the Town of Fort Myers Beach to support emergency management, response, recovery, mitigation, CDBG and other support services to assist in their recovery efforts for both Hurricane Ian and Idalia. We are currently also facilitating the maximization of potential funding opportunities throughout various state and federal grant programs. We continue to support the Town of Fort Myers Beach in identification, evaluation, and pursuit of alternate funding for town priorities and unmet needs. These efforts include supporting the Town in preserving long term opportunities under the Lee County CDBG-DR Action Plan and pursuing grant and other types of funding under less-common or Hurricane Ian-specific State and Federal funding programs.

Reference: Andy Hyatt, Town Manager

(P) 239- 313-0895

(E) andyhyatt@fmbgov.com

Cost of Work Completed: To date we facilitated the funding of \$1.5 Million in CDBG-DR Planning Project Grants and received over \$19 million dollars obligated through FEMA Public Assistance on behalf of the Town of Fort Myers Beach.



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

Tidal Basin has never failed to complete any work awarded to our firm.

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

• Name: Jocelyn Upchurch

• Address: 800 Dunlop Rd., Sanibel, FL 33957

• Telephone No: 239-472-9615 x 368

• Disaster response Contract Performed:

Disaster Recovery/Grant Management Services

• Name: Andy Hyatt

• Address: 2731 Oak Street, Fort Myers Beach, FL 3393

• Telephone No: 239- 313-0895

• Disaster Response Contract Performed:

Hurricane Ida and Idalia Emergency Management, Response, Recovery, Mitigation, CDBG-and Other Support Services

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

Table B-1: In Progress Contracts

Name of Project	Owner	Value	Contracted Completion Date	% of Completion to Date
DR-4381 – Severe Storms DR-4494 – COVID Pandemic DR-4547 – Severe Storms DR-4607 – Severe Storms	State of Michigan	\$5,000,000.00	October 2, 2027	50%
DR-4094 – Severe Storms DR-4161 – Flooding	State of Alaska	\$20,000,000.00	January 1, 2027	30%



DR-4413 – Earthquake DR-4162 – Severe Storms DR-4533 – COVID Pandemic DR-4638 – Severe Storms DR-4646 – Windstorm DR-4648 – Winter Storm DR-4667 – Spring Flooding DR-4672 – Severe Storms DR-4730 – Spring Flooding DR-4767 – Severe Storms				
DR-4639 – Severe Storms DR-4724 – Maui Wildfires	State of Hawaii	\$2,800,000.00	June 30, 2025	80%
DR-4020 – Hurricane Irene DR-4031 – Tropical Storm Lee DR-4085 – Hurricane Sandy DR-4322 – Winter Storm DR-4348 – Flooding DR-4480 – COVID Pandemic DR-4615 – Hurricane Ida DR-4723 – Severe Storms DR-4755 – Severe Storms	State of New York	\$91,728,000.00	December 31, 2024	95%
DR-4486 – COVID Pandemic DR-4820 – Hurricane Helene DR-4834 – Hurricane Milton	State of Florida	\$4,310,000.00	December 31, 2024	95%
USDA – Iowa Chicken Pandemic	State of Iowa	\$50,332.00	October 9, 2025	60%
DR-4489 – COVID Pandemic	State of Illinois			
DR-4734 – Hurricane Idalia DR-4806 – Hurricane Debby DR-4828- Hurricane Helene DR-4834 – Hurricane Milton	Tri-County Electric Cooperative, FL	\$1,924,134.50	March 8, 2027	10%
DR-4673 – Hurricane Ian	City of Hialeah, FL	\$25,000.00	January 7, 2025	95%
DR-4486 – COVID Pandemic	City of Miami Beach, FL	\$75,000.00	August 19, 2027	20%



DR-4437 – Hurricane Irma	University of Miami, FL	\$25,000.00	August 1, 2026	20%
DR-4734 – Hurricane Idalia DR-4794 – Severe Storms DR-4806 – Hurricane Debby DR-4828 – Hurricane Helene	Suwannee Valley Electric Cooperative, FL	\$1,884,620.00	February 10, 2027	20%
	Kaufman County, TX	\$250,000.00	August 12, 2025	50%
DR-4828 – Hurricane Helene DR-4834 – Hurricane Milton	Empath Health, FL	\$112,000.00	November 23, 2025	40%
DR-4673 – Hurricane Ian DR-4734 – Hurricane Idalia DR-4828 – Hurricane Helene DR-4834 – Hurricane Milton	City of Sanibel, FL	\$1,685,759.40	November 8, 2026	20%
DR-4564 – Hurricane Sally	University of West Florida	\$125,000.00	February 23, 2026	100%
DR-4734 – Hurricane Idalia DR-4828 – Hurricane Helene DR-4834 – Hurricane Milton	Town of Fort Myers Beach, FL	\$1,000,000.00	February 23, 2026	40%
DR-4734 – Hurricane Idalia DR-4828 – Hurricane Helene DR-4834 – Hurricane Milton	Lee County Electric Cooperative, FL	\$3,620,000.00	October 2, 2026	100%
DR-4337 – Hurricane Irma	Florida Keys Aqueduct Authority	\$50,000.00	August 23, 2025	100%
DR-4337 – Hurricane Irma	Florida Keys Electric Co-Op	\$50,000.00	February 25, 2025	100%
DR-4557 – Severe Storms	City of Marion, IA	\$350,000.00	November 1, 2025	90%
DR-4337 – Hurricane Irma	City of Key West, FL	\$550,000.00	March 20, 2025	100%
DR-4673 – Hurricane Ian	City of Key West, FL	\$175,000.00	March 20, 2025	90%

(Continue list on insert sheet, if necessary.)



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?

As with past consulting services provided to the City of Key West by Tidal Basin personnel, a Public Assistance program consultant shall be identified and assigned to accompany the site inspection team to each of the damaged sites. An expected result of the inspection services shall produce a detailed listing and description of the eligible damages, and the consultant shall provide oversight and follow-through to ensure the data is accurately captured and reflected in the Public Assistance grant project report.

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

Table B-2: Subcontractors

Sub-Contractor Name	Address	Work to be Performed
N/A		

(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 staff is full equipped with all equipment needed to service the City of Key West. This includes computers, printers, cameras and GPS.

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

(Continue list on insert sheet, if necessary)

None

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

(Continue list on insert sheet, if necessary)

None



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

(Continue list on insert sheet, if necessary)

We have provided resumes for our key personnel in our proposal response in the section entitled “Personnel Resumes” .

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

- 19.1 The correct name of the bidder is:

Tidal Basin Government Consulting, LLC

126 Business Park Drive

Utica, NY, 13502

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

Limited Liability Corporation

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

Daniel Criag, Chief Executive Officer

Melissa Gordon, Chief Operating Officer

Frank Sardelli, Chief Financial Officer

Daylen Docampo Perez, Chief Legal Counsel

Maria Suppa, SVP Chief Compliance Officer

Amy Baker, Division President of Consulting & Technology Services

William Slater, Chief Operating Officer of Consulting Services



SUBMITTED BY: Tidal Basin Government Consulting, LLC

SIGNATURE: Maria E. Suppa

PRINT NAME: Maria E. Suppa

TITLE: Senior Vice President, Chief Compliance Officer



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

(This space intentionally left blank)

ATTACHMENT D

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

This Statement is to Attest That Proposer Tidal Basin Government Consulting, LLC is Familiar with the City's Comprehensive Emergency Management Plan (CEMP) and Hazard Annex.

SUBMITTED BY: Tidal Basin Government Consulting, LLC

SIGNATURE: Maria E. Suppa

PRINT NAME: Maria E. Suppa

TITLE: Senior Vice President, Chief Compliance Officer



Anti-Kickback Affidavit (Attachment E)

(This space intentionally left blank)

ATTACHMENT E
ANTI-KICKBACK AFFIDAVIT

STATE OF New York)

: SS

COUNTY OF Oneida)

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: Mona E Suppa

Sworn and subscribed before me this 6 day of December 2024.

NOTARY PUBLIC, State of ^{New York} ~~Florida~~ at Large

Tracy A Bearse

My Commission Expires: 8/17/2027

TRACY A. BEARSE
NOTARY PUBLIC, STATE OF NEW YORK
Registration No. 01BE0012130
Qualified in Oneida County
Commission Expires 08/17/2027



Public Entity Crime (Attachment F)

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

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

1. This sworn statement is submitted with Bid or Proposal for City of Key West, Florida
2. This sworn statement is submitted by Tidal Basin Government Consulting, LLC

(name of entity submitting sworn statement)

whose business address is 126 Business Park Drive, Utica, NY 13502

and (if applicable) its Federal Employer Identification Number (FEIN) is 20-5926493

(If the entity has no FEIN, include the Social Security Number of the individual
signing this sworn statement N/A)
3. My name is Maria E. Suppa
(please print name of individual signing)

and my relationship to the entity named above is Senior Vice President, Chief Compliance 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 of 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
 1. A predecessor or successor of a person convicted of a public entity crime; or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a 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.)

Maria E Suppa
(signature)

12/6/2024
(date)

STATE OF New York

COUNTY OF Oneida

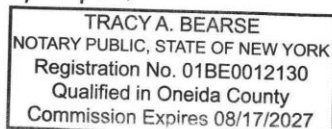
PERSONALLY APPEARED BEFORE ME, the undersigned authority,

Maria E Suppa Who, after first being sworn by me, affixed his/her
(name of individual signing)

signature in the space provided above on this 6th day of December, 2024.

My commission expires:

8/17/27



Tracy A Bearse
NOTARY PUBLIC

15



Indemnification Form (Attachment G)

ATTACHMENT G **CITY OF KEY WEST INDEMNIFICATION FORM**

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

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

CONTRACTOR: 126 Business Park Drive, Utica, NY 13502

Address

Maria E. Suppa

Signature

Maria E. Suppa

Print Name

Senior Vice President, Chief Compliance Officer

Title

12/6/24

DATE

SEAL:





Equal Benefits for Domestic Partners (Attachment H)

ATTACHMENT H **EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT**

STATE OF New York)

: SS

COUNTY OF Oneida)

I, the undersigned hereby duly sworn, depose and say that the firm of Tidal Basin Government Consulting, LLC provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

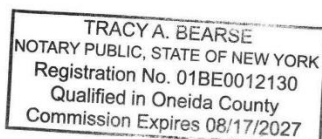
By: Monica E Suppa

Sworn and subscribed before me this 6th day of December 20 25.

New York
NOTARY PUBLIC, State of ~~Florida~~ at Large

Tracy A Bearse

My Commission Expires: 08/17/2027





Cone of Silence Affidavit (Attachment I)

ATTACHMENT I CONE OF SILENCE AFFIDAVIT

STATE OF New York)

: SS

COUNTY OF Oneida)

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Tidal Basin 60V Consulting have read and understand the limitations and procedures regarding communications concerning City of Key West Code of Ordinances Sec. 2-773 Cone of Silence.

By: Maria E Suppa Maria E Suppa

Sworn and subscribed before me this

6th day of December 2024.

Tracy A Bearse

NOTARY PUBLIC, State of New York at Large

My Commission Expires: 08/17/2027

TRACY A. BEARSE NOTARY PUBLIC, STATE OF NEW YORK Registration No. 01BE0012130 Qualified in Oneida County Commission Expires 08/17/2027
--



Non-Collusion Affidavit (Attachment J)

ATTACHMENT J NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA)

:

SS COUNTY OF MONROE)

I, the undersigned hereby 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.

By: Maria E Suppa

Sworn and subscribed before me this

6th day of December, 2024

Tracy A Bearse

NOTARY PUBLIC, State of ~~Florida~~ at Large
New York

My Commission Expires: 08/17/2027

TRACY A. BEARSE NOTARY PUBLIC, STATE OF NEW YORK Registration No. 01BE0012130 Qualified in Oneida County Commission Expires 08/17/2027
--



Local Vendor Certification (Attachment K)

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

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

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

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

Business Name N/A

Phone:

Current Local Address:
(P.O. Box numbers may not be used to establish status)

Fax:

Length of time at this address

Maria E Suppa
Signature of Authorized Representative
STATE OF New York
COUNTY OF Oneida

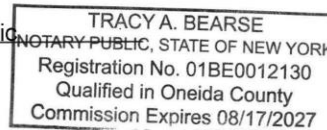
12/16/24
Date

The foregoing instrument was acknowledged before me this 16th day of December, 2024.
By Maria E Suppa, of Tidal Basin Government Consulting
(Name of officer or agent, title of officer or agent) Name of corporation acknowledging)
or has produced _____ as identification
(type of identification)

Tracy A. Bearse
Signature of Notary
Tracy A. Bearse
Print, Type or Stamp Name of Notary

Return Completed form with
Supporting documents to:
City of Key West Purchasing

NYS Notary Public
Title or Rank





Non-Coercive Conduct Affidavit (Attachment L)

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

Entity/Vendor Name: Tidal Basin Government Consulting, LLC

Vendor FEIN: 20-5926493

Vendor's Authorized Representative: Maria E. Suppa, SVP, Chief Compliance Officer

(Name and Title)

Address: 126 Business Park Dr.

City: Utica State: NY Zip: 13502

Phone Number: 888.282.1626

Email Address: proposals@tidalbasingroup.com

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

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

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

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

Certified By: Maria E. Suppa, who is authorized to sign on behalf of the above referenced company.

Authorized Signature: Maria E. Suppa

Print Name: Maria E. Suppa

Title: SVP, Chief Compliance Officer



Vendor Certification Regarding Scrutinized Companies List (Attachment M)

ATTACHMENT M VENDOR CERTIFICATION REGARDING SCRUTINIZED COMPANIES LISTS

Respondent Vendor Name:	<u>Tidal Basin Government Consulting, LLC</u>		
Vendor FEIN:	<u>20-5926493</u>		
Vendor's Authorized Representative Name and Title:	<u>Maria E. Suppa, SVP, Chief Compliance Officer</u>		
Address:	<u>126 Business Park Dr.</u>		
City:	<u>Utica</u>	State:	<u>NY</u> Zip: <u>13502</u>

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

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

Certified By:	<u>Maria E. Suppa</u>	<u>SVP, Chief Compliance Officer,</u>
	<i>Print Name</i>	<i>Print Title</i>
Authorized Signature:	<u>Maria E Suppa</u>	



Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/25/2024

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 Gilroy Kernan & Gilroy 210 Clinton Rd New Hartford NY 13413		CONTACT NAME: PHONE (A/C, No, Ext): 315-768-8888 FAX (A/C, No): 315-768-8600 E-MAIL: Service@gkgrisk.com ADDRESS: Service@gkgrisk.com		
INSURED Tidal Basin Government Consulting LLC 126 Business Park Drive Utica NY 13502		INSURER(S) AFFORDING COVERAGE		NAIC #
		INSURER A: Federal Insurance Co.		20281
		INSURER B: ACE American Ins Co		22667
		INSURER C: Crum & Forster Insurance Company		44520
		INSURER D: Westchester Fire Insurance Co		10030
		INSURER E: Bankers Standard Insurance Company		18279
		INSURER F:		

COVERAGES

CERTIFICATE NUMBER: 1156647067

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 GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	Y	Y	3606-29-62	6/1/2024	6/1/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/PO/ AGG \$ 2,000,000 \$
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	7361-86-89	6/1/2024	6/1/2025	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 EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000	Y	Y	7818-50-02	6/1/2024	6/1/2025	EACH OCCURRENCE \$ 20,000,000 AGGREGATE \$ 20,000,000 \$
E	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	7176-83-24	6/6/2024	6/6/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D B C	Prof Liab Cyber Excess Cyber			2745928011 F146124396 EOL2411350	6/1/2024 6/1/2024 6/1/2024	6/1/2025 6/1/2025 6/1/2025	E&O Cyber Excess Cyber 5M/5M 5M/5M 5M

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
The Errors and Omissions coverage deductible is \$100,000
NY WC coverage is separate from above evidenced coverage.
The certificate holder is listed as additional insured on a primary and non-contributory basis where required by written contract. Waiver of subrogation applies where required by written contract. 30 day notice of cancellation to certificate holder applies.

CERTIFICATE HOLDER

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

ACORD 25 (2016/03)

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Signed Addenda

Amendment 1



ADDENDUM NO. #1
Emergency Management Consulting Services
RFP #25-001

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

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

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

Mona E. Suppa

Signature

Tidal Basin Government Consulting, LLC

Name of Business



Amendment 2



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

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

1. **Clarification of Specifications:** [No Changes]
2. **Changes to Submission Requirements:** [No Changes]
3. **Updates to Project Timeline:** [No Changes]
4. **Responses to Questions:**
 - 1) Can you please confirm if resumes are outside of the 20 page limit for the "Responses to the RFP" section in proposal responses?
Answer: Yes, resumes are outside the 20-page limit and can be submitted as an appendix.
 - 2) Will the City allow offerors to provide resumes as an appendix at the end of proposal responses?
Answer: Yes, resumes can be submitted as an appendix.
 - 3) Question 11 in the "Proposer's Qualifications Statement Form" ask offerors to "Give names, addresses and telephone numbers of two individuals, corporations, agencies, or institutions for which you have previously performed work. List of ALL disaster response contracts performed in the last 5 years." Can the City please confirm if offerors are required to submit two references or if offerors are required to provide a list of all disaster response contracts performed in the last five years?



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

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

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

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

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

5. **Additional Resources:** [No Changes]

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

Mona E Suppa

Signature

Tidal Basin Government Consulting, LLC

Name of Business



Amendment 3



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

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

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

Answer: TDMS reference was not intentional and debris monitoring is not a segment of this RFP.
5. **Additional Resources:** [No Changes]

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

Mona E Suppa
Signature

Tidal Basin Government Consulting, LLC
Name of Business



Amendment 4



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

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

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

Answer: Please include the hourly rates for all positions referenced in the draft agreement and provide them in the Price Proposal Form on pages 39-40.
 2. On page 19 of the RFP, “Pricing” is currently listed under the “Program Approach and Pricing” section, which counts towards the 20-page response limit. Will the City consider excluding the Price Proposal Form (Attachment A) from the 20-page response limit?

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



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

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

5. **Additional Resources:** [No Changes]

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

Mona E. Suppa
Signature

Tidal Basin Government Consulting, LLC
Name of Business



Amendment 5



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

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

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

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

Mona E Suppa
Signature

Tidal Basin Government Consulting, LLC
Name of Business



State of Florida License

12/10/24, 11:41 AM

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DIVISION OF CORPORATIONS



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Foreign Limited Liability Company
TIDAL BASIN GOVERNMENT CONSULTING, LLC

Filing Information

Document Number	M10000000434
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Event Date Filed	11/24/2014
Event Effective Date	NONE

Principal Address

126 BUSINESS PARK DRIVE
UTICA, NY 13502

Changed: 04/16/2021

Mailing Address

126 BUSINESS PARK DRIVE
UTICA, NY 13502

Changed: 04/16/2021

Registered Agent Name & Address

CORPORATION SERVICE COMPANY
1201 HAYS STREET
TALLAHASSEE, FL 32301-2525

Name Changed: 11/24/2014

Address Changed: 11/24/2014

Authorized Person(s) Detail

Name & Address

Title Manager, CEO

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Detail by Entity Name

Craig, Daniel A
675 N. Washington Street
Suite 400
Alexandria, VA 22314

Title Manager, AVP

SLATER, BILL
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager, SVP, CDO

CASTILLO, CARLOS
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager, AVP

SARDELLI, FRANK
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager, VP

STICKLER, HEATHER
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager, VP

NICHOLS, LORI
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager, Asst. Secretary, Asst. Treasurer, VP

SUPPA, MARIA
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager, SVP, COO

MISCZAK, MARK
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager, VP

GORDON, MELISSA
126 BUSINESS PARK DRIVE
UTICA, NY 13502

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Detail by Entity Name

Title Manager, VP

MATTHEWS, MOLLIE
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager, AVP

MANEK, SHEILA
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager, VP

MURPHY, STEPHANIE
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager

Lewis, Thomas
126 BUSINESS PARK DRIVE
UTICA, NY 13502

Title Manager

Russell, Curt
126 BUSINESS PARK DRIVE
UTICA, NY 13502

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